

MARKETING RECODED

What's new and not
in our world of
relentless change?

MARKETING RECODED

A group of diverse young people are shown from the chest up, sitting on the back of a vehicle. They have their arms raised in the air, some with their eyes closed, suggesting they are dancing or celebrating. The background is a blurred road winding through a forest of tall trees. The overall mood is joyful and energetic.

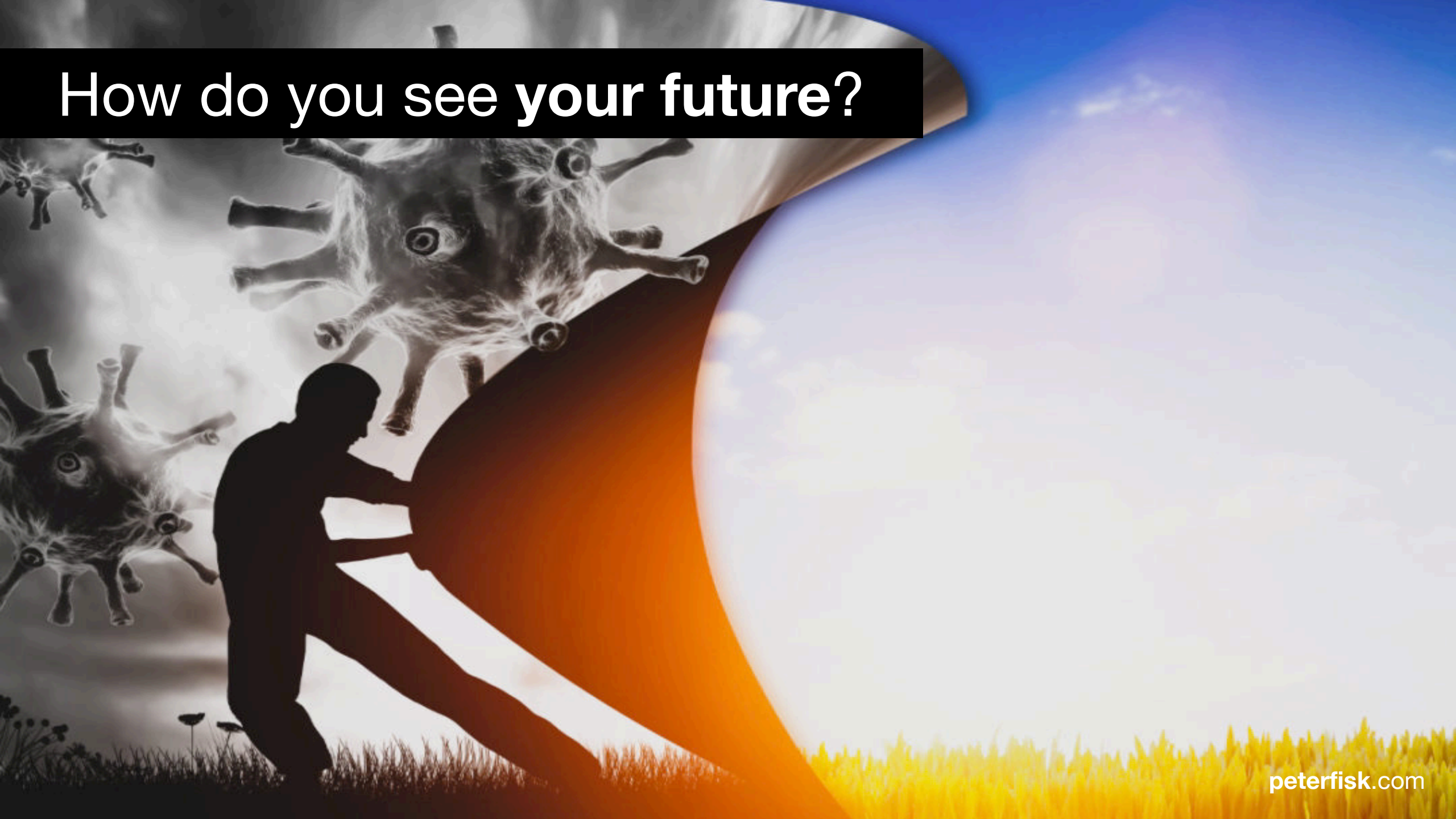
Making sense of
**fast-changing
markets**

Unlocking the
**new power of
marketing**

Marketers really can
**change the
world**

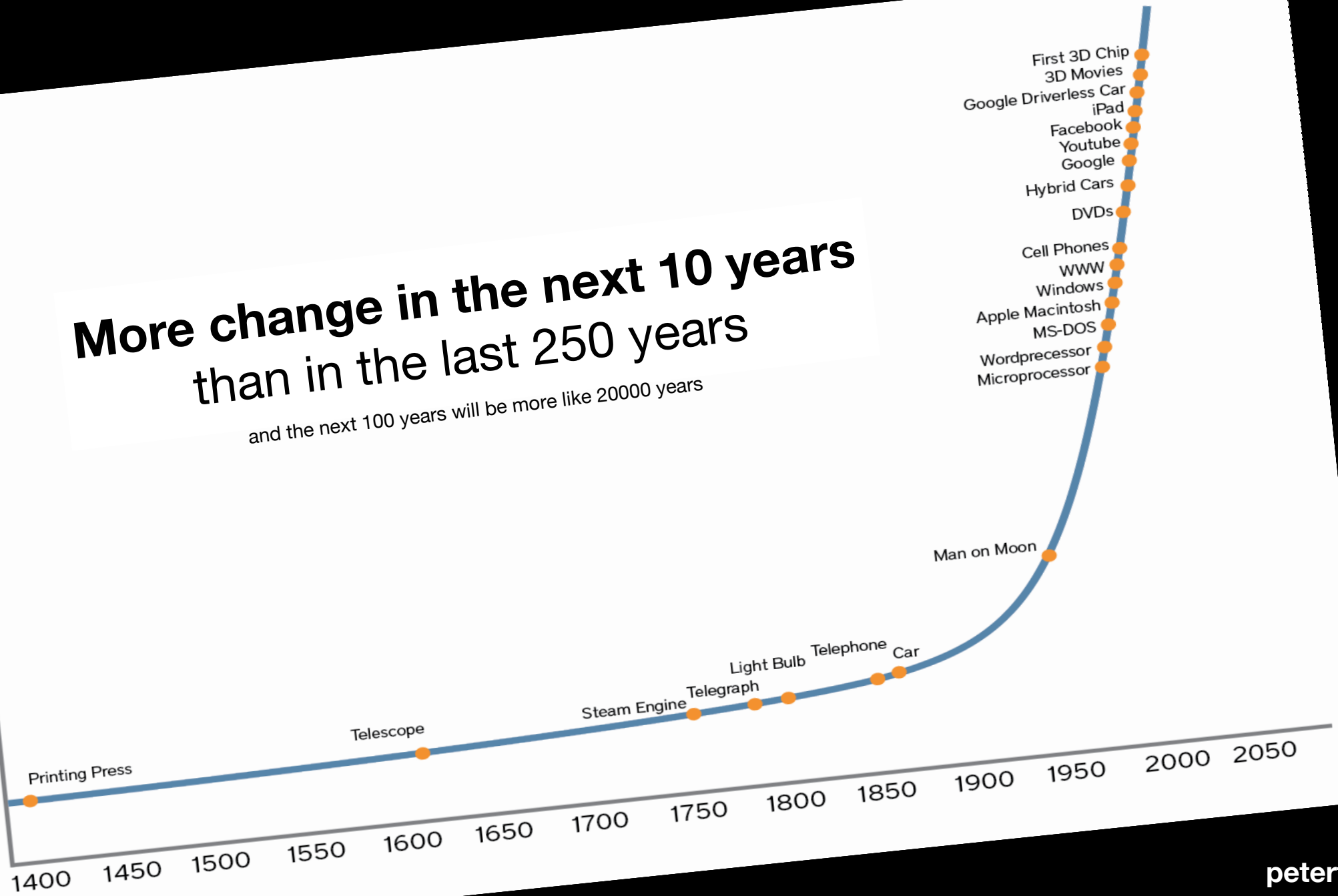


How do you see **your future?**



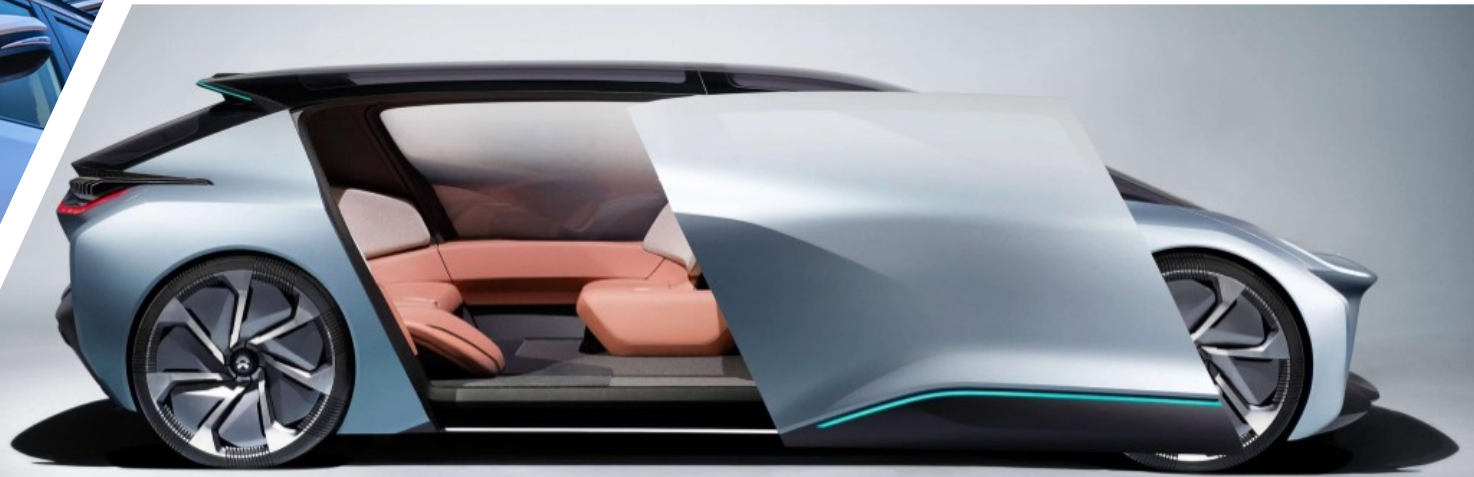
More change in the next 10 years than in the last 250 years

and the next 100 years will be more like 20000 years





Every market is being shaken-up





Every market is being shaken-up





Every market is being shaken-up



Changing consumer agendas



MADE WITH NATURE

STAN SMITH MYLO



BUILT WITH BIOLOGY

Mylo is a nature-based alternative to leather, crafted from lab-grown mycelium, the root-like structure of mushrooms. This structure harnesses natural material technologies, billions of years in the making, to shape the future of footwear.

STAN SMITH MYLO

MADE WITH NATURE



1_SPAWN

The process begins in a lab, recreating the natural conditions where mycelium grows best, under the forest floor. Mycelium is the root-like structure of mushrooms.



2_GROW

By mixing the mycelium with sawdust and other organic matter, growth is scaled up from spawn into an interconnected network that resembles a soft foam, in a state-of-the-art vertical farming facility.



3_HARVEST

Once billions of these cells have grown and formed an interconnected lattice, they are harvested and the leftover by-products are composted.



4_PROCESS

The resulting latticework is processed and finished with the aim of transforming it into a soft, supple material that looks, feels and performs like leather.



5_ASSEMBLE

Finally, sheets of Mylo material are crafted and stitched together to create the upper of the shoe, before attaching them to the natural rubber outsole.

Changing consumer agendas



Changing consumer agendas

OUR NEW YEAR'S RESOLUTION WE'RE TRYING TO GIVE UP CIGARETTES

Philip Morris is known for cigarettes. Every year, many smokers give them up. **Now it's our turn.**

Our ambition is to stop selling cigarettes in the UK. It won't be easy.

But we are determined to turn our vision into reality. There are 7.6 million adults in the UK who smoke. **The best action they can take is to quit smoking.** Many will succeed.

But many will continue to smoke. That's why we want to replace cigarettes with products such as e-cigarettes and heated tobacco, which are a better choice for the millions of men and women in the UK who would otherwise not stop smoking.

So far, we have invested £2.5bn on research and development. And it's making a difference. **We've introduced new products in many countries** and millions of adult smokers have abandoned cigarettes and switched to better options.

No cigarette company has done anything like this before. You might wonder if we really mean it. We do – and we're therefore making these commitments for 2018:

- Launch a website and campaign to provide smokers with information on quitting and on alternatives to cigarettes;
- Offer to support Local Authority cessation services where smoking rates are highest;
- Seek Government approval to insert, directly into our cigarette packs, information on quitting and on switching;
- Expand the availability of new, alternative products in the UK.

Never starting or quitting is always best. For those who would not otherwise stop, there are better alternatives than continuing to smoke. You can find out more about quitting and about alternatives to smoking at www.smokefreefuture.co.uk



PHILIP MORRIS INTERNATIONAL



smoke-free future

How did the pandemic change our world?



Online shopping
10 years in 8 weeks



Netflix v Disney+
7 years v 5 months



Digital health consultations
10x growth in 15 days



Remote working with Zoom
20x growth in 3 months



FORTNITE







Reliance's Mukesh Ambani

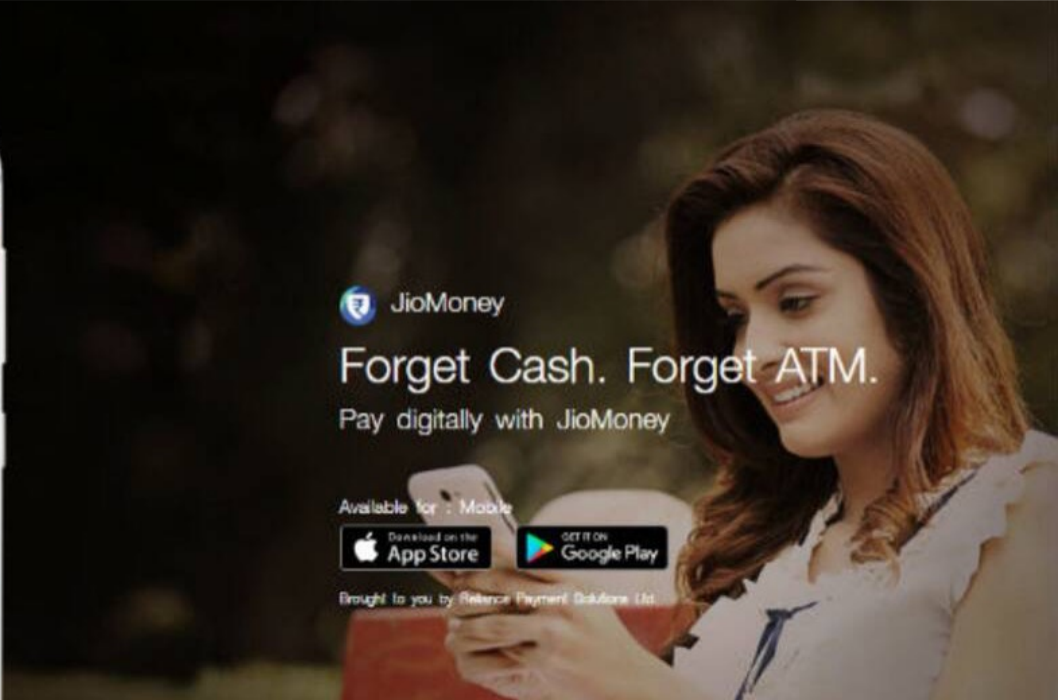
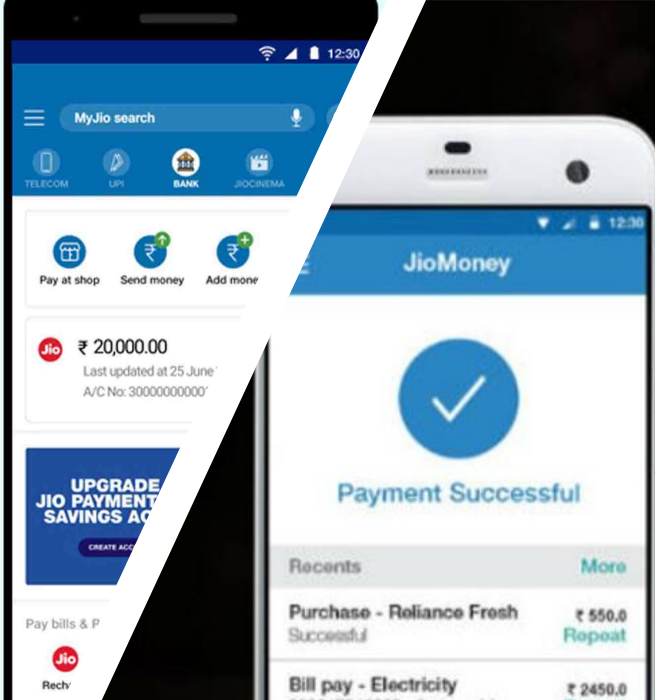
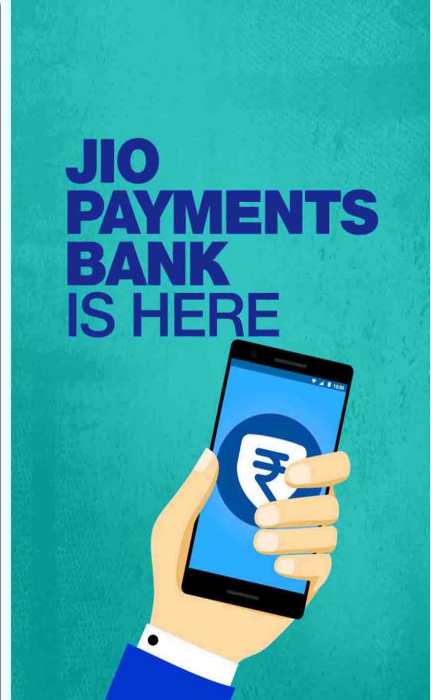
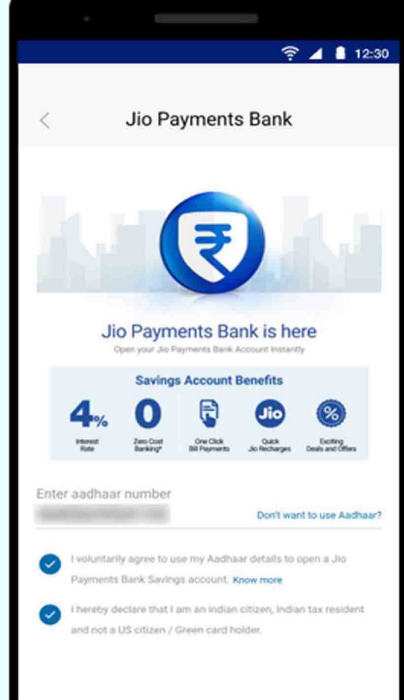
India's Reliance becomes Jio



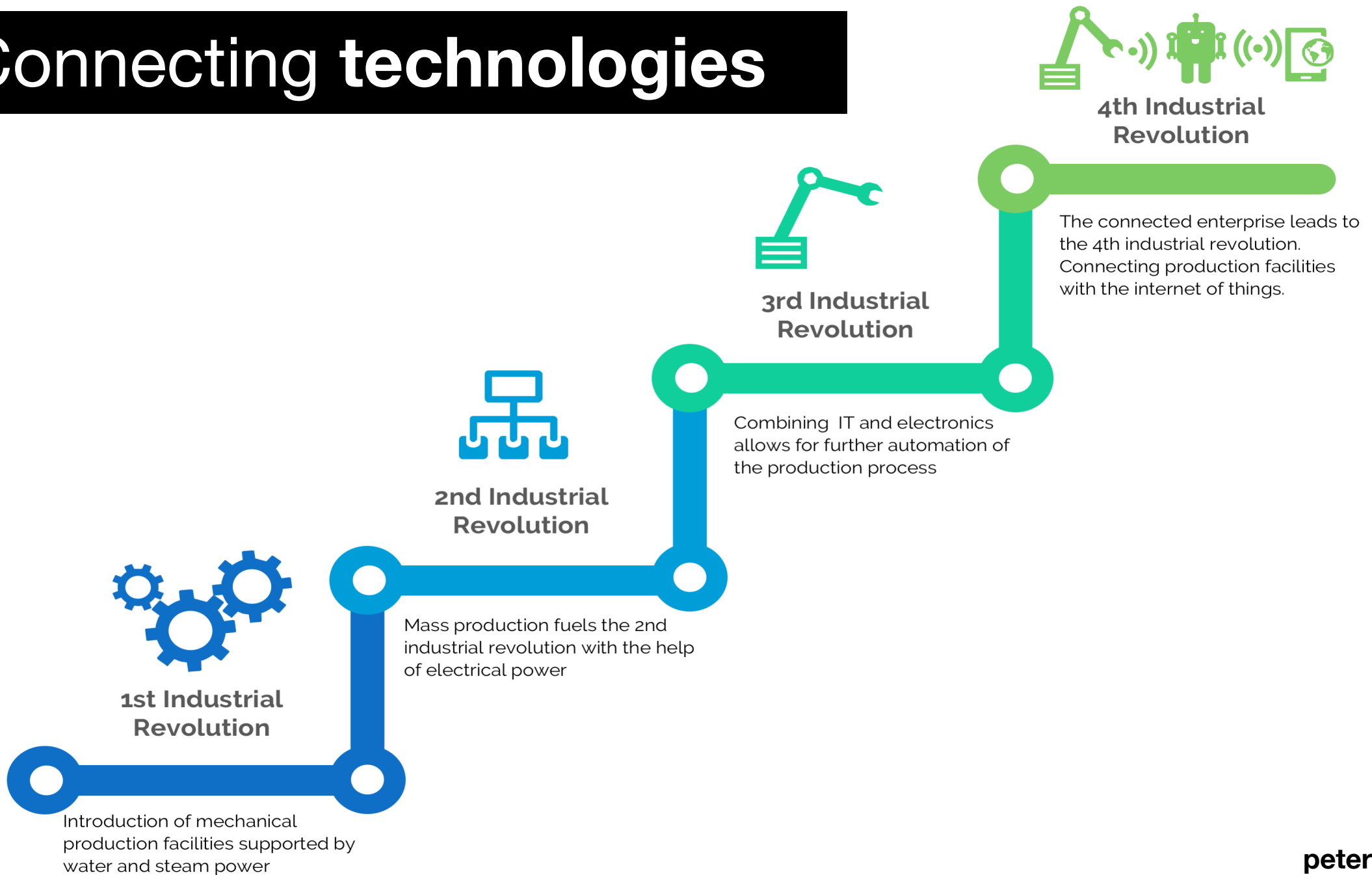
JioPhone
IS EFFECTIVELY
FREE



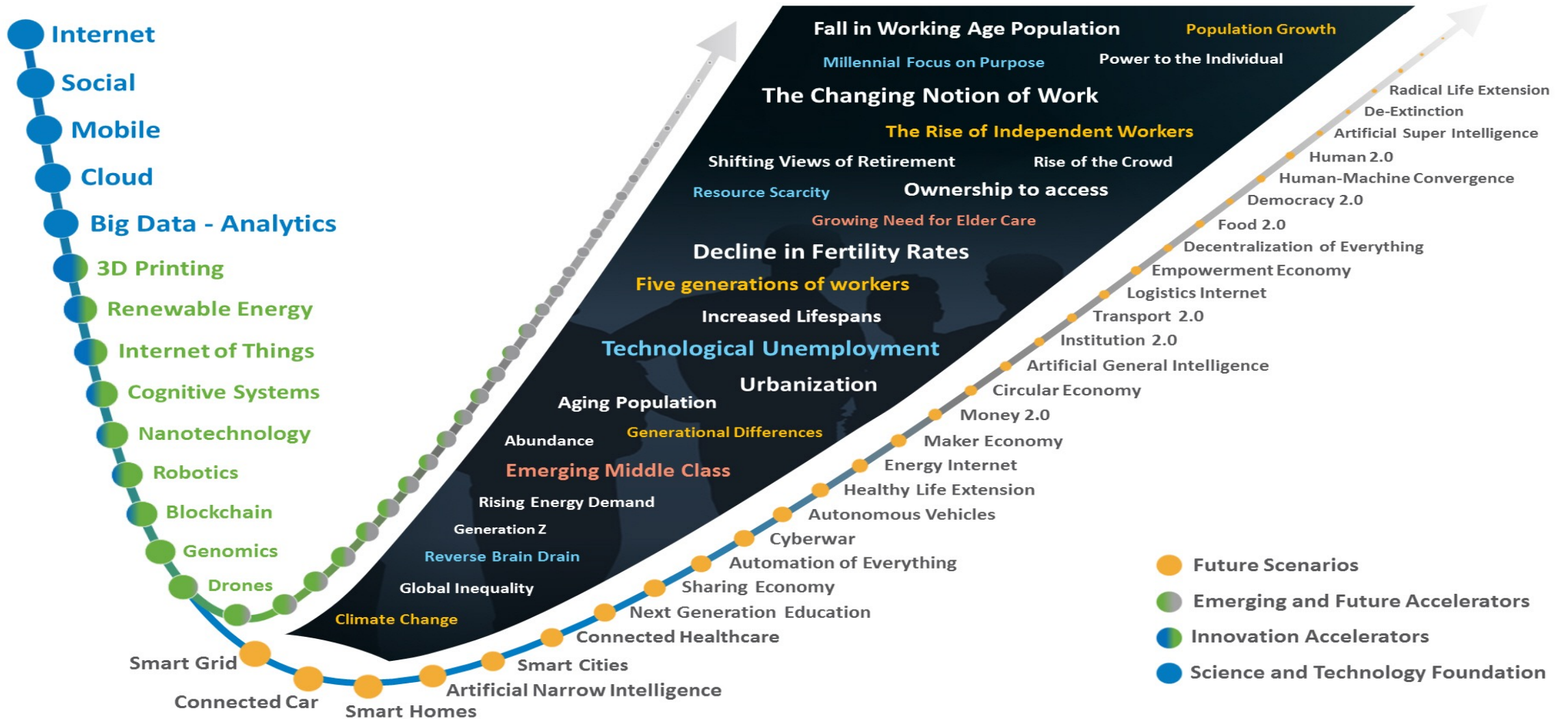




Connecting technologies



Unlocking the power of networks



How will you embrace the megatrends?



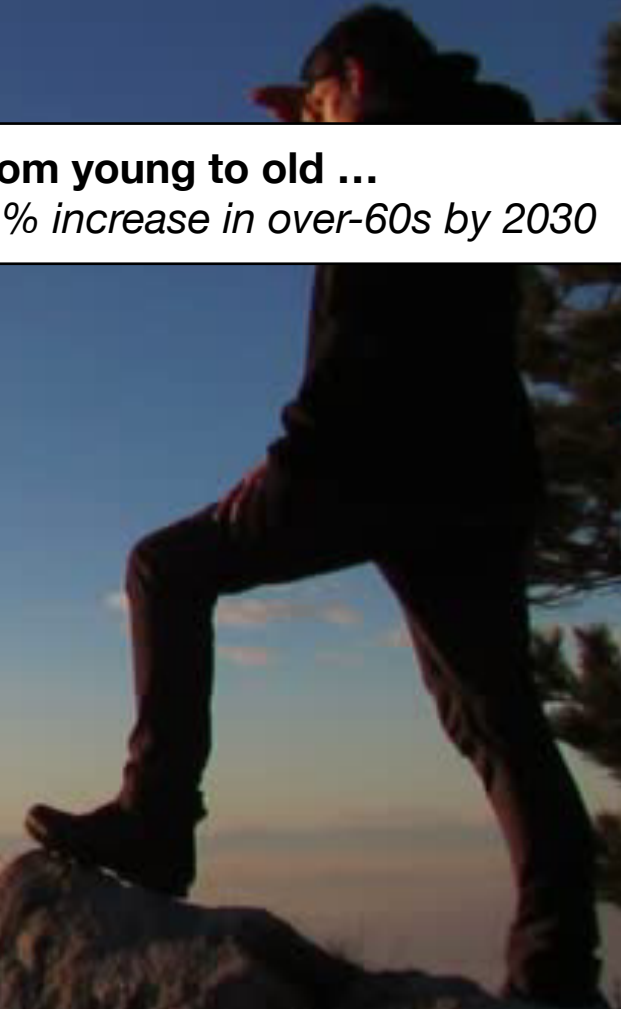
How will you embrace the megatrends?



Ageing world



From young to old ...
45% increase in over-60s by 2030



How will you embrace the megatrends?



Ageing world



Booming Asia



From young to old ...

45% increase in over-60s by 2030

From west to east ...

Asia's \$10 trillion new middle class



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Cognitive Tech



From automation to intelligence ...

AI will drive \$15 trillion sales by 2030



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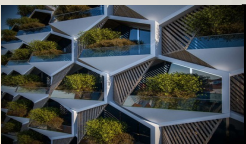


Cognitive Tech



From automation to intelligence ...

AI will drive \$15 trillion sales by 2030



Dense Living



From towns to megacities ...

45 megacities, 33 of them in Asia

How will you embrace the megatrends?



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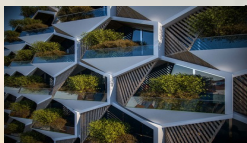


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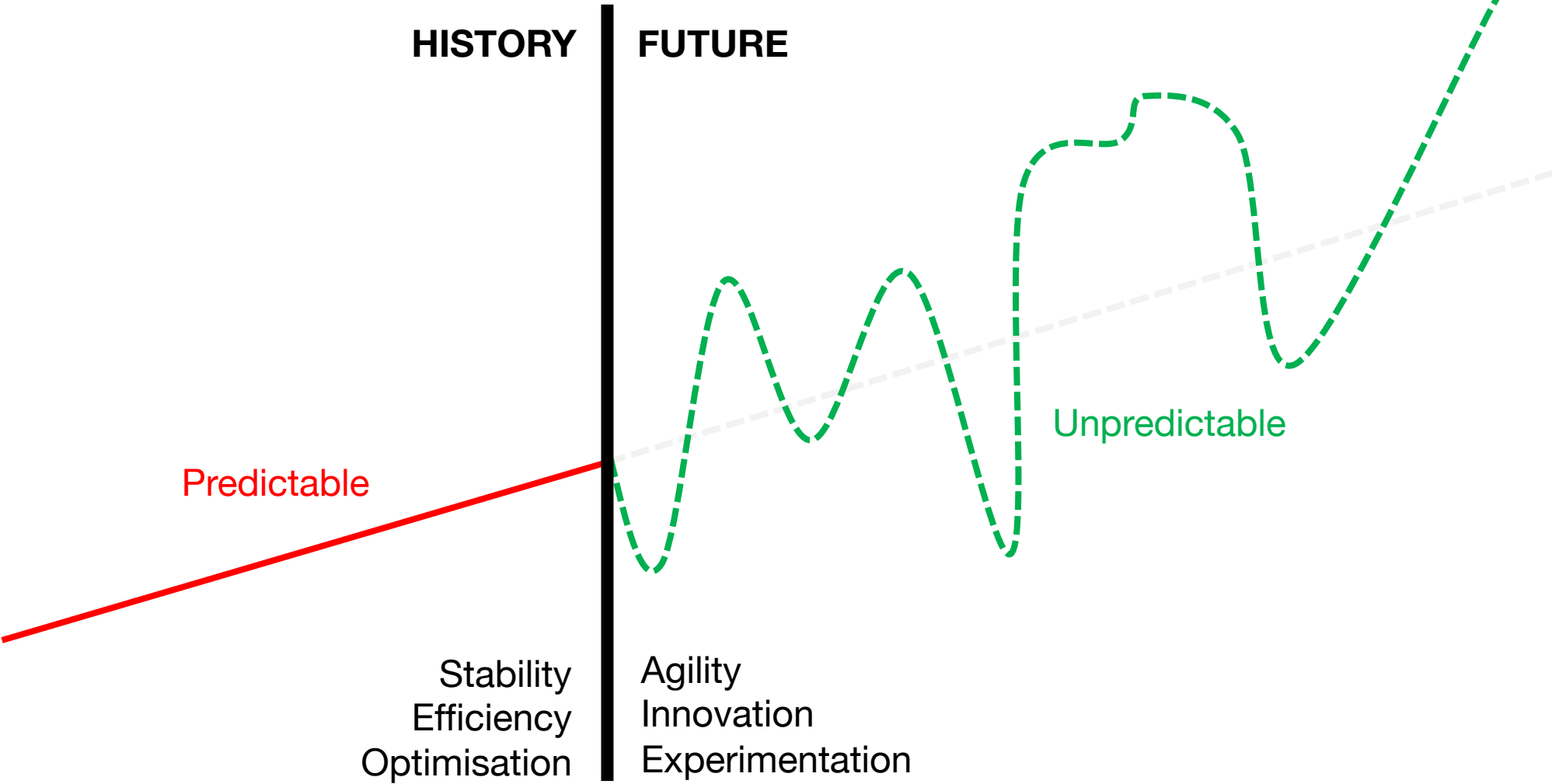
Earth Renewal



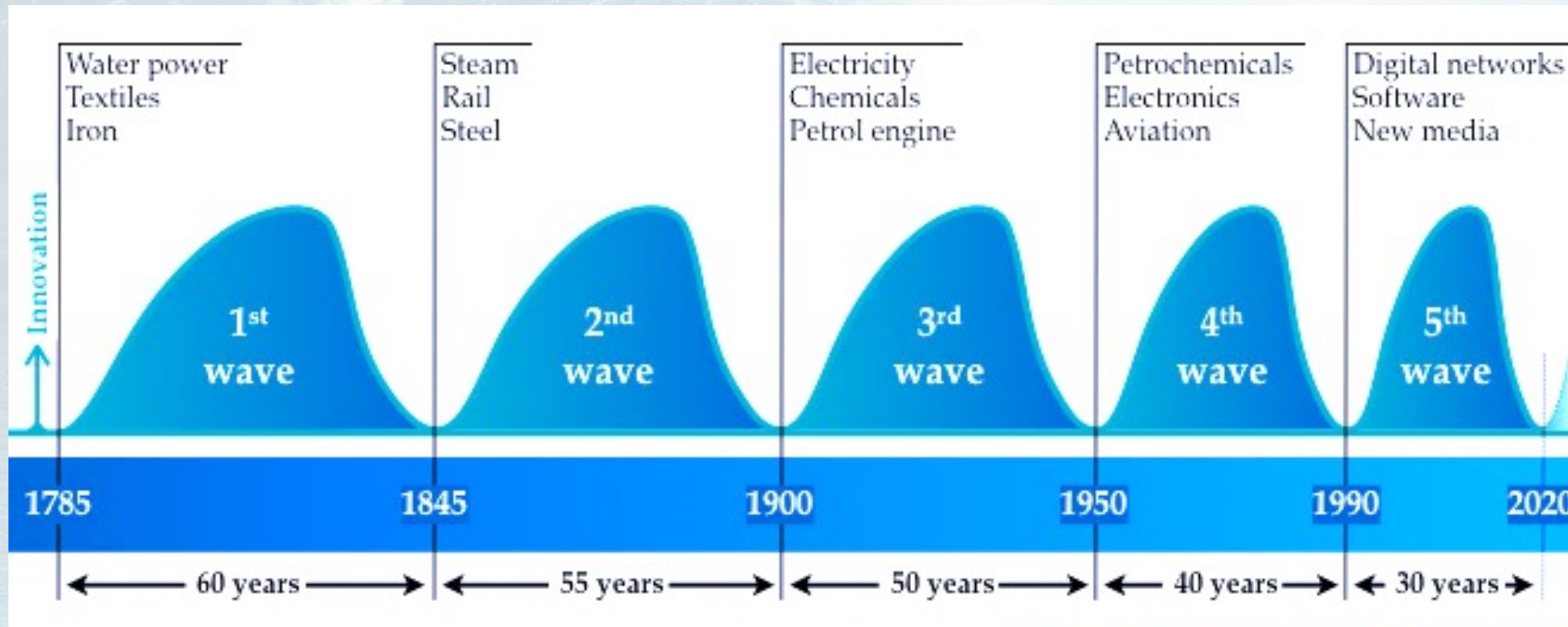
From crisis to circularity ...

+35% food, +50% energy by 2030

The future isn't what it used to be



Now is the time to dare ... to reimagine



PETER FISK

BUSINESS RECODED

HAVE THE COURAGE TO CREATE
A BETTER FUTURE FOR
YOURSELF AND YOUR BUSINESS

WILEY

Profit machine

Uncertain survival

Marginal competition

Technology obsession

Passive hierarchies

Incremental change

Good managers

Enlightened progress

Futuristic growth

Market creating

Human ingenuity

Dynamic ecosystems

Sustained transformation

Extraordinary leaders

MARKETING RECODED

A group of diverse young people are dancing on a paved road that stretches into the distance, lined with trees. They have their hands raised in the air, suggesting a joyful and energetic atmosphere. The people are dressed in casual, colorful clothing, including a purple shirt, a white top, a floral shirt, a rainbow striped shirt, and a lime green shirt. The background is a soft-focus forest.

Making sense of
**fast-changing
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Unlocking the
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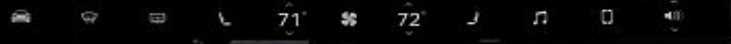
Marketers really can
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Musk's Master Plan





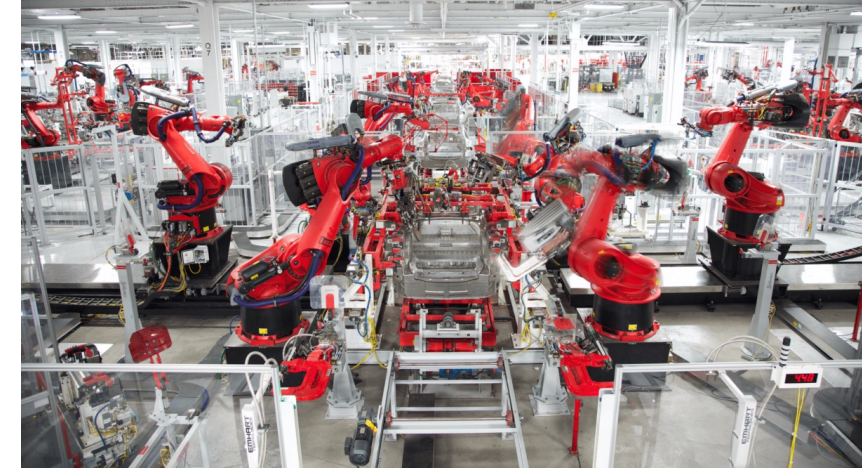
Accelerate the world's transition to sustainable energy



Musk's Master Plan Part 1

A photograph of Elon Musk standing next to a dark-colored car, possibly a Tesla Roadster, with his arms raised in a celebratory gesture. He is wearing a dark jacket over a red shirt. The background is dark with some stage lighting.

1. Build sports car.
2. Use that money to build an affordable car.
3. Use *that* money to build an even more affordable car.
4. While doing above, also provide zero-emission electric power generation options.



Musk's Master Plan Part 2

A background image of Elon Musk with his arms raised in a celebratory gesture, standing in front of a dark-colored car. The scene is dimly lit, with some light reflecting off the car's surface and the floor.

1. Build sports car.
2. Use that money to build an affordable car.
3. Use *that* money to build an even more affordable car.
4. While doing above, also provide zero-emission electric power generation options.

1. Create stunning solar roofs with seamlessly integrated battery storage.
2. Expand the electric vehicle product line to address all major segments.
3. Develop a self-driving capability that is 10X safer than manual via massive fleet learning.
4. Enable your car to make money for you when you aren't using it.

Gigafactory

Berlin-Brandenburg



Musk's Master Plan Part 3

1. Build sports car.
2. Use that money to build an affordable car.
3. Use *that* money to build an even more affordable car.
4. While doing above, also provide zero-emission electric power generation options.

1. Create stunning solar roofs with seamlessly integrated battery storage.
2. Expand the electric vehicle product line to address all major segments.
3. Develop a self-driving capability that is 10X safer than manual via massive fleet learning.
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Master Plan Part 3 is all about achieving very large scale. In order to shift the entire energy infrastructure and transport infrastructure of earth, there has to be a very high scale. We have to ask what is the actual tonnage? If we work backward from let's say about 300 TWh of installed capacity in vehicles and stationary (battery packs) then how do you achieve that tonnage from a mining and refining standpoint, but also do so in a sustainable way.

Musk's Master Plan Part 3

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Master Plan Part 3 is all about achieving very large scale. In order to shift the entire energy infrastructure and transport infrastructure of earth, there has to be a massive shift in scale. We have to ask what is the actual tonnage? If we want to shift the entire energy infrastructure of earth, we have to have a tonnage of installed capacity in vehicles that is 100X the current tonnage. That's what Master Plan Part 3 is: How do you get to enough scale to actually shift the entire energy infrastructure of earth? And how do you do it in a sustainable way.

PingAn's market revolution

中国平安
PING AN

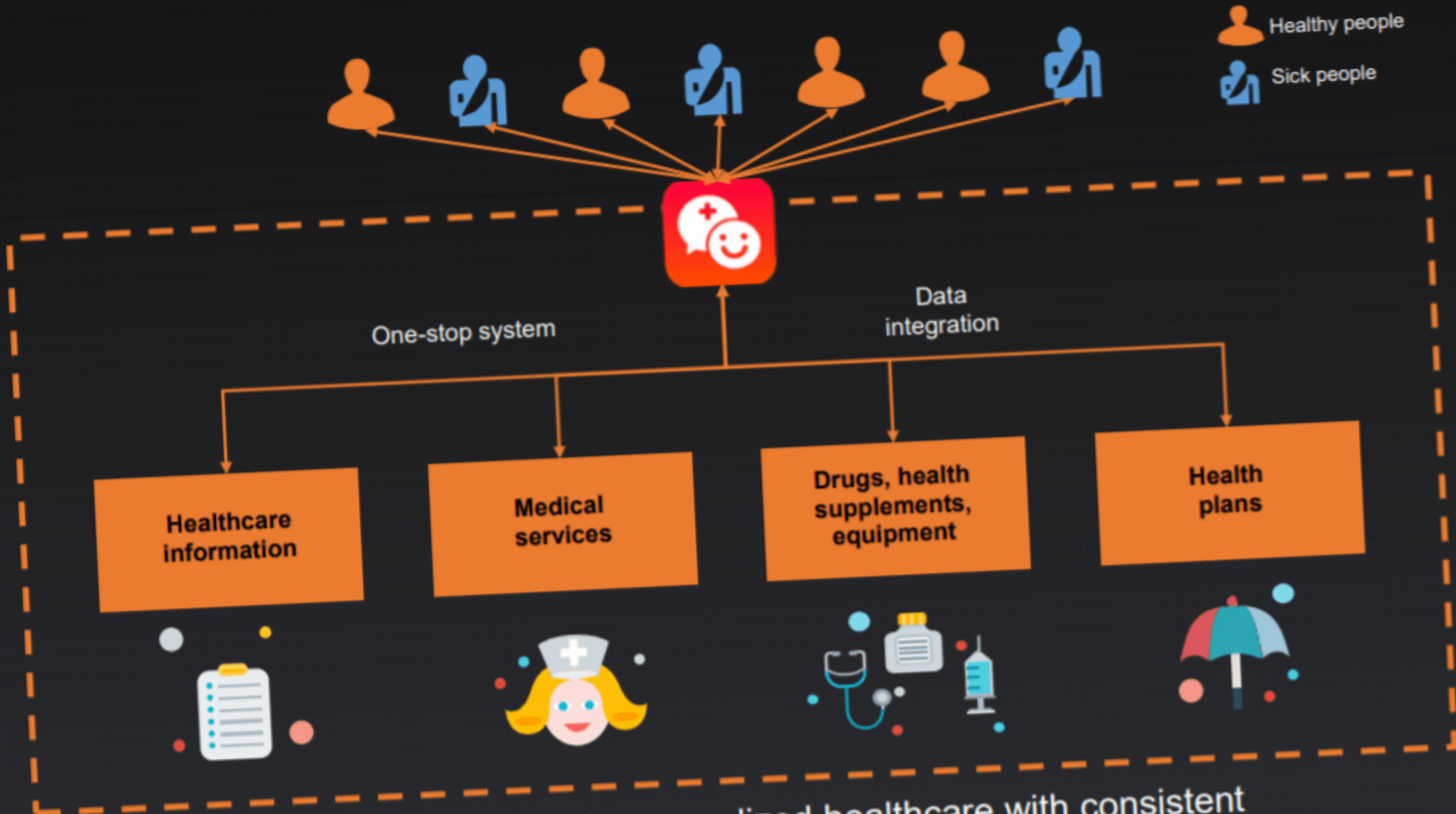
We Created a One-stop Healthcare Platform to Reshape User Behavior

Users scenarios

One-stop portal

Medical resources

Healthy people
Sick people

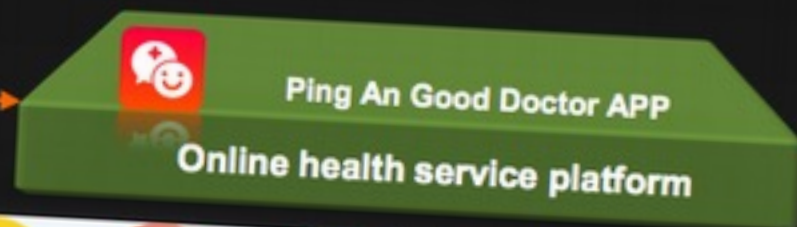


Comprehensive and personalized healthcare with consistent quality of care

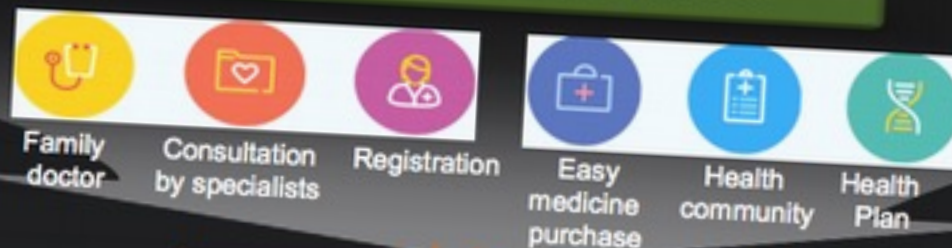


Aiming to Create an One-stop and Whole-process O2O Service Platform

Online port



Providing health consultation services



Individual and group clients

- Online users
- Various corporate users

One-stop Whole-process

O2O

Network of doctors

- Self-established doctor team
- Signed doctors

Offline network of Medical & health service



Providing offline medical services

10 types of innovation



1. Business model
how the enterprise makes money

2. Networking ecosystem



5. Product performance
basic features, performance and functionality



6. Product system
extended system that surrounds an offering



7. Service
how you service your customers



Configuration

Offering

Experience

Profit model

Networking

Structure

Process

Product performance

Product system

Service

Channel

Brand

Customer engagement

3. Organisation and capabilities



4. Core process
proprietary processes that add value



8. Channel
how you connect your offerings to your customers



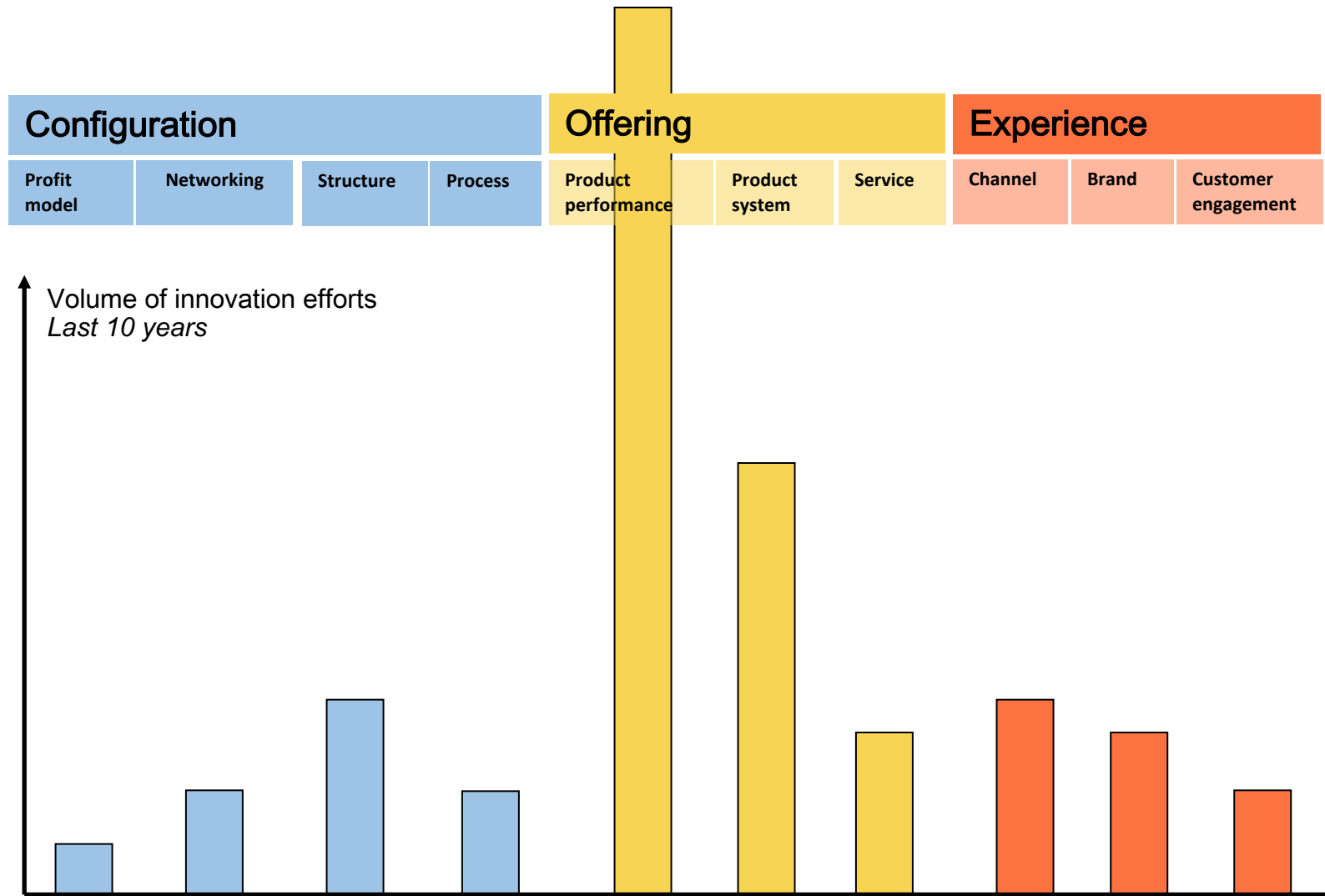
9. Brand
how you express your offering's benefit to customers



10. Customer experience
how you create an overall experience for customers

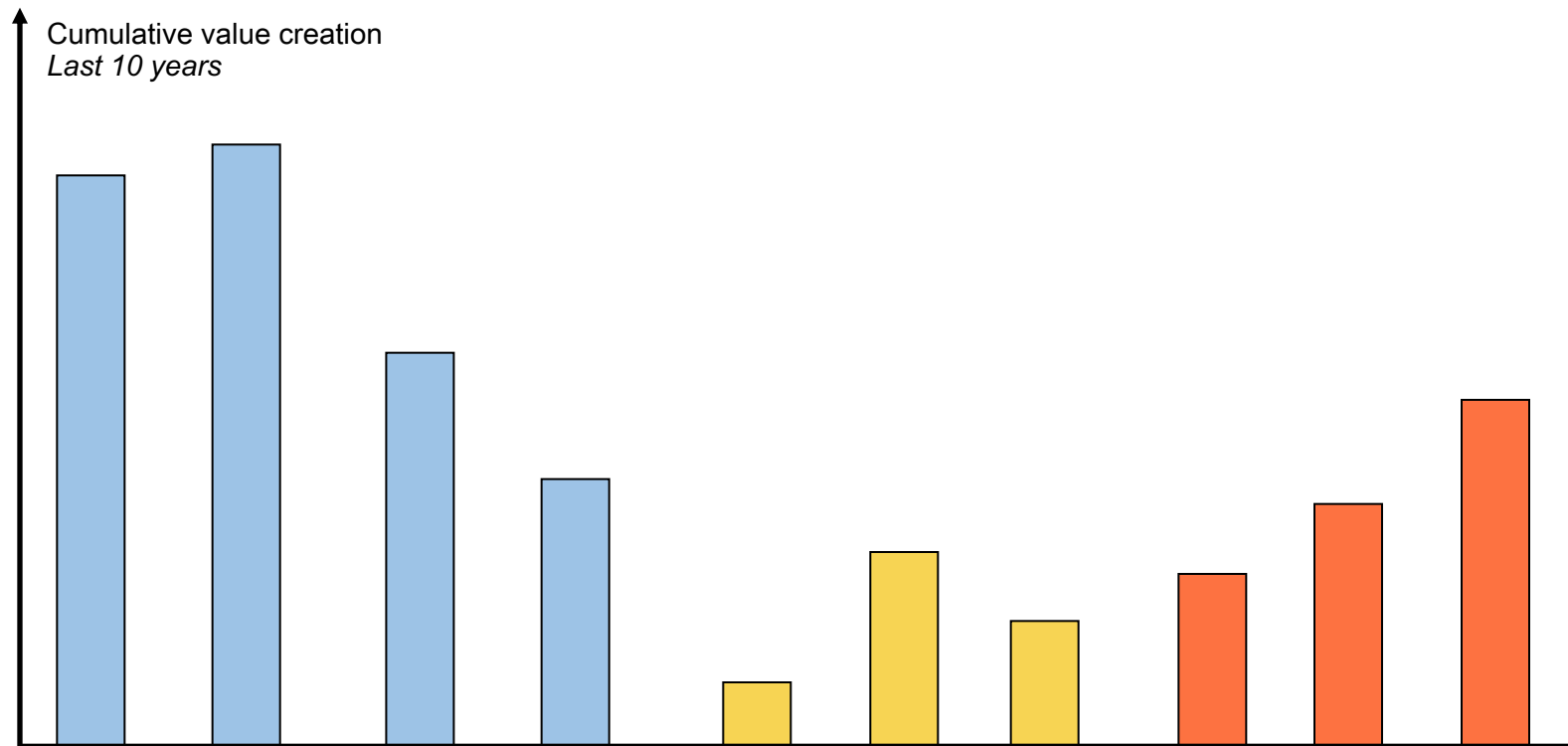


Where is innovation most common?

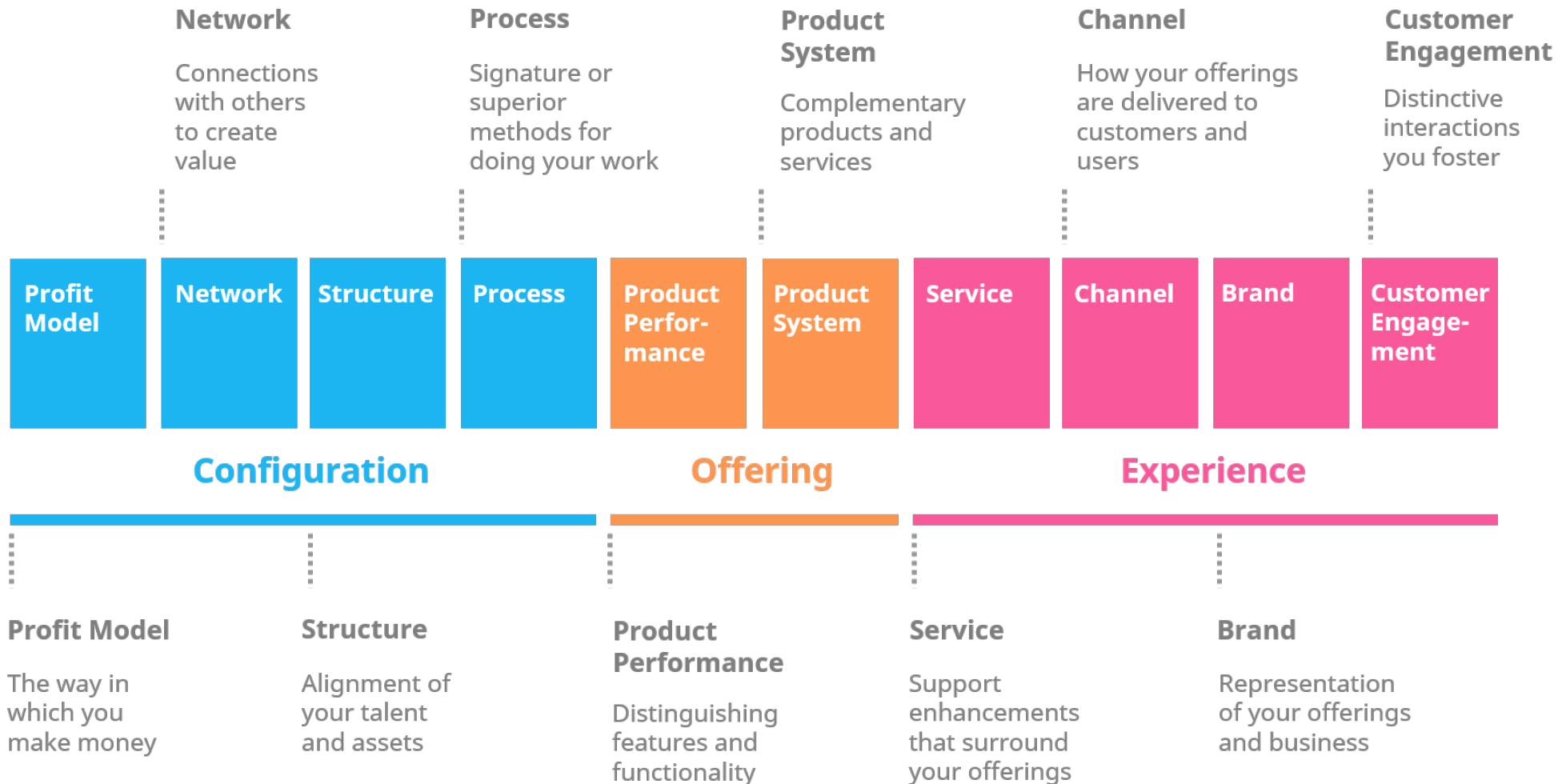


Where is innovation most valuable?

Configuration				Offering			Experience		
Profit model	Networking	Structure	Process	Product performance	Product system	Service	Channel	Brand	Customer engagement



10 types of innovation

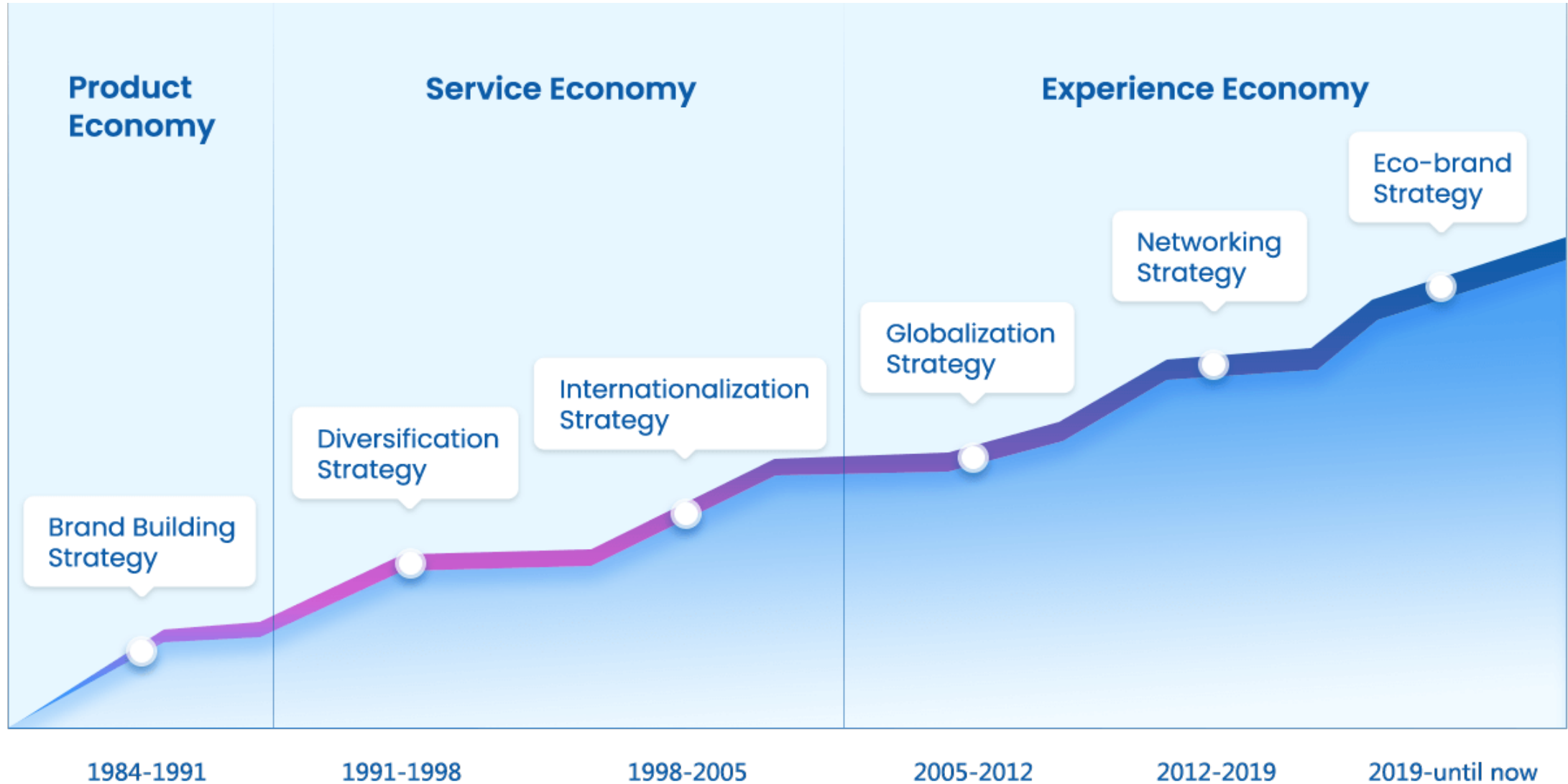


Haier's market revolution

Haier

Haier's transformational journey

Haier



Haier



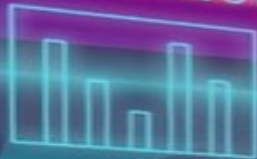
peterfisk.com

Haier



SMART KITCHEN

SMART CUSTOMIZATION



INGREDIENT MANAGEMENT



DRY & HUMIDITY ZONES



100% FRIDGE

CONTROL WITH YOUR VOICE



INSPIRED **NEW** LIFE

NEW SMART - NEW LIFE - NEW HAIER

What do today's best marketers do?





BCG

Executive Perspectives

The Future of Sales and Marketing Is Here

February 2022

Consumer behavior is evolving, necessitating shifts in sales and marketing

Changing consumer expectations

80%

Of consumers say they are **more likely to do business with a company if it offers personalized experiences**

E-comm growth

64%

Of consumers expect companies to **respond and interact with them in real time**

19.5%

Of total global retail sales are through e-comm (up from 13.6% in 2019)

New channels emerging

37%

Projected CAGR of intelligent virtual-assistant market size from 2020 to 2027

\$1.3Tn

Expected market for the metaverse¹ by 2030 (40%+ CAGR)

1.2 Customers expect hyperpersonalized engagement, ultraconvenience, augmented experiences, community connection, and sustainability

wearables. Note: Augmented reality (AR) adds digital elements to the physical world. Sources: Tech survey, Allied Market Research, web search, BCG analysis.

Hyperpersonalization

Explosion of **customer solicitation** emphasizing brand communication and **offering relevance**



63%

Of millennials are willing to **share personal data** to get personalized offers and discounts

Real-time, ultraconvenience

Shift to **online and new technologies** raising standards especially for checkout, delivery, and aftersales



65%

Of millennials had an **active Amazon Prime membership** in the US in 2019

Cutting-edge experience

Beyond physical stores, **augmented experiences** building on **customer emotions**



79%

Of customers say the **experience provided** is as important as the product sold

Community & connection

Connection with **communities** around **passions/similar interests** and brands with **similar values**



45%

Of Chinese consumers' purchase decisions are **influenced by key opinion leaders/influencers**

Sustainability & purpose

Close alignment of **value systems**—championing sustainable products and operations, investing in ESG



78%

Of consumers globally admire companies that take action to **reduce their impact on climate change**

These expectations span customer demographics—with a stronger emphasis by Generation Z and millennials

Sources: Ocean Insight consumer trend survey; BCG Social Retail Playbook; BCG consumer trend survey; Statista; Salesforce; Shoptalk; desktop research; BCG analysis

THE MODERN MARKETER

PART ARTIST • PART SCIENTIST

Technology is transforming the marketing profession, adding new tools, techniques, and strategies on a daily basis. The modern marketer needs to have two sides: an artist and scientist. Marketers need creativity and imagination to create campaigns that engage consumers, and an analytical side to measure and calibrate marketing strategy. Let's take a look!

PART ARTIST

WRITTEN CONTENT



Inbound marketing has become the go-to strategy for modern marketers, putting a premium on writing skill.

VISUAL ASSETS



Visual content grabs consumers' attention, making it a valuable marketing resource.

SOCIAL MEDIA



Social media has changed the way marketers interact with consumers, making managing digital relationships an important skill.

EMAIL MARKETING



Email remains the workhorse of most modern marketing departments. Best practices and design remain essential skills for marketers.



PART SCIENTIST

PERFORMANCE TRACKING

Marketing can no longer afford to be a cost center and the modern marketer should track all marketing activities and campaigns.



OPERATIONS

With more responsibility and fewer resources, marketers must be experts in budgeting and operations.



ANALYTICS

Marketers need to be data experts, able to see major trends and important takeaways in a mass of data at a glance.



CAMPAIGN PERFORMANCE

Using tools like Salesforce to understand campaign performance is an essential skill for the modern marketer.



It's no surprise that the modern marketer must be multi-faceted. By developing both an artistic side and a scientific side, marketers are able to quickly adapt and thrive in the rapidly-changing marketing landscape.



The Modern Marketer

A modern marketer is like a jack (or jill) of all trades, having to be flexible, adaptable, and knowledgeable in more areas than one.

Here are some of the most sought-after marketing skills that a marketer needs to stand out from the crowd in 2018.

HARD SKILLS

Analytics



Maneuvers her way around a large set of data to interpret audience behaviour, assess campaign performance, and measure ROI.

Content Strategy



Defines content goals and uses SEO, link-building, and amplification best practices in order to get maximum exposure for content.

Social Media



Uses aggregate social data to help the company make business decisions and prioritize time and money spent on social channels.

Mobile



Prioritizes mobile marketing optimization and understands the strong connection between mobile and social for delivering successful campaigns.

Ecommerce



Uses insights about customers, campaigns, social, and and mobile to help explore new eCommerce channels and help her company cash in.

SOFT SKILLS

Creativity



Brings new ideas and interpretations to common problems, and doesn't underestimate the power of the (well) written word.

Resourcefulness



Uses all of the tools in her toolkit to find the most accurate sources of data and make the most informed analysis.

Adaptability



Is able to change plans at the drop of a hat and tackle new challenges with grit and determination.

Collaboration



Works with different departments to optimize marketing efforts and provide data dissection insights to other teams.

Leadership



Is able to lead and inspire her colleagues with her insight, experience, and innovation.



Sources:
<https://www.gartner.com/document/3793163>
<https://www.gartner.com/document/3832363>



What do today's best marketers do?

Tactical, analytic, **scientists**
Supporting the sales activity



Building awareness, driving
engagement and sales

Creative, intuitive, **strategists**
Shaping the business future



Building brands, driving
innovation and growth



Gartner

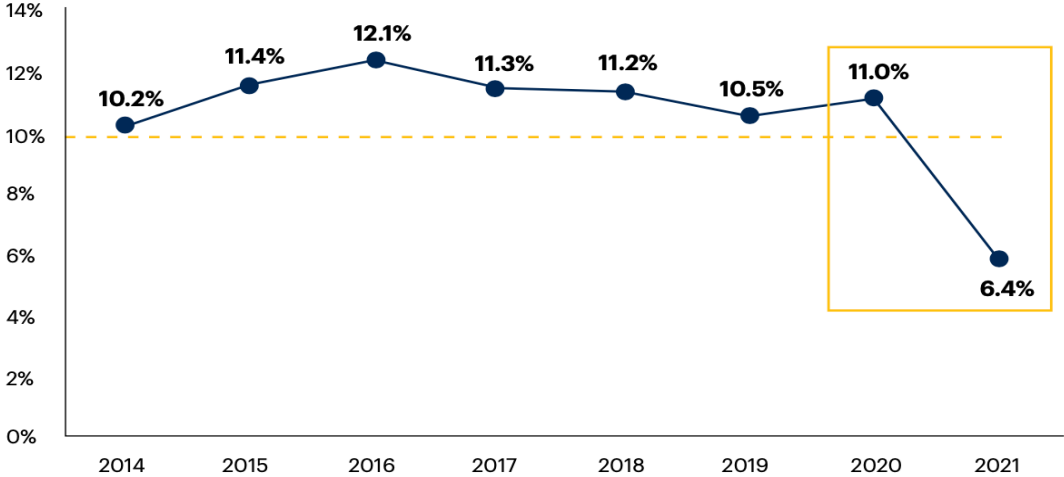
Chief Marketing Officer Leadership Vision 2022

3 Strategic Actions for Success

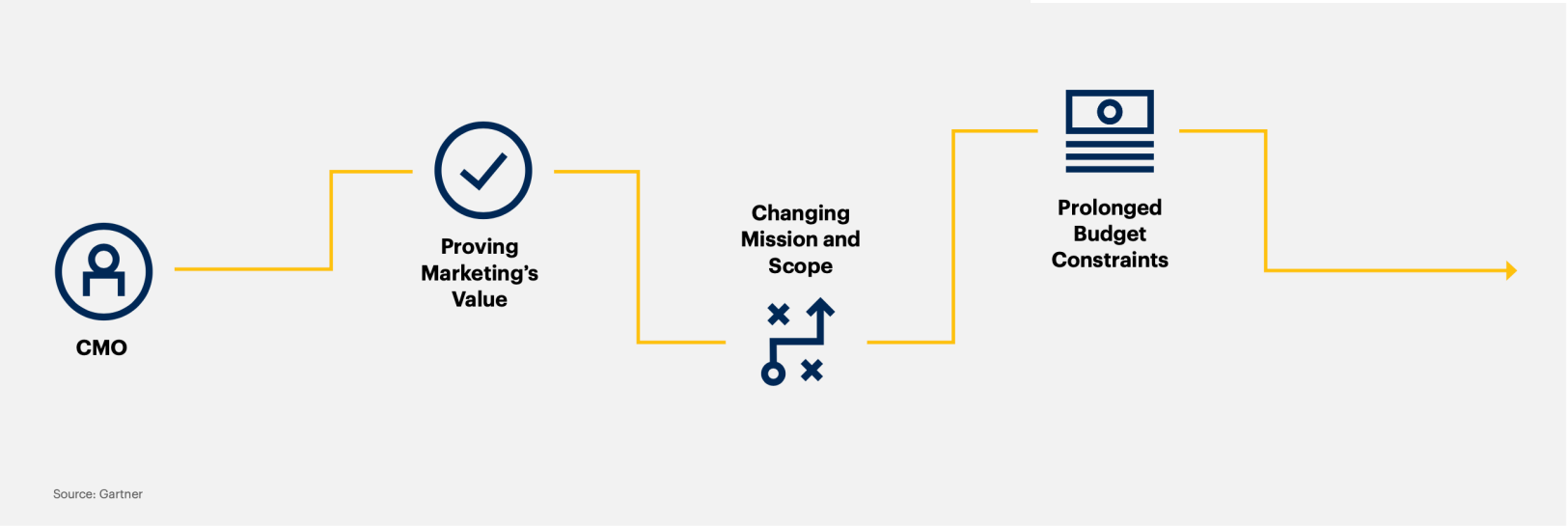
Forging a Path to Tomorrow

The key drivers of the CMO role are in transition

2021 Marketing Budget of % of Total Revenue
Mean percentage of budget shown



n = 400 marketing leaders (2021); 342 (2020); 342 (2019); 618 (2018); 350 (2017); 375 (2016); 424 (2015); 363 (2014), excluding Don't know
Q04a. What percentage of your revenue is allocated to your total marketing expense budget for the current fiscal year?
Source: 2021 Gartner CMO Spend Survey



Source: Gartner

da Vinci Growth

The 10 da Vinci Growth CMO experiences

Decoding the world

Top CMOs develop a winning growth strategy based on an understanding of underlying human insights and market developments and the needs and wants of key stakeholders. Taking a human-centric perspective instead of relying solely on functional perspective leads to more specific market definitions, such as the Mars company redefining its business scope from “pet food” to “pet care.”

Growth strategy

da Vinci Growth CMOs understand the need to balance their focus between the marketing-specific challenges around how to win, how to best leverage all communication channels, and the shared business challenge of identifying where to compete. They understand that partnering with their executive committee peers on business strategy development builds important shared language, influence and an opportunity to frame all marketing activities within an overall business strategy.

Strategic brand development

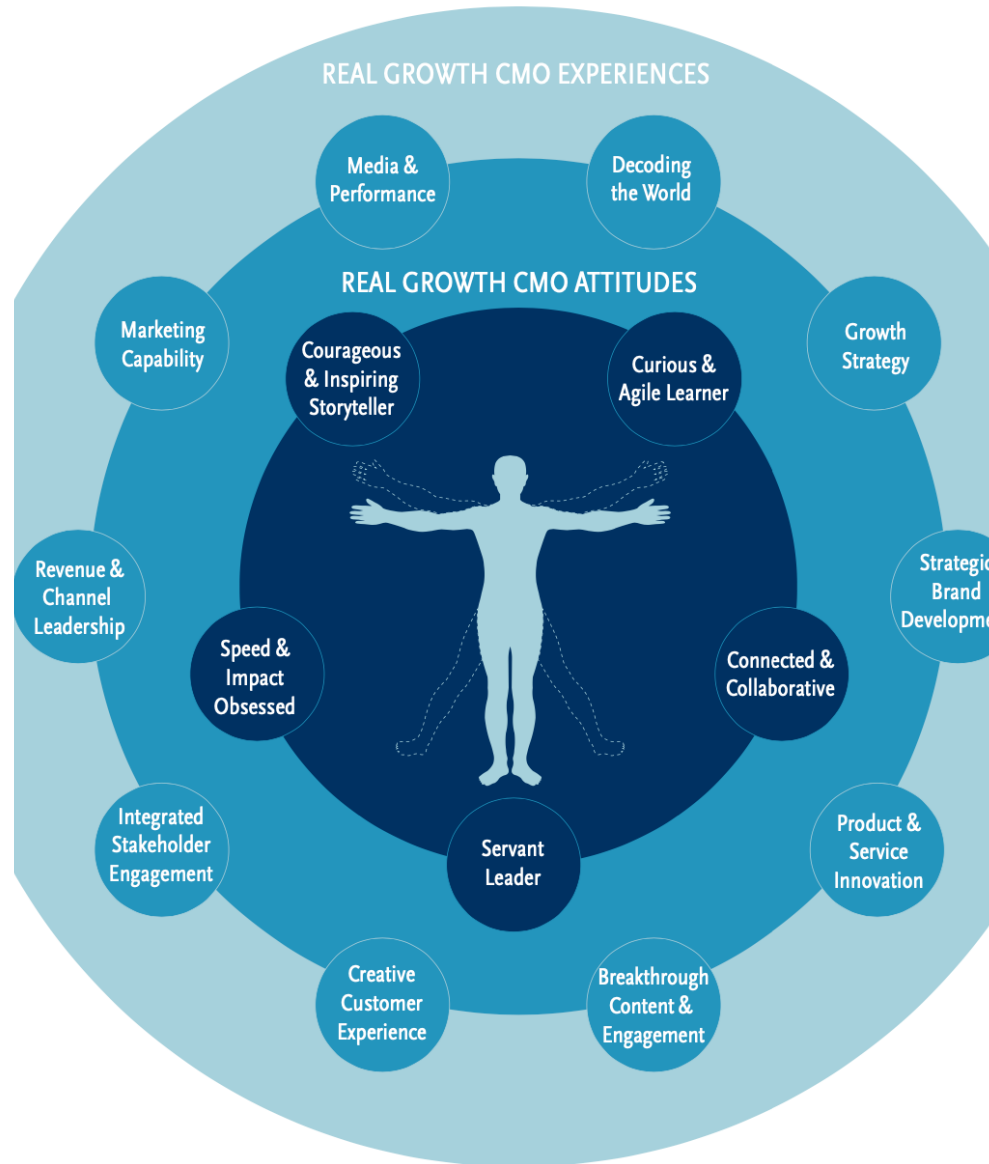
Within B2C, marketing’s primary responsibility is to ensure the overall business strategy is supported by a synergistic portfolio of strong and purposeful brands. The COVID-19 crisis has accelerated the importance of clarity around both corporate and brand purpose, and previous crises have typically led to a resurgence in demand for “value” propositions.

Product and service innovation

Taking a broader view of “where to play” is a crucial first step for driving business growth, but it is not sufficient by itself. Over the last decade, Adobe has evolved from a software company to a full-fledged marketing partner that offers products and services for creating, managing, measuring and optimizing experiences. The result? Its revenues tripled.

Breakthrough content and engagement

Restaurant Brands International global CMO Fernando Machado is celebrated for inspiring the best creative content and communication in the brand’s history. With augmented reality content like its “burn that ad,” the “McWhopper” campaign, provocative declarations like their “moldy Whopper” creative and their pioneering mobile programs, Burger King today ranks at the top of world brand rankings.



Creative customer experience

Customer experience is probably the one area that benefits most from a human-centric, whole-brain approach to marketing. For some time now, industry analyst Forrester Research has been lamenting about the loss of creative differentiation and the prevalence of “digital sameness” in customer experience. da Vinci Growth CMOs understand the importance of infusing the traditionally technology-led customer experience discipline with human inspiration, innovation and creativity.

Integrated stakeholder engagement

Where in the past a CMO’s role was often limited to consumer engagement, our new post-crisis reality demands that companies actively engage with all stakeholders. The responsibilities of the CMO and the chief communications officer are converging in this area.

Revenue and channel leadership

In the new reality of social distancing, fully committing to e-commerce has become even more critical. And in e-commerce, the distinction between marketing and sales is quickly becoming irrelevant. Only a portion of CMOs today have had full P&L responsibility during their career. Perhaps this is why quite a few organizations have replaced their CMOs (in title) with the likes of chief growth, chief commercial or chief revenue officer.

Marketing capability

Antonio Lucio, the former CMO at Facebook who led the charge to unleash the power of brands and marketing, credits his previous success as CMO in historically non-marketing-led companies like VISA and HP to becoming an educator of his peers. Lucio also devoted significant time upskilling marketers at HP in the craft of branding. He created a marketing academy with programs across the gamut from brand positioning to mobile marketing metrics.

Media and performance

In just a few years, Booking.com emerged as the dominant hotel room reservation player globally, and its success is largely due to its performance-marketing skills. Despite the obvious impact of the pandemic, its global CMO, Arjan Dijk, is a da Vinci whole-brained marketer who balances human sociology expertise with expertise on search, social and performance marketing.

What do today's best marketers do?



What do today's best marketers do?

	Old world	New world
1 Objective	<ul style="list-style-type: none">• Sales revenue• Market share• Brand awareness	<ul style="list-style-type: none">• Value creation• Profitable growth• Customer advocacy
2 Strategy	<ul style="list-style-type: none">• Incremental• Product-centric• Sales plan	<ul style="list-style-type: none">• Innovative• Customer-centric• Growth plan

What do today's best marketers do?

	Old world	New world
1 Objective	<ul style="list-style-type: none">• Sales revenue• Market share• Brand awareness	<ul style="list-style-type: none">• Value creation• Profitable growth• Customer advocacy
2 Strategy	<ul style="list-style-type: none">• Incremental• Product-centric• Sales plan	<ul style="list-style-type: none">• Innovative• Customer-centric• Growth plan
3 Insights	<ul style="list-style-type: none">• Periodic• Segmented• Hindsight	<ul style="list-style-type: none">• Realtime• Personalised• AI and Foresight
4 Brands	<ul style="list-style-type: none">• Identity• Product-centric• Heritage, ownership	<ul style="list-style-type: none">• Idea• Customer-centric• Aspiration, community

What do today's best marketers do?

	Old world	New world
1 Objective	<ul style="list-style-type: none">• Sales revenue• Market share• Brand awareness	<ul style="list-style-type: none">• Value creation• Profitable growth• Customer advocacy
2 Strategy	<ul style="list-style-type: none">• Incremental• Product-centric• Sales plan	<ul style="list-style-type: none">• Innovative• Customer-centric• Growth plan
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5 Organisation	<ul style="list-style-type: none">• Cost centre• Product managers• Fixed roles	<ul style="list-style-type: none">• Profit centre• Market innovators• Agile teams
6 Talent	<ul style="list-style-type: none">• Creatives• Agency dependent• CMO on the fringe	<ul style="list-style-type: none">• Strategists• Innovators• CMO is future CEO

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	Old world	New world		Old world	New world
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2 Strategy	<ul style="list-style-type: none"> Incremental Product-centric Sales plan 	<ul style="list-style-type: none"> Innovative Customer-centric Growth plan 	8 Communication	<ul style="list-style-type: none"> Periodic, campaign Brand-driven Controlled 	<ul style="list-style-type: none"> Realtime, socialised Consumer-driven Curated
3 Insights	<ul style="list-style-type: none"> Periodic Segmented Hindsight 	<ul style="list-style-type: none"> Realtime Personalised AI and Foresight 			
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6 Talent	<ul style="list-style-type: none"> Creatives Agency dependent CMO on the fringe 	<ul style="list-style-type: none"> Strategists Innovators CMO is future CEO 	12 Mindset	<ul style="list-style-type: none"> Builds brands Communicates them Drives sales 	<ul style="list-style-type: none"> Creates the future Catalyses innovation Drives growth

MARKETING RECODED



Making sense of
**fast-changing
markets**

Unlocking the
**new power of
marketing**

Marketers really can
**change the
world**



Business needs **marketers** more than ever

A man with a beard is wearing a VR headset and has his hands raised in front of him. The background is a vibrant blue with a pattern of small, glowing red and white squares, resembling a digital or particle field. The overall scene suggests a virtual reality environment.

Market
Navigators

Business needs **marketers** more than ever

A man with a beard is wearing a VR headset. The background is a vibrant blue with a pattern of small, glowing red and white squares, resembling a digital or data environment. Two circular callouts are overlaid on the image: an orange one on the left and a blue one on the right. At the bottom, a black banner contains white text, and the bottom right corner has a white URL.

Market
Navigators

Business
Innovators

Business needs **marketers** more than ever



Market
Navigators

Growth
Pioneers

Business
Innovators

Business needs **marketers** more than ever

How are we doing in Latin America?



Gamechangers Latin America 2022

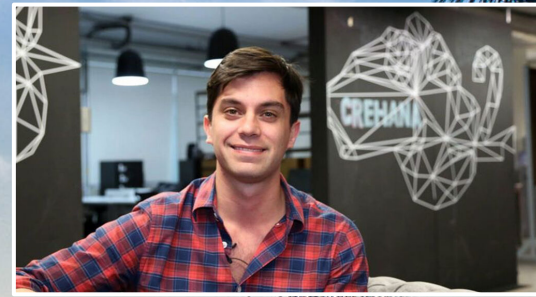
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CAMPOSOL, PERU



CARIUMA, BRAZIL



CREHANA, PERU



ELENAS, COLOMBIA



FRUBANA, COLOMBIA



KAVAK, MEXICO



MERCADO LIBRE, ARG



NATURA & CO, BRAZIL



NOTCO, CHILE



NUBANK, BRAZIL



NUVOCARGO, MEXICO



RAPPI, COLOMBIA

How will you change your world?



1 Have an inspiring purpose



1

Have an inspiring purpose

Why

How

What

2 Reframe from the outside in



2

Reframe from the outside in



3

Solve important problems



Solve important problems



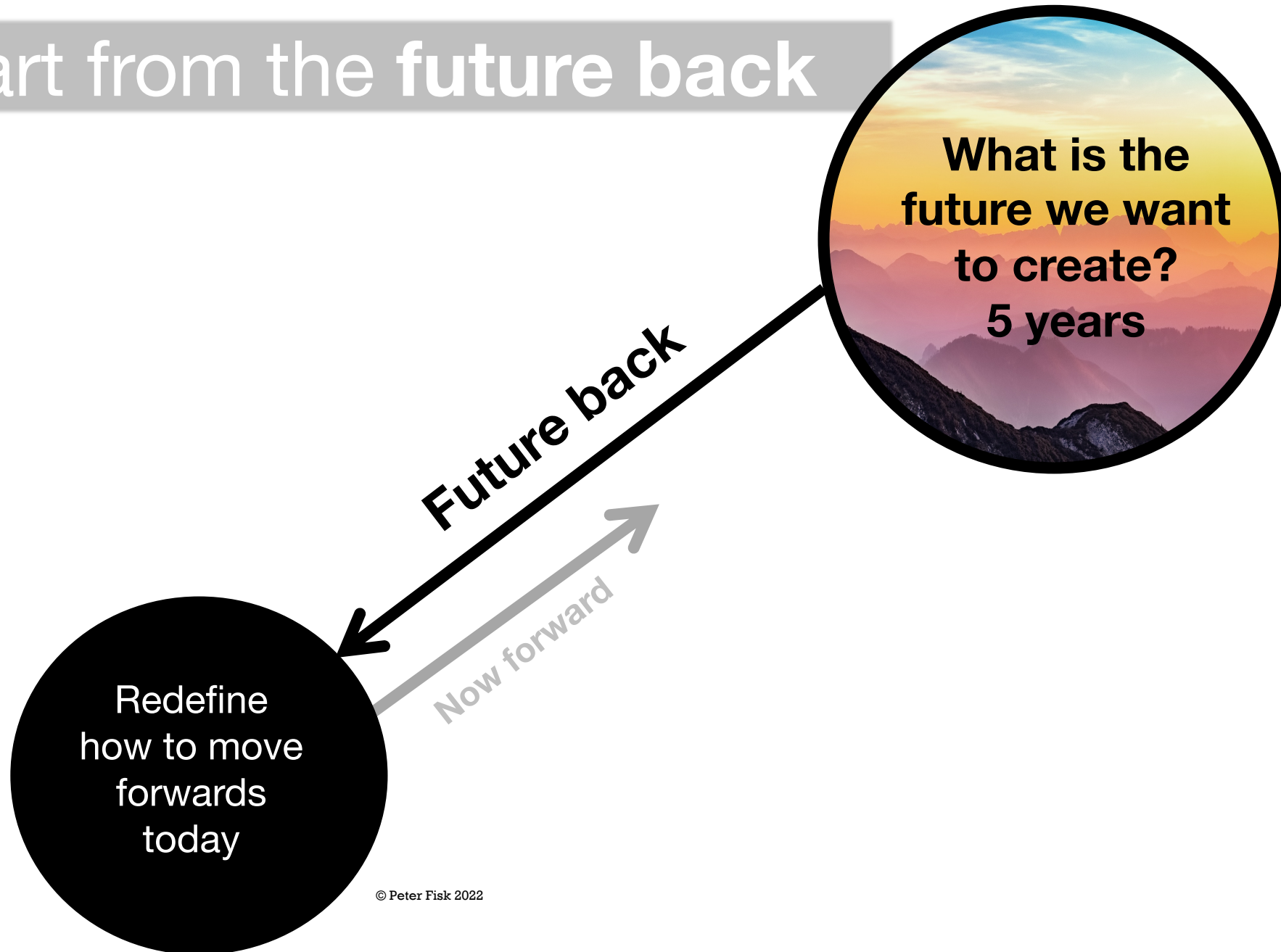
4

Start from the future back



4

Start from the future back



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5

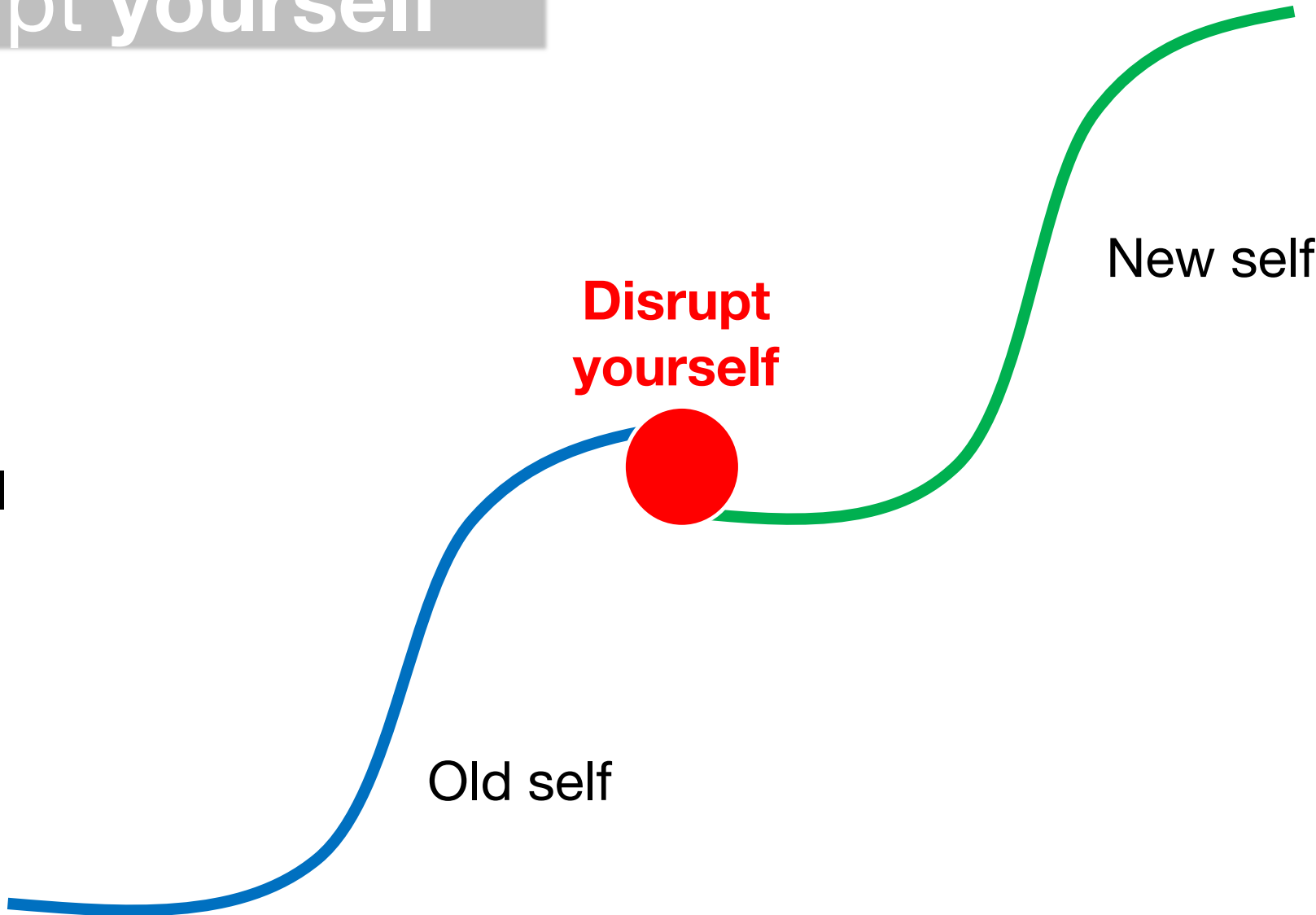
Disrupt yourself



5

Disrupt yourself

Personal
Growth



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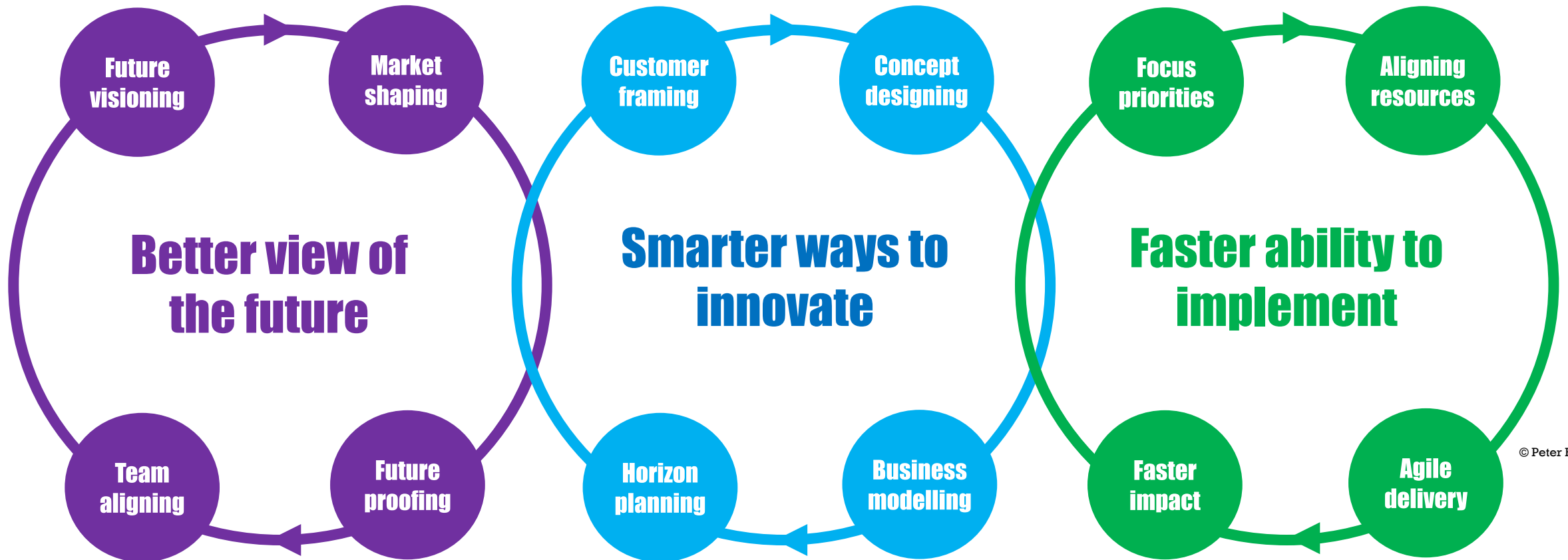
6

Accelerate ideas to action



6

Accelerate ideas to action



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7 Have the courage to be more



7

Have the courage to be more





Market
Navigators

Growth
Pioneers

Business
Innovators

Business needs **marketers** more than ever

How will you create a better future?



Be bold

Be brave

Be brilliant



Peter Fisk

Peter Fisk is a global thought leader - author, futurist, speaker - whose career was forged in a superconductivity lab, accelerated by managing supersonic brands, shaped by working with some of the world's best companies in Europe, North America and Asia, evolved by leading a digital start-up, and formalised as CEO of the world's largest marketing network.

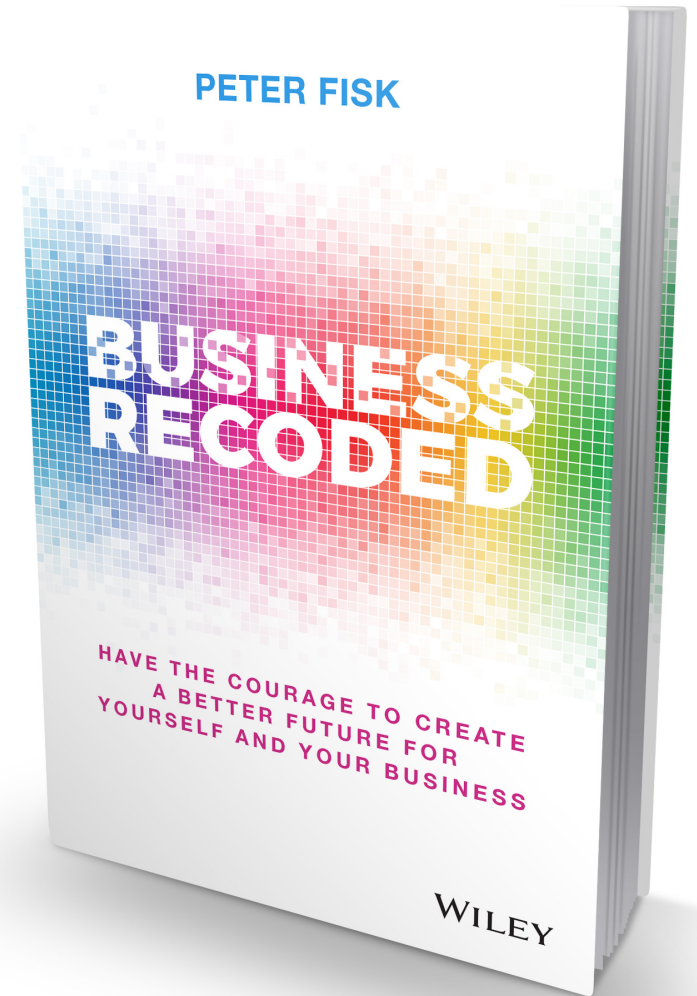
He works with business leaders to reimagine their markets and strategies for a better future. He brings together the best in strategy and innovation, brand and customer thinking to drive smarter, sustainable growth.

Peter leads GeniusWorks, an innovative business accelerator, based in London, and is professor of leadership, strategy and innovation at IE Business School in Madrid, where he is responsible for executive programs. He also works independently and with other business schools. He was Thinkers50 Global Director, founded and hosts the annual European Business Forum, and publishes the monthly "Fast Leader" magazine.

He has over 30 years of practical business experience, working with over 300 companies and 55 countries ... from Adidas' growth into new markets to Asahi's consumer-centric innovation, Cartier's redefined luxury and Coca Cola's growth strategy, McKinsey's leadership development to Microsoft's new approach to strategic innovation, P&G's direct to consumer strategy and Pfizer's future scanning, Santander's customer centricity and Sampo's digitally-minded leaders, Takeda's patient-centric healthcare and Tata's growth as a global business.

Peter's first book "Marketing Genius" fused the brains of Einstein and Picasso to ask how would they do business today, and was translated into 35 languages. His next 8 books explore the renaissance creativity of Leonardo da Vinci, in "Creative Genius", how to innovate with purpose for positive impact, in "People Planet Profit", and learning from the world's most innovative companies, in "Gamechangers".

His new book "Business Recoded" challenges leaders to have the courage to create a better future, harnessing the opportunities of a post-pandemic world, through 7 shifts built on deep dives with 49 of the world's most inspiring business leaders today. It is shortlisted for CMI Business Book of the Year, and was reviewed by the Financial Times with "Wow. The book you have to read now".



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