

the internationalist

2020 | 7

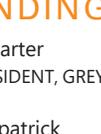
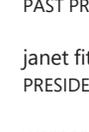
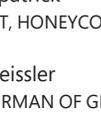
Today's Profound Change in the Connections between Brands and Society

Are we cautiously approaching Purpose 2.0?

Digital Differentiation and Responsibility

A Pivotal Moment for CPG Brands

EDITORIAL ADVISORY BOARD

		duke fanelli EXECUTIVE VICE PRESIDENT & CMO— ASSOCIATION OF NATIONAL ADVERTISERS (ANA)
		harvey ganot PARTNER — NEW MARKETS NOW
		claudia lagunas SENIOR DIRECTOR GLOBAL DIGITAL MARKETING — VISA
		graeme hutton SENIOR VP-DIRECTOR OF CONSUMER INSIGHTS & RESEARCH, U.S. — UM
		donovan neale-may EXECUTIVE DIRECTOR — CMO COUNCIL
		tim mickelborough FOUNDER & CMO —THE GLOBAL MARKETING EXCHANGE
		joanne davis FOUNDER — JOANNE DAVIS CONSULTING
		Sebastian Jespersen CEO — Vertic, Inc.
		greg paull PRINCIPAL — R3
		pat sloan FOUNDER — SLOAN HUNT COMMUNICATIONS
		tim love FOUNDER — TIM LOVE IDEAS, LLC

FOUNDING EDITORIAL BOARD

carolyn carter
PAST PRESIDENT, GREY GLOBAL GROUP, EUROPE, MIDDLE EAST & AFRICA

janet fitzpatrick
PRESIDENT, HONEYCOMB; PAST CHIEF STRATEGIC OFFICER, INITIATIVE WORLDWIDE

werner geissler
VICE CHAIRMAN OF GLOBAL OPERATIONS OF PROCTER & GAMBLE COMPANY.

anne c. toulouse
VICE PRESIDENT COMMUNICATIONS, THEBOEING CO.

miles young
CEO, THE OGILVY GROUP



in this issue

Letter from the Founder	3
COMMENTARY:	
Marketers Usher in an Era of Stakeholder Capitalism & Corporate Citizenship at Virtual ANA Masters.....	6
INSIGHTS	
Reassessing Purpose as Society's Expectations for Business Rise	13
TRENDSSETTERS	
Iris Meijer, CMO of Vodafone Business, Talks About Succeeding in Today's Digital World	18
Kirsten Allegri Williams, CMO of Episerver, says Brands will Win on Digital Differentiation	20
Kimberly-Clark's Josh Blacksmith Discusses a Pivotal Moment for Consumer-Packaged Goods Companies	22
Sebastian Jespersen, CEO of Vertic, Advocates a New UN Sustainable Development Goal as a Marketer's Digital Responsibility.	24
Hewlett Packard Enterprise's Adam Benaroya Discusses Rethinking the Digital Customer Experience	26
Transformational Marketer, Perry Kamel, Creates New, Remarkably Purpose-Driven Company.....	28
The Future of Work The Future of Talent, Part 2- The Needs of New Recruits v. Senior Marketers	30

ABOUT THE INTERNATIONALIST

The **Internationalist** connects **people and ideas** in international advertising, marketing and media. Now in its ninth year, it is a trusted source for international best practices and is dedicated to the business needs and challenges of international marketing professionals as they participate in multinational branding and campaign building. The Internationalist is IN PRINT, ONLINE and IN-PERSON—through Think Tanks, Awards and Summits—all to better serve the needs of this community.



Perhaps we are all hesitantly approaching Purpose 2.0...

The idea of "brand purpose" seemed to be fairly steady before Coronavirus— (dare we consider this "BC" as in Before Corona?)-- as brands and organizations devoted more time and thought to what they stand for beyond serving shareholders and how they convey that message. However, the combination of the pandemic, the subsequent economic fallout and calls for societal change has left many companies wondering if what they now refer to as brand purpose is still relevant for their employees, customers, and society at large.

Our recent Internationalist INSIGHTS Survey infers that the marketers may be characterized as "unsettled" as we look at the evolution of brand purpose. While respondents are clear on definitions, they are certainly less clear about the effects of current change and the potential for new outcomes. Perhaps we are all hesitantly approaching Purpose 2.0.

Living in a largely remote world has not only caused all of us to ask where we want to be, but more significantly, who we want to be, and how we want to live and how we hope to treat both our fellow human beings and the planet.

I believe we are seeing a new humanization of business. Essentially, people will not transact with any company or product unless its values resonate on a very human level-- whether that translates to denying excess, advocating sustainability, ensuring jobs, or aiming to do some form of social good. People want to live with more meaning-- rather than just more-- and to feel they are part of making a difference in an incredibly stressful world.

Chris Brandt, Chief Marketing Officer of Chipotle Mexican Grill recently discussed how he makes purpose a priority: "Do right for the people in your company; do right for the planet; do right for your consumers."

A believer in acts before words, he continues, "No matter what your purpose, as long as you live it, it's okay." He advocates: "BE, then DO, then SAY." In other words, refrain from communicating your purpose until it is ingrained in the organization and all stakeholders. According to Brandt, for purpose to be a priority among all constituents, you must live it, then make sure that all actions support precisely what your brand stands for. Only after you have achieved those first two elements can you start talking about purpose in any communications.

Without question, the events of 2020 have caught us all off guard. While adapting to a remote marketing world, there's little question that industry expectations are shifting, and the role of marketing is transforming to reflect the increased responsibilities of business.

Or as William White, CMO of Walmart Stores, emphasized recently in an ANA presentation, "We are leveraging our size, scale, reach, and power to do good in the world and be a friend and ally to all."

What else is there to say?

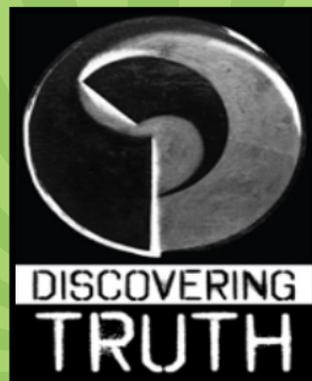
*Deb Malone
Founder*

STAFF

deborah malone FOUNDER deborah.malone@the-internationalist.com
brendan banahan MANAGING DIRECTOR brendan.banahan@the-internationalist.com
john keane INSIGHTS & RESEARCH john.keane@the-internationalist.com
les margulis CONTRIBUTING EDITOR les.margulis@internationalistmagazine.com
peggy bloomer DESIGN DIRECTOR peggy.bloomer@internationalistmagazine.com
patti brown WEBMASTER webmaster@internationalistmagazine.com

©2020.
Excerpts may be
quoted with proper attribution
to the internationalist.
The internationalist is
a publication
for and by international
advertising, marketing,
and media professionals

BRILLIANT, TIMELY PODCAST.



“Never has the concept of ‘truth’ been so challenged. This series provides practical advice on how to distinguish truth from fiction.” — John Pepper, Former Chairman P&G and Disney

“Tim Love’s good and noble effort, sorely needed in this day and age. Give this series a listen and learn more.” — Steve Pacheco, President & CEO American Advertising Federation

“Truthfulness is the foundation on which human relationships are built. Now more needed than ever.” — Paul Polman, Co-founder & Chair IMAGINE, Former CEO Unilever

“This comes at a critical time when social media is relied upon more than ever, but is full of lies, hate and fake news that result in political, as well as commercial injury.” — Wally Snyder, Executive Director, Institute for Advertising Ethics

This series of 30 episodes examines the difficulty of determining truth in a Twitter-World of heightened social media information, big data, fake news, foreign propaganda, hacks and lies. Top communications professionals discuss influences of new communication technologies and provide useful suggestions to better determine truth.

^{the}internationalist

COMMENTARY

**Marketers Usher in an Era of
Stakeholder Capitalism
& Corporate Citizenship at
Virtual ANA Masters....**

The events of 2020 have caught us all off guard. While adapting to a remote marketing world, there's little question that industry expectations are shifting. Last week, I discovered a new optimism as I was glued to the screen for the virtual ANA Masters event. While the October ANA gathering is a key pillar in the annual calendars of marketers, this year's speakers— regardless of their subject matter-- underscored the profound change in the connections between brands and society. And while the virtual event was an extraordinary accomplishment with a global lineup of speakers— perhaps a credit to our remote world, the underlying message voiced by a wide variety of presenters across a range of subjects was that the role of marketing is transforming to reflect the increased responsibilities of business.

Stakeholder Capitalism

Our own Internationalist **INSIGHTS** survey from August on the evolution of purpose shows that **85.7% of marketers worldwide now agree with the following statement:**

“Companies should serve not only their shareholders, but also deliver value to their customers, invest in employees, deal fairly with suppliers, and support the communities in which they operate.”

This statement clearly reflects the ideals of the Business Roundtable—the non-profit association of CEOs at leading US companies who work together to promote a prosperous economy. The group's August 2019 Statement represented a massive shift in the very essence of business when it elevated stakeholder interests to the same level as shareholder interests. Or as **William White**, CMO of Walmart Stores, emphasized in his ANA presentation,

“We are leveraging our size, scale, reach, and power to do good in the world and be a friend and ally to all.”

Kofi Amoo-Gottfried, Vice President of Marketing for Doordash, the on-demand prepared food delivery service, may have inadvertently redefined the nature of sales and marketing in these times in his ANA comments.

“Today, you have to think and act like a General Manager, and not a marketer. Our job is to solve the highest priority problems in the company, which means working out what people need and figuring out how to help them. You sell things today by solving problems and playing a role in people’s lives.”

Interestingly, being at home has not only caused us to ask where we want to be, but more significantly, who we want to be, and how we want to live and how we hope to treat both our fellow human beings and the planet.

Marc Pritchard, Chief Brand Officer of The Procter & Gamble Company, kicked off the event in a presentation entitled Change Creates Choice by saying,

“People want to know what brands are doing. There was a time you wouldn’t go near social issues. People now expect brands to take a stand.”

Positive Change

The theme of positive change began with Deborah Wahl, Global CMO of General Motors, who talked about how society is at an inflection point. As she outlined GM’s commitment to zero crashes, zero emissions and zero congestion, she also asked,

“Can we use this moment for permanent, positive change? Uncomfortable conversations will provide permanent lessons on how we frame our roles, our teams, and the role of brands. How we lead now will shape our roles for years to come. The crises of 2020 provided opportunities to contribute. They opened my eyes to completely new possibilities.”

Manos Spanos, Senior Vice President and CMO of Brand Marketing for the Yogurt Business Unit at Danone North America, was direct in his comments:

“Marketing needs to stand for positive change. If something is not doable, innovate to make it doable. Growth is difficult, but it can be achieved with the new 4Ps of today—people, passion, purpose and positivity—to deliver results, which ultimately means positive change for the world.”

Branding from the Inside Out

The biggest trend among the speakers’ conversations was “branding from the inside out” or creating a new transparency between internal and external culture and communications.

Mathilde Delhoume-Debreu, Global Brand Officer of LVMH Holding Group, in her discussion on Brands for Humans, highlighted an example of internal culture reflecting new marketing ideals for consumers. She talked how about beauty retailer Sephora and CMO Deborah Yeh announced its values of inclusion last year with its

“We Belong to Something Beautiful” manifesto. While unfair practices in retail are often subtle, Sephora chose to underscore how every potential customer is welcome and supported at all locations—whether physical stores or online. ”

Ms. Delhoume-Debreu explained,

“The Sephora team took culture from the inside out by creating advertising that used employees to show diversity.”

The result? Higher internal standards have proven to better serve all customers.

While **Dean Aragon**, CEO of Shell Brands International & Global VP Brand,

“personalization is not enough. Big ideas demand shared meaning.”

discussed Humanized Data-Led Creativity, he was keen to emphasize that

Shell is now featuring its employees in ads running in the UK and the Netherlands to show how passions in life and at work intersect and can ultimately create greater meaning for all. According to Aragon,

“How we serve articulated and unarticulated human needs and desires will cause ours to be a richer industry and enable us to do more for the world.”

Frank Cooper III, Senior Managing Director & Global CMO of investment management corporation BlackRock, the world's largest asset manager, discussed Brand, Reputation and Purpose. BlackRock is well known for CEO Larry Fink's belief that public companies must not only deliver financial performance, but also show how they make a positive contribution to society, as well as his latest stated initiatives that place sustainability at the center of BlackRock's investment approach.

“It's clear that if someone wants to know what BlackRock is really about or what do we stand for, there is greater genuineness and conviction in hearing it candidly from our own people.”

Frank Cooper talked about a new level of transparency when internal and external communications are the same. He shared how an internal video series with employees discussing their passions as part of the purpose dialogue became the firm's highest-performing external communications in terms of views and engagement.

Embodying Marketing Values

Perhaps the unassuming star of the 3-day program (particularly if one hung in until Friday afternoon) was **Tim Mapes**, SVP and Chief Marketing & Communications Officer of Delta Air Lines, who sincerely spoke to the camera without slides, but with conviction about how his company was driven by purpose even as revenue dropped by 90% in mid-February. As a 28-year Delta veteran, he not only embodied what a marketer should be, but made clear that character is not built in a crisis but revealed in a crisis.

“Brands are only as strong as they are consistent—in terms of their values and what customers experience.”

Delta was one of the few service businesses speaking at ANA. Mapes talked about how a service ethos is more difficult to maintain than marketing consumer packaged goods.

“Getting 75,000 people in 60 countries dedicated to the nobility of service to drive a consistent customer experience isn’t easy. We are a brand that believes in empathy, humanity and serving others. We attract people who see that, and our customers experience that...”

He added,

“Ours is a business that doesn’t panic. We understand we must do something and get on with it. We are an essential business, so we can also carry medical supplies and vaccines, and we take that role seriously. We are planning 2021 in 12-month increments. We believe business travel will come back. We need to be present and connected—even if the front half 2021 will look like 2020. People remain at the center of all we do.”

The Internationalist has long believed that we are beginning to see the humanization of business. We recognized the kernels of this when we started our **Marketing Makes a World of Difference™** initiative almost a decade ago. Essentially, people will not transact with any company, product or service unless its values resonate on a very human level— whether that translates to denying excess, advocating sustainability, ensuring jobs, or aiming to do some form of social good. People want to live with more meaning— ather than just more— and to feel they are part of making a difference in an incredibly stressful world.

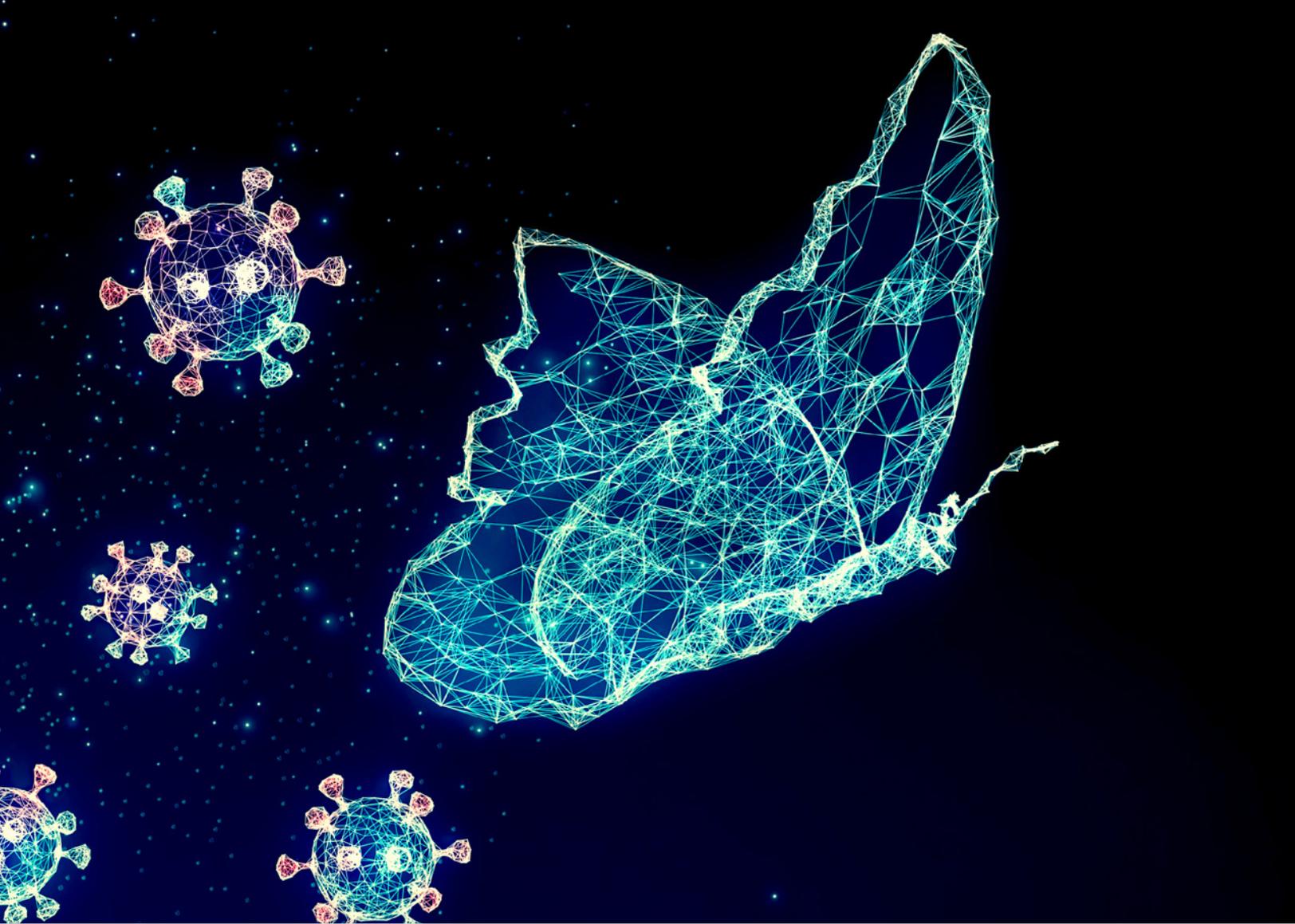
Or as Delta's **Tim Mapes** said at the closing of his address,

**“Search your heart; be crystal clear
in your beliefs and values.
If they are not reflected
in the company you work for,
go and work for a different company.
You can't be a world class marketer
if you represent a brand that
doesn't reflect your values.
That's no way to live a life.**

This is not a dress rehearsal.

We have a capitalist society.

Choose.”



Reassessing Purpose as Society's Expectations for Business Rise

TODAY'S MARKETERS now have a sophisticated understanding of the ideals of brand purpose or of the purpose-led organization; however, the sudden complexity of 2020's events is causing them to reassess how marketing's role can make a difference amid so much change and uncertainty.

Yes, purpose matters, and society's expectations for business are rising. SEE CHART BELOW. Given today's accelerated stakeholder capitalism

Notions of Purpose, like so many other concepts and ideals, have likely evolved during the last several months.

Check ALL these statements that represent what purpose means now:

Companies should serve not only their shareholders, but also deliver value to their customers, invest in employees, deal fairly with suppliers, and support the communities in which they operate.	85.7%
Sustainability and transparency are now essential to a purpose-led organization.	71.4%
Meaningful actions, empathy and responsibility are at the heart of the purpose-led organization.	60.7%
A strong brand purpose is not about what kind of business you would like to be, it is about what kind of business you actually are.	57.1%
A purpose without substance will just be perceived as business as usual and do more harm to the company than good.	53.5%
This is not a time for reaction or inaction. If you're looking for a chance to revisit your purpose, the time is now.	39.8%
Any brand that puts profit before purpose faces a backlash from customers with potential long-term consequences.	35.7%
The decisions a company makes during this pandemic will define their brand for decades.	32.1%

Continue »

The Internationalist conducted a survey in late August and early September 2020, as part of our Internationalist INSIGHTS Survey series, among marketers worldwide to understand more about their sentiments on the evolution of purpose in a tumultuous year. These results help to shape The Internationalist's content, think tanks and initiatives around marketers' core concerns.

Continued >

Businesses weren't established to save the world. They have only recently been compelled to express a higher purpose, hone their values, fund CSR initiatives, and commit to noble goals. And only a fraction of businesses is adopting this new ethos. **85.0%**

The best brand purpose is one that doesn't need to be written down at all, because it is clear to all who interact with the brand. **85.0%**

Purpose today is simply about reacting to what is happening now-not about long-term statements. This means reliably delivering products and services, rather than promises. **84.1%**

Choice can help the credibility of brand purpose because you can't have an opinion on everything. It must be in your experience or expertise to have an opinion. **84.1%**

The path to profit is by living your purpose. **84.1%**

and corporate citizenship, is it possible to deliver unified, purposeful messaging across today's multifaceted range of environmental, social, economic, and sustainable priorities—when everyone is working from home and organizations need to transform at breakneck speed? If "corporate culture" is vulnerable in a remote world, what about "purpose," which is so often linked to culture? Or can these essentials become refreshed through significant acts and easy-to-use technology as we strive for a new humanization of business?

Are our customers experiencing purpose fatigue after months of quarantine, safety protocols and less socialization? Are the generous deeds executed during the height of the spring COVID crisis considered purposeful? Or are we now living in a post-purpose world in which every brand, organization or small business feels the need to embrace a sweeping vision of their shining NorthStar? How, then, will brands further differentiate themselves if all commit to doing good? What happens if certain products or markets must be withdrawn or exited due to new economic realities or because they are not meeting a redefined, higher purpose bar? Is there a perceived "purpose gap" in the communications of these values and actions taken?

The answers to the latest Internationalist INSIGHTS survey can be characterized as "unsettled" as we look at the evolution of brand purpose.

While respondents are clear on definitions, they are certainly less clear about the effects of current change and the potential for new outcomes. Perhaps we are all hesitantly approaching Purpose 2.0.

While the events of 2020 caught everyone off guard, they have also served to underscore the profound change in the connections between brands and society. Today, the role of marketing is transforming to reflect the increased responsibilities of business. Internationalist research shows that 85.7% of marketers worldwide now agree with the following statement: “Companies should serve not only their shareholders, but also deliver value to their customers, invest in employees, deal fairly with suppliers, and support the communities in which they operate.”

This leading choice for a definition of purpose clearly reflects the ideals of the Business Roundtable—the non-profit association of CEOs at leading US companies who work together to promote a prosperous economy. The group’s August 2019 Statement represented a massive shift in the very essence of business when it elevated stakeholder interests to the same level as shareholder interests.

Essentially, people will not transact with any company or product unless its values resonate on a very human level—whether that translates to denying excess, advocating sustainability, ensuring jobs, or aiming to do some form of social good. People want to live with more meaning—rather than just more—and to feel they are part of making a difference in an incredibly stressful world.

As the charts on page 17 indicate, the work of marketers is only gaining in complexity. The idea of “brand purpose” seemed to be fairly steady before Coronavirus as brands and organizations devoted more time and thought to what they stand for beyond serving shareholders — and how to convey that message.

However, the combination of the pandemic, the subsequent economic fallout, and calls for societal change has left many companies wondering if what they now refer to as brand purpose is still relevant for their employees, customers, and society at large.

Is becoming purpose-led more complex now given today's interconnected health, economic and social crises?

No.	41.3%
Yes	41.3%
No response.	10.3%
Not sure	6.8%
Total	100%

What about marketing— is it more difficult to express an authentically purposeful message now or build a truly purposeful brand?

No.	44.8%
Yes	42.1%
No response.	42.1%
Not sure	6.8%
Total	100%

For more information on The Internationalist INSIGHTS Survey on the Evolution of Purpose, please [CLICK HERE](#)

TRENDSETTERS

Iris Meijer, CMO of Vodafone Business, Talks About Succeeding in Today's Digital World

Ask Iris Meijer to describe her role at Vodafone Business, and she'll likely tell you that she helps customers succeed in a digital world. Vodafone Business is the vibrant enterprise division of British multinational Vodafone, one of world's largest telecommunications companies. With expertise in connectivity, the Internet of Things and global scale, Vodafone Business serves customers of all sizes-- from thousands of small to medium-sized companies, as well as large multinational customers. As Global CMO and a member of the senior leadership team, Iris Meijer champions a wide

The Internationalist Trendsetters is written by Deborah Malone, founder of The Internationalist.



Iris Meijer

variety of programs that help build customer trust and overcome their challenges.

Two such programs are very much on her mind now as both were in response to the COVID-19 pandemic. To better support small and mid-sized enterprises (SMEs) across Europe, Vodafone Business launched V-Hub this July to provide these vital and often hard-hit customers with online guides, videos and webinars, as well as direct access to experts, as they strive to quickly digitize their businesses. Topics include website creation, digital marketing, working remotely, and cyber security.

The other is the Vodafone Business Future Ready Report 2020, which provides a fascinating deep dive into what it takes to adapt to today's challenges for any company striving to be digitally first. The Report identified five key challenges that span almost all industries, countries and business sizes; then it outlined how

"future ready" businesses show very different approaches to these challenges, compared to other businesses.

To hear more from Iris Meijer, tune in to our Trendsetters podcast as she discusses a range of topics from small business initiatives to being "Future Ready" to the changing role of the CMO.

[CLICK HERE.](#)



In our conversation, we discuss the following:

- Five macro-challenges that are common to all businesses.
- What defines a “future ready” company and whether that definition changed during COVID.
- The evolution of a CMO’s responsibilities.
- How Data is central to both serving customers and to the role of marketing within the corporation.

The new significance of internal and external communications.

Iris Meijer leads marketing and communications for Vodafone Business globally and is an advocate for building customer trust through great insight and deep understanding of customer challenges. She also believes in putting ethics at the center of the marketing practice. She is a member of the Vodafone Group Senior Leadership Team.

Since 1998 Iris has focused her career in marketing and communications within the technology telecommunications space, specializing in business to business solutions on an international stage. Before joining Vodafone Business, Iris was Vice President of Customer Marketing and Communications at Nokia, responsible for a global team and diverse digital, product and customer marketing strategies.

Iris holds an MBA from the Richard Ivey School of Business. She was born and raised in Finland, started her career in Helsinki, and is now based in London.

Kirsten Allegri Williams, CMO of Episerver, says Brands will Win on Digital Differentiation



Kirsten Allegri Williams

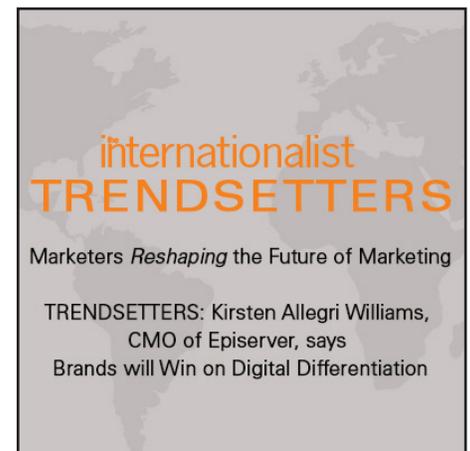
As Kirsten Allegri Williams surveys our new marketing world of increased screen time and work from home connectivity, she passionately believes that brands will now win entirely on digital differentiation. "At this moment in history and for the foreseeable future, a brand's digital presence makes up the entirety of how it reaches customers."

Kirsten Allegri Williams has spent her career at the intersection of marketing and technology. This July she became the Chief Marketing Officer of digital experience company Episerver™, after serving as CMO for SAP SuccessFactors, which provides technology solutions for Human Resources. Also while at SAP, she rebranded and relaunched the digital presence of Ariba, and lead partnerships with the United Nations to help businesses worldwide build sustainable supply chains.

She has joined Episerver™ during a pandemic that she sees as a turning point for every industry. "There is an undeniable shift toward digital-first which requires differentiated brand experiences and the need for CMOs, CIOs, and e-commerce leaders to rapidly adapt to changing conditions. Our customers need scalable technology with AI and actionable insights to solve real-world problems and create personalized engagement that is tied to business growth."

To hear more from Kirsten Allegri Williams, tune in to our Trendsetters podcast as she discusses how technology helps brands differentiate themselves in a digital-first world through content, storytelling, data analytics and the commerce experience.

[CLICK HERE.](#)



In our conversation, we discuss the following:

- The significance of the shift to “digital first.”
 - How the role of CMO is changing.
 - Why marketers need to think differently now.
 - What does digital differentiation look like?
 - How buying decisions are changing.
- Why speed matters more than ever.

Episerver™, a Gartner Magic Quadrant Leader for Digital Experience Platforms, is a powerful suite that seamlessly integrates content, commerce, personalization, search and analytics. The company serves over 5,000 customers representing more than 8,000 brands globally.

In addition to leading global marketing and communications for Episerver, Kirsten Allegri Williams is an advocate for women’s equality and empowerment in the workplace. She is also a diversity champion as a Filipino American. Kirsten has been honored by many organizations including The Internationalist as a “Next 50” top marketer. She is a graduate of Santa Clara University with a B.S. in Political Science and B.A. in Music. She received her Master of Music degree from the Manhattan School of Music in classical voice and sustains a career as a critically acclaimed mezzo soprano.

Kimberly-Clark's Josh Blacksmith Discusses a Pivotal Moment for Consumer-Packaged Goods Companies



Josh Blacksmith

Josh Blacksmith, Senior Director of Global Consumer Relationships and Engagement at Kimberly-Clark, is championing a relatively new endeavor for most Consumer-Packaged Goods (CPG) companies: global first-party data collection and how it can be used to impact meaningful, lifetime customer relationships. This has been an area of significant focus for him from the beginning of his career.

Traditionally, the packaged goods category has relied on external partners, largely retailers, as sources for customer buying information. However, the explosive growth of e-commerce and other direct-to-consumer services during the pandemic is dramatically reshaping concepts of purchasing behavior, first-party data and even the use of media. "It's such a pivotal time for CPGs right now. Amid all these shifts, we recognize the importance of owning the consumer relationship," said Josh Blacksmith. "We need to consider more of a portfolio lens, rather than a focus on the next transaction. And that means asking what role our brands can play in providing customer value over a lifetime."

He also asserts that there are too many headlines now about the bad aspects of data. "With proper

stewardship, transparency and explicit consent like our 'privacy by design,' first-party data can provide a better customer experience through better marketing. And this generally leads to better business outcomes."

To hear more from Josh Blacksmith, tune in to our Trendsetters podcast as he discusses a range of issues on data-led marketing and creating a better consumer experience.

[CLICK HERE.](#)



In our conversation, we discuss the following:

- Can privacy and personalization coexist?
- New levers to offer value exchange for consumers in a direct brand economy.
- How marketing and sales are working together and breaking down departmental silos by using data more efficiently.
- How a consumer-centric viewpoint enables a brand to find key moments of receptivity.
- Why better orchestration of all media channels is so critical now.

Josh Blacksmith joined Kimberly-Clark in April 2019 to help global, regional and local marketing teams build and scale best practices in digital execution by accelerating innovation and disruption throughout the organization's omnichannel, data-driven marketing efforts.

Before his responsibilities at K-C, he spent seven years at FCB Chicago in a variety of roles—the last of which was SVP, General Manager of CRM working with such accounts as Toyota/Lexus, PACCAR, Anheuser Busch, State Farm, Brown-Forman, Samsung, Chicago Public Library Foundation, Allergan, Stericycle, Clorox, Dermira, Kimberly-Clark, and Zilretta. Prior to his agency career, he worked at Meredith and Ames Publishing.

Josh holds an MBA with an emphasis in Marketing from the University of Iowa and a BA in Advertising from Iowa State University.

Sebastian Jespersen, CEO of Vertic, Advocates a New UN Sustainable Development Goal as a Marketer's Digital Responsibility



Sebastian Jespersen

Sebastian Jespersen is an innovator, a business strategist, and a breakthrough digital thinker. He has a provocative idea that involves our new digital world and the UN Sustainable Development Goals. In fact, it is an idea that puts marketers at the center and emphasizes how they can make a difference for a more meaningful and safe digital life.

Most of us are familiar with the 2030 Agenda for Sustainable Development, adopted by all United Nations Member States in 2015. At the core of the agenda are the 17 Sustainable Development Goals (SDGs), which are an urgent call for action by all countries in a global partnership. They recognize that ending poverty and other deprivations must go hand-in-hand with strategies that improve health and education, reduce inequality, and spur economic growth-- all while tackling climate change and working to preserve our oceans and forests.

According to the UN Global Compact, more than 80% of its 9,500 corporate members have committed to advancing one or more of these goals.

It became clear to Sebastian Jespersen that as we live a digital-first, work-from-home world, not one

of the 17 Sustainable Goals addresses a fair, more livable digital future for our fast-evolving world. In other words, he emphasizes, "Today, we don't go online, we live online."

The statistics that prove this statement are remarkable: More than 4.5 billion people now use the internet, while social media users have passed the 3.8 billion mark. Nearly 60 percent of the world's population is already online, and the latest trends suggest that more than half of the world's total population will use social media by the middle of this year. According to Jespersen, "The average internet user now spends 6 hours and 54 minutes online each day. That equates to more than 100 days of connected time per internet user per year-- meaning we spend roughly 40 percent of our waking lives using the internet."

To hear more from Sebastian Jespersen, tune in to our Trendsetters podcast as he discusses the potential for a safe and meaningful digital life.

[CLICK HERE.](#)

In our conversation, we discuss the following:

- How the UN Sustainable Development goals are essential to business today.
- While our technology-driven world is becoming more essential to human connections, as well as commerce, what are some of the challenges now and in the future?
- Is it possible to balance the benefits of fast-evolving technology with concerns like data privacy or even overexposure to digital advertising?
- What is the vision for an 18th SDG? How does this put marketers at the center?

Sebastian Jespersen was born in Denmark and founded the independent digital agency Vertic over a decade ago; today it has a footprint on three continents and serves some of the world's best-known global marketers and brands. Both a digital guru and evangelist, he has successfully taken a start-up from the birth of the online marketing era through to the advertising world's new internet playground.

All while shepherding Vertic to extraordinary year-on-year growth and profitability.

Sebastian's pre-Vertic years as a management consultant in Europe and Asia underscore a multinational, analytical problem-solving vantage point, in contrast to common creative or technical leadership found at most ad agencies today. His interpretation of social business, data, targeting and the bridging of marketing to sales - as well as his revolutionary application of this understanding to new platforms like LinkedIn - makes him a leader in today's fast paced, complex marketing world.

His book on Entangled Marketing got published in the spring of 2016, and is co-authored with the 'Godfather of Direct Marketing', Stan Rapp, Co-Founder and CEO of Rapp & Collins and a young copywriter during the original Mad Men era

Hewlett Packard Enterprise’s Adam Benaroya Discusses Rethinking the Digital Customer Experience



Hewlett Packard Enterprise’s
Adam Benaroya

Adam Benaroya has always been a digitally-driven marketer. Today, as Head of Global Media and Performance Marketing at Hewlett Packard Enterprise, he is responsible for the global media program, as well as broader digital- and data-centric Centers of Excellence (COEs), which include audience strategy, biddable media policy and execution, adtech/martech, privacy, and analytics.

While one might assume that such responsibilities and skillsets would cause Adam Benaroya to be entirely tech-first, he is actually quite concerned about creativity in advertising, greater collaboration between media and creative teams, and rethinking today’s digital customer experience—largely through the help of data.

He has also helped transition HPE’s marketing organization to a customer-first media strategy, while launching the company’s first centralized performance marketing practice. However, he sees this as just the beginning as he responds to shifts in sales and marketing during a pandemic—all occurring against the changing backdrop of privacy legislation

and data’s role in media strategy.

To hear more from Adam Benaroya, tune in to our Trendsetters podcast as he talks about how he is rethinking today’s Digital Customer Experience.

[CLICK HERE.](#)



In our conversation, we discuss the following:

- The intersection of data and creativity-- the balance between reaching the right audience and the impact of a message.
- Managing the responsibilities of internal media teams and external agencies.
- How moving some functions in-house may not make sense in certain situations.
- Changing campaigns on a market by market basis throughout the

world in response to changes in the COVID crisis.

- The shift in the ways in which marketing and sales teams are partnering.
- Rethinking a customer experience mindset.

Adam Benaroya joined Hewlett Packard in October 2015 prior to the company's split into two organizations-- HP Inc., comprised of personal computers and printers, and HP Enterprise, focused on server, storage, networking, services, software, and cloud businesses. Adam helped launch the new HPE brand and its data/measurement practice.

Prior to HPE, he led media analytics for Mindshare's east coast offices.

Adam holds his MBA from NYU's Stern School of Business and his BA in Mathematical Economic Analysis from Rice University

Transformational Marketer, Perry Kamel, Creates New, Remarkably Purpose-Driven Company



Perry Kamel

Perry Kamel has a 30+ year track record for transforming companies—from giants like Siemens ICN and Ciena to his role as Founding Global Managing Director of Accenture Interactive. He has extensive experience in applied innovation, as well as degrees in electrical engineering and in business. If one could apply a personal motto to Perry Kamel, it would be— “He dreams big and leads others to achieve what may have been considered impossible.” He is no stranger to working with cutting edge technology solutions, or the organizational and operational aspects so vital to enduring success.

Last year, he pioneered the launch of an extraordinary company called DNA Vibe, which produces an innovative wellness wearable called the Jazz Band. The product uses effective Light Therapy levels and magnetic signals to stimulate DNA expression that ultimately leads to tissue regeneration, improved blood supply and cellular oxygenation. An overwhelming majority of DNA Vibe’s Jazz Band users claim the wearable provides life-changing results, so that they can perform activities they enjoy at a higher level for a longer time.

As if that accomplishment were not enough, Perry Kamel has also revolutionized manufacturing protocols to help invigorate the economics of local communities, while also creating a much-admired corporate culture that is fueling energy and inspiration among employees and all stakeholders.

To hear more from Perry Kamel, tune in to our Trendsetters podcast as he talks about his new venture-- a remarkably purpose-driven company whose motivational tenets can prove insightful to all marketers.

[CLICK HERE.](#)



In our conversation, we discuss the following:

- Why the concept and the organization of DNA Vibe are so revolutionary, particularly for the “purpose economy.”
- How a one-word mission can serve as an overall rallying point.
- Why manufacturing can be purpose-led and a point of differentiation when marketing a brand.
- The significance of helping to grow local economies today.
- Why corporate culture is an important pillar in driving success.
- Situations where passion and purpose may be construed as fundamentally the same.

Perry Kamel has more than thirty years of experience delivering high-value marketing innovations. He was a founding Managing Director of Accenture Interactive, CEO of Elateral, and Chief Marketing Officer for technology firms Ciena and Siemens ICN, as well as group Chief Executive for Siemens Next Generation Networks.

He is a former board member of the National Telecommunications Association and a McKinsey & Company alumni. As a recognized pioneer in multi-channel interactive marketing and content supply chain transformation, he also has several patents and successful start-ups to his credit.

DNA Vibe’s products deliver a proprietary blend of signaling protocols in red light, near-infrared, magnetic modes, and others; the safety and efficacy of which have been well-established through multiple double-blind clinical trials and FDA approvals.

Based on more than 30 years of research into molecular biology and genomics, DNA Vibe has discovered through the work of Dr. Max Rempel, Co-Founder & Chief Scientist, that DNA responds to various forms of signaling. The Jazz Band wearable harmonizes the work of DNA through signaling to help enhance recovery, performance, and overall wellness.

The Future of Work | The Future of Talent, Part 2- The Needs of New Recruits v. Senior Marketers



Barney Loehnis



Tim Mickelborough

While conversations over the last several months have certainly focused on The Future of Work, as well as The Future of Talent, this series looks at how they affect each other in relation to a changing marketing industry. This second discussion in the series considers the “Needs of Young versus Senior Marketers and CMOs.” It also touches on issues of purpose-driven and values-based businesses.

Two experts—one on work and one on talent—share their thoughts in several areas of this wide-ranging topic. Deborah Malone, Founder of The Internationalist, moderates the discussion between Barney Loehnis, Founder of Humami.io, a consultancy that works with the C-suite to scale high performance cultures by engineering great work experiences, and Tim Mickelborough, Founder of the Global Marketing Exchange program, which has reinvented the modern day apprenticeship for young marketing professionals.

Issues Covered:

- What do young people want from work today?
- What do CMOs want today in terms of interaction with their

teams and the skills they seek from new talent?

- Is there an overlap of what both groups need to succeed?
- Do certain types of businesses or perhaps certain types of cultures satisfy the ambitions of both groups?
- How will senior marketers handle the onboarding of new employees, as well as professional development and mentorship?
- How do trainees or new employees “keep engaged” in a work from home model?
- Is this a time to focus on new ways to engage colleagues in a meaningful way? Or is it an opportunity to grow a stronger culture and get rid of old-fashioned stereotypes or the “that’s how we always did it” mentality?
- How has the pandemic changed people’s views of their career—whether they’re senior or new to the business?
- Are most marketers able to add these work issues to their long list of duties and concerns?
- Is today’s young talent ready to be self-starters and self-reliant?

To listen to the podcast only [CLICK HERE](#).

To watch a video clip [CLICK HERE](#).

^{the}internationalist