



MARKETING 2030 REFERENCE MODEL

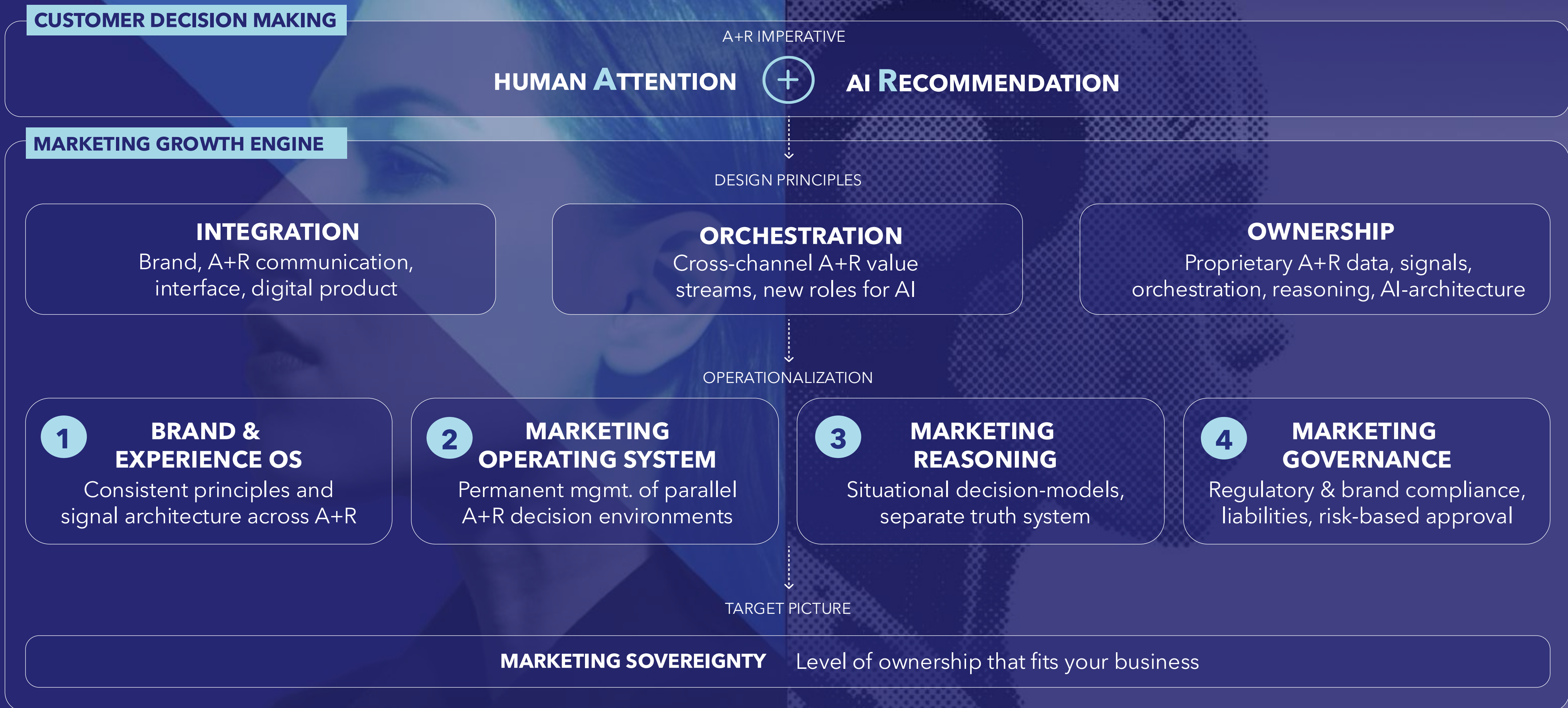
SUCCESSFUL MARKETING OF THE FUTURE: AN APPROACH

SEPTEMBER 26



Overview: House of Marketing in the AI Era

The A+R approach to a strong Marketing Growth Engine

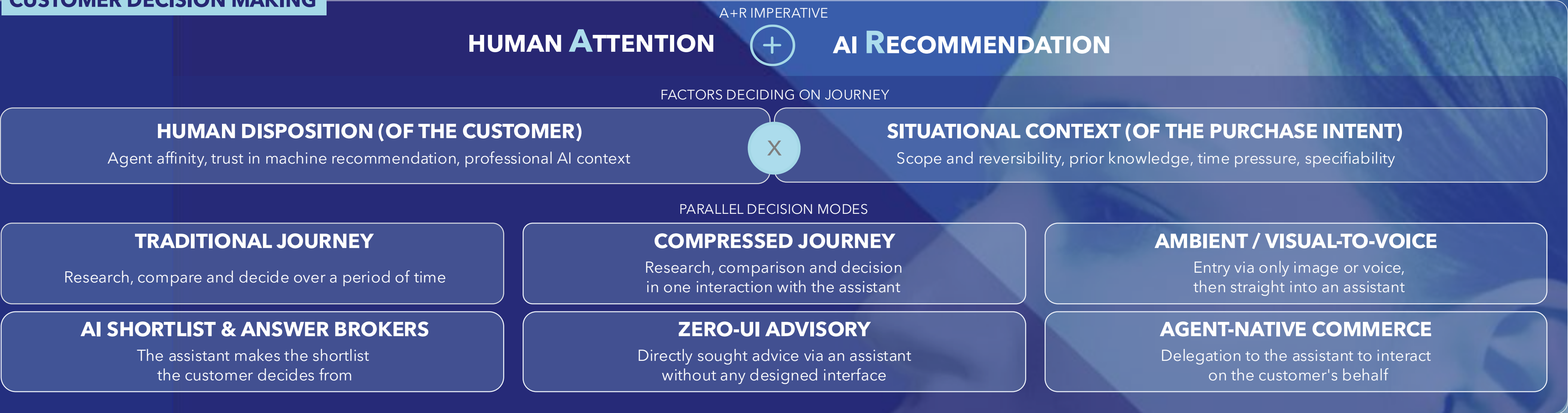




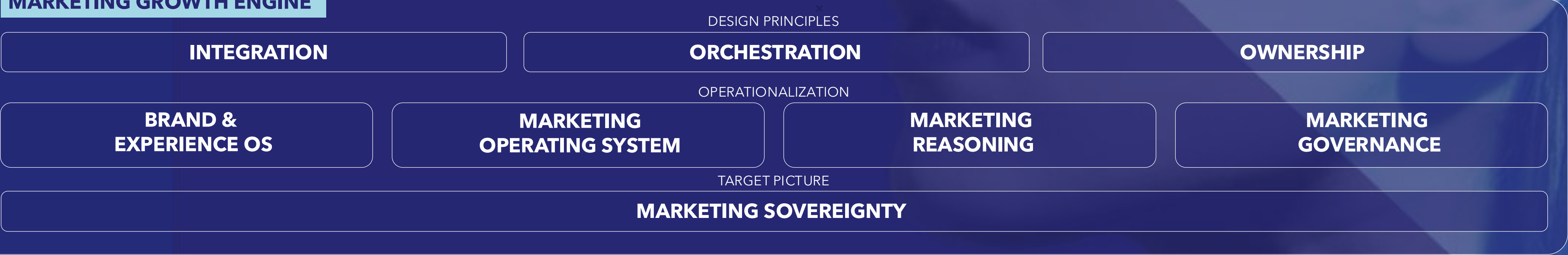
House of Marketing in the AI Era - Serving Customer Decision Modes

Parallel decision modes within the same target group, to be served by marketing simultaneously across both rails – demanding the capabilities of continuous operations along the design principles Integration and Orchestration, with an evolving degree of Ownership

CUSTOMER DECISION MAKING



MARKETING GROWTH ENGINE





House of Marketing in the AI Era - Designing the Growth Engine

Three design principles set the frame for building the Marketing Growth Engine. The intended degree of Marketing Sovereignty - measured as Ownership - relative to where you stand today determines the scale of the internal transformation needed

CUSTOMER DECISION MAKING

A+R IMPERATIVE

HUMAN **ATTENTION**



AI **RECOMMENDATION**

MARKETING GROWTH ENGINE

DESIGN PRINCIPLES

INTEGRATION

Consistent design for communication and product

- Convergence of communication assets and digital product or agent
- Consistency of brand experience and machine-readable signals
- Convergence of human communication and AI content feeds
- Consistency across marketing, service, sales and corporate communications
- Product and service data usable by humans and machines

ORCHESTRATION

Cross-channel end-to-end operations capabilities

- Signal, content, media and answer for one target group as one value stream
- End-to-end workflows across channels, led by a value stream owner
- Partners and new AI roles integrated into the workflow of the value stream
- Continuous operations in war rooms or decision centres, not only campaign cycles
- Closed loop: Interaction data constantly flowing back into reasoning/decision

OWNERSHIP

Proprietary data, signals, reasoning, AI architecture, orchestration

- OWNING** Own data, reasoning, AI architecture and orchestration. Partners for specialist depth, sparring and execution
- BUILDING** Data is owned, AI-/orchestration capabilities are shaped together with partners
- SCOPING** Data, AI, orchestration and decision logic sit with partners. High switching costs, no own asset accumulating



OPERATIONALIZATION

BRAND & EXPERIENCE OS

MARKETING OPERATING SYSTEM

MARKETING REASONING

MARKETING GOVERNANCE

TARGET PICTURE

MARKETING SOVEREIGNTY

Sovereignty does not mean full inhousing. It means being able to explain, change and improve the decisions and logics behind your own marketing

Level of ownership that fits your business

The more marketing drives your business commercially, the more the resulting competitive advantage belongs in your own company

House of Marketing in the AI Era – Building the Growth Engine

Each field of operationalization can be roadmapped with aspects to renew, change or build – for true success, the Marketing Growth Engine has to be built comprehensively, as all fields are interdependent

CUSTOMER DECISION MAKING

A+R IMPERATIVE

HUMAN ATTENTION



AI RECOMMENDATION

MARKETING GROWTH ENGINE

DESIGN PRINCIPLES

INTEGRATION

ORCHESTRATION

OWNERSHIP

OPERATIONALIZATION

1

BRAND & EXPERIENCE OS

Consistent principles and signal architecture across A+R

RENEW

- From static guidelines to modular, trainable principles
- Experience defined per decision environment, not per channel
- Brand statements that hold true even when machines reword them

DEVELOP

- Signal architecture, entity model and evidence base
- Consistent owned and third-party sources
- Answer coverage for buying questions

2

MARKETING OPERATING SYSTEM

Permanent mgmt. of parallel A+R decision environments

RENEW

- Operating model for continuous loops, not only campaign cycles
- Squads, warrooms and/or decision centers instead of linear chains
- AI and automation in planning, production, optimization combined in overall workflow

DEVELOP

- Owned AI interface as an operation: owner, SLA, releases
- Maintenance feeds, entities and answers
- Protocol connectivity for third-party agents

3

MARKETING REASONING

Situational decision-models, separate truth system

RENEW

- From fixed segments to situational decision models
- First-party data extended to operational decision/AI-data
- Steering on improvement of decision logic not on data volume

DEVELOP

- Reasoning and truth systems kept separate
- Answers drawn from owned sources, not from model knowledge
- Steering on conversion, not on ranking

4

MARKETING GOVERNANCE

Regulatory & brand compliance, liabilities, risk-based approval

RENEW

- Governance functions and approvals partly executed by agents
- Accountability stays human, in flatter hierarchies
- From full review to risk-based approval

DEVELOP

- Risk classes and AI governance register
- Named accountabilities per risk class
- Audit trail to model version and documented vendor switchability

TARGET PICTURE

MARKETING SOVEREIGNTY



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