# Contents

Acknowledgements xv

Preface: Who Should Read This Book? xxi

**Part I: The Motivation for Change** 1
Chapter 1: The Five Forces Driving the Need for Change 5
Chapter 2: Challenging Entrenched Mindsets about “Advertising” 25

**Part II: Toward a New Model Beyond Advertising** 45
Chapter 3: Aligning for Win-Win-Win Impact 51
Chapter 4: Orchestrating Value Creation across All Touchpoints 73
Chapter 5: New Guidelines for Desired Content: R.A.V.E.S. 85

**Part III: What to Do Now to Get Ready for—and Co-create—the Future** 125
Chapter 7: Embrace Adaptive Experimentation 131
Chapter 8: Leverage Organizational Architecture 147
Chapter 9: Transcend Silos and Barriers 173
Chapter 10: A Global Movement toward a More Desirable Future 193

Appendix 1: The Backstory The Wharton Future of Advertising Program and the Advertising 2020 Project 197
Appendix 2: Advertising 2020 Contributors 203
Appendix 3: WFoA Global Advisory Board 215
Appendix 4: Planning and Conducting an Experiment 219

References 223

Index 237