

# **New (BtoC) Systemic Marketing and related Emerging Framework: Contents and Theory from Practice and Literature**

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## **Abstract**

Various composite and advanced Systemic Marketing (as “Angulation” of whole services firm effectively mobilized also into a new Human Person-Consumer involvement, in a “Co-valuing” approach, centered on “Values to values” relationship) are now simultaneously and effectively combined (by every single multinational and successful firm, also in Italy) in a new emerging and multidimensional Conformation, in an innovative and so called “Galaxial” (using a neologism) firm’ Architecture incorporating articulated, numerous Systemic Marketing (of the same firm or Holding), and built to activate the power of a lot of new , very important front Polyhedric “Cinquine” (or “Sets of Five”) (in addition to “Preparatory” or “Starting” ones to enhance Brand-Firm) including the superior ones, like:

- Primary upper Systemic Corporate Blend: a strong “Mixture” (involving Experiential one and others) of five Marketing Versions (as new Copernican Universes).
- Second upper Blend that combines other Versions of (also BtoB) complementary and Specific Systemic Marketing (of the same firm, obviously) derived by two (on line and off line) “Kaleidoscopes”.
- Other (Polyhedric but not upper) Blends (involving also Brand or specific single “Subject of competition” of the single firm) to optimize (also with right Investment and resources) the impact of new Whole Multiple Systemic Differentiation. These other Blends are respectively referring to:
  - Propositioning, to Positioning not only the Brand but also:
  - Propositions (exciting attributes and normally intangible perceived benefits to meet desires, values, not only needs of Person-Consumer)
  - TSO (Total Systemic Offerings, including also compulsory components, conforming also to rules and law, and so on).

Every “Blend” is normally related to Implementation “Packages”.

## **Keywords**

Services Systemic Marketing; Marketing Galaxies; New Marketing Blend; Propositioning; Persumer; Values

## **1. Introduction**

Also in Italy's BtoC primary sectors, in last years various progressive and articulated Marketing, were proposed, including advanced ones like really Systemic ("complete" and very different from Integrated and similar ones) Marketing (Marino, 2006, 2011, 2013) with disrupting contents and related to new theoretical configuration, both confirmed by direct and specific observations (in Italy) of primary improvements in outstanding (not only Multinational) firms' Marketing and from selected Literature on Marketing and Systemic Thinking (Golinelli, 2000, 2010; Barile, 2009), "Governing" of the firm (Baccarani, 2012), Strategic Approaches, and Management.

Now mentioned improvements and contents by advanced Systemic Marketing are investing more and more specific BtoC services sectors and services firms, conforming to Systemic and enlarged perspective (Golinelli, Volpe, 2012).

## **2. Fundamentals of new emerging Systemic Marketing in BtoC services sectors also in Italy**

In Italy, an increasing number of classic (not only Italian) multinational services firms and emerging leader, relevant and outstanding, medium and large Italian services firms in BtoC are involved in (important and continuous) amelioration of their (typically referred to Icon and primary, large and famous Brands), approaches, particularly with activation of various and effective up grading in Marketing, to reach more results through really intensive, disrupting and properly conceptualized and implemented, advanced Marketing (Mattiacci, Pastore, 2013; Ferrero, 2013).

More and more of these advanced Marketing are becoming really involved in Systemic Marketing Categories, alternative to so called "Not conventional" Marketing Categories, and largely different from traditional Marketing (Grant, 2011).

With enlarged and enriched Marketing boundaries, to increase value results (for client and firm) and intensively using extended and new concepts, in mentioned first Categories, various outstanding (but not ultimate at all, of course) Systemic Marketing (for the firms) become more innovative and incisive, more and more effective, not only in term of amount of (internationally) involved investments and in term of internalization intensity. This success of increasing Systemic Marketing Categories depends more and more on new contents and methods to ameliorate upper combinations of particularly innovative, important and disrupting components and elements.

A lot of mentioned Systemic Marketing are more and more suitable for (BtoC) services sectors, and then are rapidly transferred directly to more and more services, "Branded" services firms and Brands of the services firms.

By supporting new basic orientation of the whole firm, and by also favoring significant shifting and upgrading of attention from the client to the consumer, these emerging Systemic Marketing pursue upper kind of finalization (centered on "external valorization"), emphasize also a more articulated, increased production of (complex, articulated and important) "Value to consumer" (well impacting on valorization of the firm) as a superior primary pillar (Marino, 2013).

Branded services firms and firms with important Brand (Aaker, 1991, 1998), now more and more use Systemic Marketing to cooperate and collaborate with the consumer in a new shape of not traditional (nor transactional) "exchange": i.e. in "co-valuing" approach or so called "values to values" new exchange (Marino, 2010, 2013). This new exchange contribute to enlarge and enrich results also through a sensitivity to Person-Consumer with empathic and

soft (not only web) interaction and cooperation. Depending also on increasing and direct attention to Human sides (and to spirit of Person-Consumer), more and more improvements occur in relationship between firms, Brand, and Person-consumer, as firm attention is now shifted not only to generic consumer but first to relevant “Person-consumer” or Persumer (Marino, 2011), in other words to specific Persons that play a consumer role, shaped also by the Personality (i.e. Physio, Neuro, Psyc, Social and Virtual) dimensions and Human sides of the entire Person (and related values) (Marino, 2013).

A lot of these (successful) firms and Brands, not only to overtake the traditional methods and typical, traditional Marketing approaches (with only reduced number of not polyhedric components) not only activate single polyhedric Marketing with untraditional components differently from limited mixes (like in Borden, 1964; McCarthy, 1978 and others). In addition, more and more of these excellent build now very important, new multidimensional, articulated Framework incorporating simultaneously pack of Systemic Marketing Versions inspired by an enlarged new Copernican orientation (Marino, 2013).

Every single outstanding firm often shifts to (own) Framework including Galaxies of simultaneous, various Systemic Marketing, reach markets and competition with new, real and effective so called (with a neologism) “Galaxial” approaches in (advanced) Marketing, to become (also in Italian niche situations) more profitable and more (value) aggressive on markets side, primarily by getting Person-Consumer attention and involvement. To reduce risk of poor and slow internationalization, these firms change also structures, consider Marketing not like a reduced normal Function of their organization formal chart, and focus on building aggressive Systemic Marketing Galaxies, also in services fields.

By implement own (very different from traditional mixes) Systemic Corporate Marketing and by assembly various Systemic Marketing as a really effective and innovative component of a new Systemic Marketing’ Galaxies Framework, every single outstanding firm also can reduce big cost of “Not systemic” approaches like in the case of costs for “not quality” (Martin, Bertezene, 2011) and becomes player able to up-grade from traditional organization structures to multi polyhedric Systemic Marketing Galaxies Conformation.

With new, innovative (and multi-polyhedric, multi-dimensional) Systemic Corporate Marketing inserted in large Systemic Marketing “Galaxial” Framework, inspiring up-graded implementation and good launch of innovative “Expected (not only Projected) Statement”, to prepare future improvements, shapes and results of the advanced firms.

In other words, we derived that, also in services, an increasing number of outstanding firms now activate new, innovative concepts and contents (with more exciting answers to Person-consumers, Stakeholders, Partners and so on) activating own articulated framework, centered also on Galaxies of various Systemic Marketing, in a large ranking, from the top level until to, conceptually speaking, last level. This Framework feeds a continuous loop or virtuous “circle” involving also CVU (Organization Units of the firm, that are focused on producing results through Consumer-Person value with impressive impact on valorization of the firm) centered on relevant and continuously (in “co-valuing”) interacting couple: “Firm-Brand”-“Person-Consumer”.

We can present main five of these Systemic Marketing (involved in Marketing Galaxies - or “Galaxial” - Conformation and Framework with related neologisms), after some considerations now dedicated to differences from traditional Marketing and to initial part of Systemic Marketing’ Alphabet.

### **3. Emerging differences between new advanced Systemic Marketing (with prodromes not so distant from basic Drucker's vision about Marketing) and majority of traditional, not polyhedric Marketing**

Not only conceptually speaking, we can emphasize relevant differences between specific advanced, incisive, impacting Systemic Marketing Categories (inspired also by Drucker's principles of 1954) and normal traditional Marketing (McCarthy, 1978). Categories or also with a lot so called "Non-conventional" Marketing Categories (Lusch, Vargo, 2004; Hartley, Kering, Rudelius, 2008). A comparison of polyhedric, not orthodox Systemic Marketing and traditional un-polyhedric, orthodox or similar Marketing (normally focused only on classic and flat mixes), offer a good, significant picture (Marino, 2013).

In a big part of traditional and in various recent Marketing in practice, for example, are only (and partially) involved:

- Consistency in term of short number of concepts related to normal satisfaction of customer (not consumer, normally speaking).
- Conformance to rationale requirements of customer and consumer as in normal Marketing. In addition, realignment to requirements of customer base of the firm (like in Day, 1997; Winer, 2002).
- Conformance to normal Total Quality (with misunderstanding also about classic TQM like in Abbott, 1986).
- Coverage of a rate of strictly interpreted relational aspect (Grönross, 2007).
- Continuous innovation to revers normal pull approach (by customer) to introduce push effects with innovative disruption by firms (Verona, 2000).
- Congruity with "generic Customer orientation" (Calvi, 1982).
- Continuity in anticipate or meet needs deriving by cognitivization of Marketing (Achrol, 1991).
- Capacity to create value in services (Iasevoli, 1995; Vicari 1994) also in Italy (Giuli, 1999; Guidi, 1995; Ferrero, 2013).
- (Eventually) capacity to consider other expectations open also to Social or similar approach (Best 2004; Visciani, 2001).
- Competence to swift attention in service context to experience included in a sort of Enlarged and extended service (Withers, 1998; Carbone 1994).
- Capacity to go on with extended service and enlarged service (Assael, 1987; Dickson 1987).
- Convergence on latent and expressed needs of customer, not only with customization at all of the service (Haley, 1984; Wind, Rangaswamy, 2000).
- Capacity to enlarge results through personalization and generic co-production in service by consumer (Benadapudi, Leone, 2003; Normann, 1992).
- Capacity to distinguish Customer satisfaction, Customer satisfaction and Consumer satisfaction Management (Cherubini, 1995).
- Capacity to organize supply chain not only in relation to processes (Amadio, 2006).
- Capacity to answer in term of Emotion (Ford, 2002) not only at communication level (Huba 2003), and with Multichannel customers (Sullivan, 2005) involved particularly with Loyalty programs (Meyer, Waarden, 2007).

In a lot of advanced (and characterized by polyhedric and not orthodox shape) Systemic Marketing, we also can found (Marino, 2013) alternatively or differently:

- Ability to listen to consumer (Gabriel, Lang, 1995).
- Attention to Value for customer -and not only for generic client- (through value production with impact on valorization of the firm) (Ferrero, 2013).

- Active orientation to Consumer-Person and related multiple values and to determinants from five kind of behavior, drivers like Physio, Psycho, Neuro, Social, Virtual components, as “engines” (Wind, 2002; Ferrero, 2013).
- Activation of really and well-perceived Quality (very different from other ones) (Baccarani, 2012) and not only of generic customer value (Blattberg, Getz, Thomas, 2001).
- Attention to consumer value or value of consumer-customer (Marino, 2012).
- Attention to important motivators and influencer of Consumer-Person. Like Values, Opinions, Attitudes, Wishes (Bauman, 2006), needs, requirements and Dreams, deriving also by depth of Personality (i.e. Baby ego and so on) (Livolsi, 2003; Collese, 2002).
- More attention to persons and Human aspects in Marketing (Livolsi, 2003; Kotler, Keller, Ancarani, Costabile, 2012; Kotler, Kartajaya, Setiawan, 2010 also to Human spirit).
- Capacity to go to “Paging” (launching attractive, anticipating and gratifying proposals to consumer-customer), and not only to “Gapping” (by satisfy existing needs and requirements of consumer-client) (Marino, 2010).
- Ability to shift from generic experience (Schmitt, 1999) to exciting experientialities (Marino, 2013)
- Capacity to activate “warm” empathic relationship (Marino, 2012) also in Social or similar approaches like “Sociating” (not only as in Cova, 2012).
- Ability to combine consumer need and others (Hurban, Hauser, 2004).
- Ability to make the transition from generic brand-to-brand equity, beyond the opinions of Aaker (1998).
- Attention from generic brand-to-brand Icons with strong appeal to Total Systemic Brand (Marino, 2012) without misrepresenting (Bronzoni, 2010) relations between Brand policy and Brand equity.
- Capacity to well keep in mind differences between Demand (Fiocca, 1981; Fiocca, Sebastiani, 2010), Client, Consumer, Person and Persumer (Marino, 2011).
- Ability to use not traditional communication (Pastore, Vernuccio, 2006), but semiotic relationship with a true attention to not just traditional consumer’s values.
- Ability to brand not only single services or firm, but also Territories, Consortiums, Communities and so on, using also structural “Heritages” (Pencarelli and others, 2009).
- Ability to overtake normal concepts and to accept more and more new concepts including also “competitive quality” (Aiello, 1993) and of course those that affect the customer in term of “perceived quality”, overlooked by many authors (included Crosby, 1999; Garwin, 1984; Abbott, 1986 and even more advanced ones).

#### **4. Alphabet and related decisions in really consumer involving Systemic Marketing in services firms.**

Configuration/Statement treatment, activation, implementation, and approaches of Systemic Marketing are more and more widely developed by practice and Literature, in conformity with primary Systemic Thinking pillars (like from Italian School: Golinelli, 2000, 2010, first of all, and a number of related Authors: Barile, 2009, etc.). Fundamentals of mentioned Systemic Thinking and of many other pillars not necessary conforming at all to, too concentrated 30 R, or relational ideas of Gummesson (2012) and so on are more and more combined, in this advanced Systemic Marketing, derived from Literature and approaches by multinational and (niche) leader, Italian firms.

Outstanding and evolving Systemic Marketing for primary services firms can start accepting primarily the main contents of initial letter of a new (Systemic Marketing) Alphabet, starting as follows:

A: Angulation, not “Abbigliaggio” (not mere “Adornment”). As specific value contributor of the services firms, various single advanced Systemic Marketing are leading completely firm and are involved in (mentioned) “Galaxial” Framework. Not a simple management philosophy. However, these Systemic Marketing (inserted into mentioned framework) play as “Angulation” of totally involved whole firm (and Galaxies).

Not only (functional) physical Attributes but a number of five or enriched typologies/categories of immaterial Attributes also related to Human aspect, with enlarged “Associations” referred no to only to so called “Societing” (Cova and others, 2011) are now relevant.

B: Benefits in enlarged and enriched sense! In Systemic Marketing, it is not sufficient to focus generic Benefits, but topics as follows are also very important:

- Binomial between Person-Personality (of Person)-Consumers-Personality of Brand-Firm to accelerate and for take-off.
- Brand not only single service or similar.
- Blend not only traditional mixes.
- Boxes (multidimensional) different from traditional not polyhedric element of the mix.
- Belief and values of Person-consumer and Person-customer.

C: new outstanding, emerging Systemic Marketing requires first of all:

- Co-valuing.
- Couples of interacting “Firm-Brand “-“Person-Consumer”.
- Consumer Value Unit not only Customer Value Unit.
- Consumer base, not only Customer base.
- More upper polyhedric and not orthodox combinations of elements.
- Contentitori (“Containers” in large sense). Firm is not only service portfolio, player for value and so on, but primarily or also macro “Contentitore”(“Container”) of specific “Contentitori”(“Containers”) referred to “Subject of competition”, Brand, and so on.
- Cycles (a lot of). Not only traditional product or service life cycles but also various kind of life circles: Opportunity cycles and so on.
- Connections (interconnection and multiple interrelation), not only web, with consumer and clients.
- Communities (not only web).
- Co-branding and co-petition.

D: Differentiation (complete, systemic, and enlarged one).

- Not only generic Differentiation (Varaldo, 1999) of service (line or similar) characterizes successful Systemic Marketing in (outstanding) service firms.
- Delivery of total real complete value to Person-consumer-customer. Including also Attributes and a large number and impacts of services.
- Deep knowledge of consumer by the entire firm.
- Demands (trends) very different from Client, consumer, and so on.
- Disruption and Disraptions (i.e. Disrapture).

E: More and more Systemic Marketing are (expressly) related to:

- Excellence also for Consumer;
- Equity (of) Brand,
- “Externing” and “Entering”.
- Extension (of Brand, obviously different from Proliferation)
- E-Marketing, not only web 3.0.

Many preliminary decisions (not only about web 3.0) also conforming to mentioned Alphabet, are necessary in Systemic Marketing (and determinant Galaxies). We speak also about “Cardinalities” (quite different from generic strategies) like up-grading (or and) down-

grading. Rate or extension and proliferations, full liner or not, alignments, and so on, for twenty or more chapters of (not simultaneous) alternatives.

If conforming to this kind of Alphabet and related preliminary/primary decisions, Systemic Marketing can also allow very important, new and complex, winning combinations. Like next final pages focus up.

## **5. Emerging primary Blend and other “Cinquine” (“Set of five”) as new polyhedric combinations qualifying advanced Multi-Systemic Marketing Conformation and Framework of every outstanding services firm.**

Also in service firms, advanced (Btoc) Corporate Systemic Marketing present more and more widening thickness and various other Systemic Marketing enter into an emerging (Multi Systemic Marketing) “Conformation”, or into a new Framework built as new Copernican (Marketing) Galaxies in single outstanding firm, through activations of fifteen (and more) multiple and polyhedric “Set of Five” (“Cinquine” in Italian tongue), and especially through various very important and articulated five Blend. In addition to observed categories of Preparatory, Supportive, and other kind of “Set of five” (also referred to every “Subject of competition in single firm) we must emphasize not only final “Set of five” (“Cinquine”) but primarily a lot of Blend directly dedicated to consumer (and Stakeholder) in every outstanding and Multinational firm. Advanced practice and prodrome in (Italian also) incisive Literature allow also to propose various Blend as follows. With reference to these very important five Blend (from the main one to the below ones), very different from traditional (and flat) mixes.

First, it is very interesting to pay attention on Primary Upper Corporate Blend (of the entire Firm), built now by the successful firms that are rapidly pass to a superior Blend as relevant composition of really (normally) five Versions (every one to be considered like specific “Universe”) of Systemic Marketing to be included into the entire one (of the whole firm) Upper Corporate Blend and then as a primary part of whole Galaxies Framework.

Normally now in “Btoc” services single firm particularly involve upper, leading Corporate Blend, as composition of various, simultaneous and amalgamated Marketing Versions (“Universes”) like these ( including various single “Universe”):

- PRM (variation of generic Customer Relationship Marketing). Person-Consumer Relationship (Corporate) Marketing.
- PEM: really, very involving Person-Consumer “Experientialites” (Corporate) Marketing.
- PGS (including “Green” Corporate Marketing and “Social Responsibility” Corporate Marketing).
- P-WEB (in addition to online and off line equilibrium). Including also opportunities from web 3.0 and from social network not only like “new media”.
- PAM (a mixture of various exciting Attributes and value Generators incorporated not only in main or primary Brand).

These (or partially similar) four or five Version are amalgamated by a specific basic Corporate orientation in term of rate (or intensity) of Person-Consumer Involving or similar touch (like Personalization rate or intensity). Therefore, we can identify Five Versions: every like “Universe” with polyhedric components, very different from monolithic elements in the leading firm’ primary (Upper) Blend.

Other various Blend can be here commented and described.

Secondary upper Blend (related to whole firm) includes also (derived by two kinds of web and off line Kaleidoscope) BtoB Versions like Trade Marketing, and others.

Other important Blend is referring to main “Proposition” (of the firm). That should be positioned at all through so called our neologism: Propositioning, i.e. Positioning of Proposition (different from generic Positioning). Blend of main Proposition (of single firm) only includes all relevant positive and well impacting components like: Perceived quality, service line or similar, primary benefit, exciting and immaterial attributes of brand, value for value proposal, and other advantages (for the consumer): good delivery, attractive conditions, exciting promo, and also positive benefits from (web) networks, diffusion, front line, relationship, systemic communication, and so on.

Other one out of five (not exclusive) Blend can be referred to main Brand and in this case involves: Brand Personality, Image, values, symbolisms and (other) also “hard” attributes of specific service (line) according to contents of primary (upper) Blend.

Finally in this range-ranking of five (out of fifteen or more) other Blend, fifth one can be identified with reference to (main) Offering (including five typologies: juridical conditions, secondary services in line or firm, promo, point of sales, after sales services, and so on, also with compulsory elements, like terms, and so on. Normally also services firm try (like in BtoC insurance) to partially disguise disadvantages or weakness or complicated components not exalted by Proposition and Propositioning Using not only communication referring to all Proposition).

All these (characterizing) five mentioned Blend, also in every single services firm, are with other ones (in addition to large number and kind of “Cinquine”, and so on) included in articulated Conformation or (Systemic Marketing) Galaxies Framework, very different from traditional monolithic (and not polyhedral) single or multiple mixes. Related to Versions (“Universes”) of Marketing and like other Blend, five mentioned Blend are different from not only specific, traditional P’s or similar.

Implementation of these (and other) Blend (and of related “Set of five” referred to Differentiation and so on) normally require also good operational “packages” and primarily investments, competences, superior “compilations” (Marino, 2008), instruments, tracking (and other) indicators and metrics, Pert/Gantt and so on. To enlarge and to increase (not only with reference to normal and Icon Brands transformed in Total Systemic Brands) related and specifically values for consumer and firm, in mentioned, “Values to values” new kind of exchange, also centered into Spirit of Person-consumer or Persumer (our mentioned neologism).

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