

## **Disruptive approaches to sustain value and performance in services' relevant firms**

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### **Abstract**

**Purpose.** To discover additive approaches sustaining performance and value by Italian btoc services firms and Multinational' Subsidiaries focused on facing relevant disruptions and on simultaneously activating improvements, and multiple re-profiling of specific Areas within systemic Organization

**Methodology.** Results derive, with original “deductions” and “decryptions”, by a rolling “multi year” practical and innovative Research also involving participation to Committees, interviews and confrontation with C.E.O and Members of Boards

**Findings.** Relevant firms upgrade internal “competitive advantage” fortification and external “value co-creation” (in binomial Brand-Persumer) intensification, respectively by facing also primary Disruptors and Impactors effects ( also related to indefinite borders ) with “Acrossers”, and by intensify attractiveness to consumers through “Closeness”

**Practical implications.** In relevant firms, “Acrossers based” approach (to turn invasive impacts of also primary “disruptions” into diffuse, multiple internal value) is activated and combined with (consumers) “Closeness focused” methods to enlarge external (also consumer based) value by systemically improving also specific advanced (with more interrelated and evolving components) multi-face Triad: Brand, Communication and Marketing

**Originality/value.** Services firm's improvements are now sustained by combining new methods of incorporating effects of disruptions into entire enterprise, with approaches for turn disseminating and diffusing into reinforces to external attractiveness power also through “Clouds” of multi-face Organization Areas

### **Keywords**

Disruptive and relevant “Acrossers”; Improved ”Closeness” (to consumers); Communication Dissemination/Diffusion; Systemic Clouds of evolving, multi-face, enlarged and reinforced components; Triad of Brand-Communication-Marketing

## 1. Introduction, methodology and purpose

Changes and challenges in Society, Finance, Economies, Consumers, Technologies, Organizations, Media , Government , Politics, and so on specifically in Western portion of the Planet, are more and more discussed now and for next years, and often are expected further complex by a lot of analysts and experts .

So we derived a specific (for btob an specifically for btoc services' firms ) Research, as a part of our already more general, multi-year, rolling and continuously up dated larger innovative and multi-purpose Research . This paper, deriving results from mentioned peculiar Research , is centered on large (not banking or financial) Western services firms, with only few complementary, comparisons referred to medium firms and few leader nichers . This paper here primarily focused samples of large (only sometimes compared with small sample of medium Western and not only Italian) firms, using an articulated and mixed Methodology that combined various Research instruments, and involved interviews, Literature examination , participation to Conventions, Committees and confrontations with CEO and Members of the (not only Digital ) Boards of services firms .

Also with original “deductions” and “decryptions” derived by this Methodology , paper aimed at pointing out specificities referred to primary large firms . This paper evidences emerging topics and key aspects of important large firms with innovative multiple concomitant changes in current situation that also show possibility of further deceleration of GNP in part of (European) Western Economy This paper derives how innovative large firms' with specific point of view and not current mentality , are increasing ability to define and pursue ambitious challenging objectives in a more complex world and in a current and next periods of further expected shakeout and variations (in Western btoc) (Marino A., 2015). Looking at current (and next) different Ages, the primary purpose of this paper is to focus elements derived from peculiar perceptions , vision, analytics, approaches and up grading of large firms , with reference to scenarios and context interpreted and covered differently by outstanding (and typically multinational) services firms, frequently ahead , according to and conforming to advanced literature about Systemic Thinking/Management (Golinelli G.M. 2000, 2010; Barile S. 2009 2013) ), and on “Governing” of the firm (Baccarani 2012) and on not adaptive Strategic Approaches and Management, in an enlarged perspective (Golinelli G.M.,e Volpe L. 2012, Pencarelli T., 2013 , Marino 2014, Anderson 2013 ) for business fields.

## 2. Basic deductions. In our sample, large services firms, inspired by a lot of “S”, differently derive ways and tools innovatively and incisively useful to challenge, grow and increase a range of results for current and future success in a Systemic perspective.

In comparison with medium (and smaller ) services firms, important portion of mentioned (not Chinese) large ( and only partially Italian) , leader and multinational services firms (with reference to Western word) , are more and more , continuously and hardly inspired by various “S” in search of key words, , ways and tools to further ameliorate their (also and typically referred to Icon and primary, large and famous Brands) range of results. An increasing relevant number of these larger firms (in our sample ) think more (and differently to comparable middle and smaller firms ) in Systemic perspective and intensify methods and approaches , starting with two (interrelated ) order of ”S” . One of these orders is centered on Scenarios and related analytics. The second one helps to define challenges , ways and moves referred to variable and intensive, increasing objectives, also with appropriate changes or refining of business model , strategies and so on . In both these orders , mentioned firms use

specific Series of “Sequences and Sets” to respectively derive relevant decryptions by dynamic scenarios and to catch primary and properly conceptualized opportunities also conforming to further and advanced ambitions (Ferrero G. 2013, Mattiacci A. – Pastore A. 2013).

This paper basically discovered that distinctive perceptions of scenarios’ evolution and the superior capacity to identify and catch connected opportunities , in large bloc services firms ( able to reinforce ability pursue further and innovative results) also derive by successful Systemic “S” that sustain more articulated, increased production of new or enlarged competitive advantages and specifically (complex, articulated and important) “Value to/with final consumer” as superior primary pillars (Marino A. 2015) not only in presence of more effective Brands (Aaker D.A. 1991, 1998).

This paper confirm relevance (in large firms) of dynamic and articulated Systemic Management ( increasing attention not only to Human sides and to” spirit” in relationship between firms, Brand, and consumers, shaped also by the People Personality , i.e. Physio, Neuro, Psyc, Social and Virtual dimensions. Marino ,2015) that intensively also exalts the two specific and mentioned series of Systemic “Sequence and Sets”. Differently from the big part of medium size firms , the really large ( and primarily but not only multinational) firms argument and act very differently in comparison with medium ( and regionally nicher) firms also using specific series related to mentioned “Sequence and sets” and connected primarily words and components .

Versus medium and smaller (with few exception referred also to nichers and so on ) , mentioned large firms are particularly able in using as starting point, improved Systemic method that activate incisive and relevant “Scenarios statement , sensitivity and sizing ” with a specific Sequence involving superior scanning and scouting , to point out relevant Scenarios’ deducting and decrypting , to differently and anticipatively increase ability of significant perception of substance referred to expected very explosive next five and ten years with an impressive acceleration and increasing necessity to more and more improved and aggressively successful Brands, by getting Consumer attention and involvement in Western Countries and by intensify internationalization and reduction of costs for “not quality” (Martin J. Bertezene S. 2011).

This first order of “Sequence and Sets “ related to “Scenarios” , implies Sets’ identifications referred to a lot specific “D&I” or Disruptors and Impactors , examined in next chapter of this paper.

These (related to Scenarios specifications) Sets and mentioned whole first order of “Sequence and Sets” connected with Scenarios interpretation efforts, help to launch and improve use end effects of the second (examined in further part of this paper ) order of “Sequence and Sets “ specifically finalized to search challenges and to scout way and moves to ameliorate a range of significant results by large firms. As we can see in successive pages of this paper, this second Order specifically evidences other important Sets (connected to relevant and innovative, moves and so on) specifically related to relevant (and articulated) innovative “Closeness “ neologism and concept.

Both mentioned orders of “Sequence and Sets” , are more and more contributing to pursue relevant improvements , and accelerate the intensive passage, shift from traditional Management (McCarthy E.J. 1978) to much more than simply “non-conventional” Systemic Management (Lusch R.F., Vargo S.L. 2004) that ameliorate variation of multi polyhedral (not orthodox) advanced Systemic Management and approaches relayed to a relevant number of really Systemic oriented actions (Marino 2013) and advanced Systemic improvements.

Now, next chapter can pay attention to first order of mentioned Systemic “S”.

### **3. Non only Disruptions searching and focusing are intensively involved in mentioned two “S&S” Orders by large firms in current and very accelerated expected next years.**

This paper emphasizes that large services' firms in these and expected next five-ten years are hardly converging not only to a more extended number of real (Scenarios ) Disruptions (to search and launch answers and moves to competitive advantage and value for/with clients). Scenarios scanning and scouting to support innovative and severely difficult and partially derived Sets of innovative approaches and strategies approaches involved in a very different world and primary Systemic Management keys

We discovered that Disruptions are a part of primary Scenarios effects and implications in large firms that identify and distinguish various scenarios (important) factors and implications . These focus a lot of categories like :

.Disruptions or Disruptive factors related to two large and relevant typologies of Digitalizations

.Disruptions or Disruptive factors not connected to Digitalizations , Internet and web

.Factors related to other technologies

.Factors related to changing Economies and Financial worlds

.Factors related to more and more liquid Society , Social changes, Consumers changes and so on, etc

Big parts of large firms included in mentioned Western our sample are increasing power and relevance also by starting with initial, referred to Scenarios “Sequences and Sets” related not only to Disruptions and that contribute to differs intensively these firms from medium and smaller ones. Our Research, evidences unexpected initial (related to “Scenarios sensitivity”) co-determinants, as a basic floor for search own Systemic ways to go ahead , to identify variations and to get results and ameliorations.

Mentioned outstanding large firms sustain growth and performance, results and value, by doing leverage on a Sets of various effects series of (not only deriving from external and largely interpreted Scenario) Disruptions and (other) Impacts simultaneously taken in (also as anticipate) consideration as classes of relevant ( also potential) effects .

At the same time by identifying ,deducting, weighting and decrypting various categories of (current and expected) primary and relevant Disruptions and Impacts (D&I) , these large firms become more and more able to point out very important Sets of (not only external ) Disruptors and Impactors. Mentioned outstanding large firms differ (in comparison) making a different incisive distinction also between Disruptors and Impactors to get also internal competitive advantage (different from external value creation) and specific (more and more important in btoc) benefit specifically related to value for consumer and value co-creation.

Now we pay attention as at initial sequence we can now look at specific treatment of relevant (external) factors (scenarios related ) by mentioned firms.

These firms are intensively pay attention to significant set of real Disruptions and Impactors, often forgotten or poorly considered by other kind of firms. and related to series of (current and expected, external and internal ) Disruptions (largely interpreted)and Impacts , or various kind of big ( current and expected) scenario factors and phenomena discovered and considered with articulated

Sequence (in mentioned large firms) that include Scenario sensibility, sensitivity, screening, scanning, searching, selecting, scouting and so on, syntonizes large firms on various classes (partially to be combined ) of Impacts and Disruptions ( to be intended as emerging, very discontinue and very relevant exponentially or intensively changing or subject to change factors ).

For this paper is important to make evidence that primary Disruptions categories in firms can also divide into two macro parties : in macro classes of digital and not digital macro

disruptions.

Also both Disruptors and Impactors can be (partially) referred distinctively with to possible effects on competitive advantage not consumer focused and consumer (directly) focused.

Primary classes of Disruptions and Impacts are transferred into significant Sets of Disruptors and Impactors when are strictly referable to possible big opportunities (or threats) specifically connected to relevant (internal and external) Scenarios' factors.

Now we can further discuss here about a part of relevant disruptions .

Often Disruptions that are in a big number , include various significances and simultaneously mean ( in large mentioned firms) factors with also (current or expected) intensive : distortion, diversity, double digit deviations ,down and ups , dynamics and diffuse diversions , dominant difficulties , and so on .All with deep intensity also in term of particular or exponential (expected) variations. With reference to current and expected Scenarios level ,our Research pointed out more than forty kinds of relevant ( and in large sense interpreted) disruptions. So they can receive here primarily mention, the macro classes as :

.Tangible Digital ones

.Intangible Digital ones

.(Outsider) non digital Technologies and pressures

.Unusual and emerging Financial pressures

.Others.

#### **4. Other finding . "Acrossers" as relevant further neologism in large outstanding firms . Related "Multifilling" and "Hyperfilling".**

In an increasing part of large and outstanding (Western ) firms' sample , relevant Disruptions and Impactors as other various important kind of (prevalently ) external factors and consequently main (internal and external ) Disruptors and Impactors ( determining large effects and Opportunities) are related to another important concept that we call as so called (with our neologism) "Acrossers"

These "Acrossers" are specifically corresponding to ( eventually translated into specific order of changes or innovations if necessary) Disruptors and Impactors particularly relevant in three classes or series: "Acrossers" with very intense but derived consequences ; "Acrossers" stricto sensu or with large and transversal intense consequences on whole firm ; "Acrossers" that involve effects on various related clouds of firm' Organization; and Acrossers that determine derived and direct effects on final consumers or clients . (Also proactive and anticipate ) reactions to multiple effects or complete and transversal effects are very important to focuses "Acrossers" and derived insourced effects and mean specific derived issues to be effectively digested to maintain relevance , productivity, valuing rating and good level of other results. Internal "Acrossers" are typical of evolving large firms and if well managed do not reduce firm' competitive power and efficiency. Portions of specifically referred to important transversalities (in large and also btoc or ctob firms) "Acrossers" aren't directly ( not only when connected to "R&D" and so on) related to clients and to external capabilities of the large firms.

These "Acrossers" are also deriving from two macro classes of Digital worlds and related Disruptors and Impactors , from other technologies and new Financial over climbing factors, and so on. These are particularly related to significant kind of strictly related to shape, structure and configuration of the large firms and derive from:

.(also for services ) factory 4.0

.robotics diffusion

- .advanced software
- .mobile' relevance
- .e-procurement
- .R&S, etc

And with reference to tangibles and relevant attention to a part of “Acrossers” , mentioned large firms can define and promote moves also connected to:

- re-engineering
- cost reduction,
- dematerializations:
- financializations
- lean intensifications
- variabilizations of cost
- down sizing
- economics of scope and scale
- multiple internalizations and so on
- etc

In a increasing part of large and outstanding firms (in Western ) sample , relevant “Acrossers” (related not only to relevant Disruptions and to other various important kind of prevalently Impacts) are consequently referred to main (internal and external ) Disruptors and Impactors and then to important effects that involve whole , entire (single ) firm transversally and invasively on every part or important clouds part of the firm .

The internal “Acrossers” are deriving not only from two macro classes of Digitalization, but are also related to Disruptors and Impactors , from other technologies and new Financial over climbing factors and so on. Significantly related to shape, structure and configuration of the large firms are also “Acrossers” deriving from implications of two Digital macro classes (divided in Intangible and Tangible Digital ) and others . All inclusive (also for more and more service fields) of:

- .factory 4.0 (and future possibility to locate factory progressively in every part of the Worlds without constraints)
- .robotics and robots diffusion
- .advanced software
- ."3D" revolution
- .mobile impact
- .e-procurement
- .e-R&S
- .big-data increasing, etc.

“Acrossers” related to involving implications of a relevant and increasing number of tangible Digital effects ,are more and more connected to diffusion of chips on real device , objects and so on intensively use in services ( Greengard, 2015 )

With reference to “Acrossers” also directly referred to final consumers (especially in bloc) large firm often activate a lot of significant variations, including identified modifications and renovations of Boards ( more and more as Digital ones also). Particularly , in an increasing number of (large) cases these “Acrossers” also imply important and innovative implication on business model, structure , organizations, strategies, and so on , with more and more possibilities of change , reinforcement , reshaping and so on , all included into upper (our and innovative ) neologisms as:

- ."Multi- Filling"
- ."Hyper-Filling"

Also with “Acrossers”, differently and intensively large firms can ameliorate results combining two main order of (articulated) big Aggregates relevantly activating :

- . additions of new business and sector
- . improvements of performance in existing business and fields.
- . up grading on organizations relevance, also as flexibility and speed of decisions and level of integration
- . various market risk reduction and control
- . increasing of number of opportunities catching , penetration and shares

With paying large attention and control to articulated and important “Acrossers” , single large firms become more and more also characterized in term of other components of mentioned Aggregates also including :

- . . reduction of number and (percentage ) cost of employees
- . compression of taxes also in relation to multinational presence
- . optimization of (fixed) capital invested in relation to dimension

Combining simultaneously (to get benefits specifically from consequences also examined in next chapter of this paper ) other “Acrossers” and that directly referred to final consumer , single important firms (involved in our mentioned sample) activate more and more ( expected in increase for next future) Multi filling and, or, Hyper filling to pursuing enlarged dimension and consistency of final results and level of key indicators (also connected to green themes and ethics also) with augmentation of involved Clouds (of organization groups within the entire firm) to avoid reduction of speed and risk of fixed and irreversible decisions and size and articulations of results

“Acrossers” directly referable to final consumers ( specifically in btoc ) are specific and require particular and further attention to a lot of another themes largely examined in next chapter and further ones of this paper .

“Acrossers” with “external” effects (differently from articulated "internal" “Acrossers” to be considered in addition to other ones directly referred to final consumers in btoc of large firms) particularly (now and in next future) contribute to success by stimulating ways to increase and reach high level of another neologism related to the launch and use of more and more moves and also the choice of relevant main decision conforming to significance of ( current and expected or potential ) consumers and final clients and regarding various subcategories of specific consequences ( connected to potential or real further opportunities) of relevant Disruptors and other Impactors.

Large firms now are paying more and more attention to use competencies and resources to intensify level of value and results derived from innervated not only “internal” competitive advantages. In fact, a lot of specific (related to disruption , disruptor , other primary factors as Impactors) “Acrossers” are more and more in connection (via mentioned further neologism) with value for clients-consumers generation and specifically to increase value co-creation with consumers.

Large firms focuses another order if relevant topics connected with variation and improvement of client driven strategies and business models . And these pursuing results by innovation and variations connected with other relevant client oriented neologism , involved in the rest of this paper.

**5. Another important finding . Relevance of further primary neologism: “Closeness” (to consumers and client ) that incorporates more and more relevant components and is rapidly and intensively emerging in Western bloc.**

In a relevant part of large service firms (especially with reference to Western bloc) sample , significance, effects and implications of a part of ( with external capacity ) “Acrossers” , Disruptors and Impactors specifically more and more contribute to amelioration of results deriving from more attention, interrelations and so on to final consumer (and clients ) in mentioned large firms relevantly able to intensively pursuing more and more level and intensity of so called (as in our articulated , composite neologism ) “Closeness” ( to final consumer and clients ). An increasing and intense “Closeness” is possible in mentioned large firms , able to consolidate (final) opportunities catching and related outcomes getting , deriving more and more from (well cultivated ) final Consumer . “Closeness” is a macro synthesis, a dilated word incorporating an enlarging number of relevant components and typologies more and more important and effectively used also to increase value co-creations (with final consumers) . As paper discovered , a relevant portion of services’ ( especially in Western bloc ) firms are extremely conscious that loyalty and interest and big attention from consumers and clients remain at the top in current and expected times. So, the battle for “Closeness” is a more and more necessary and mentioned priority , intensively (also with new approaches, resources and so on) involved by these firms .

Differently from a lot of medium (and smaller ) services’ firms, large ones hard and rapidly are concentrating efforts on a new relevant lot of themes and approaches regarding “Closeness “ to the client and consumer , particularly in bloc .

In mentioned large (bloc Western) firms this composite “Closeness” becomes now dominant (in an horizon of current Age and next five-ten years) and includes a lot of focalizations ( activating various original kind of routes and interventions) to ameliorate client driven (and consumers co-involving ) strategies and objectives and to improve business model referred primarily to a very important “clouds” of (interrelated) relevant outcomes synthesized also as :

- . increased number of client and consumers
- . further penetration of current clients
- . very encouraged bigger loyalty of client and consumers
- . reaching of new kind of consumers , etc.

In this chapter and in next ones of the Paper we point out new or intensified (in bloc by large services firms ), changes , moves, approaches and so on , to face innovative and interesting challenges for catching emerging and exploiting opportunities also related (through specific Disruptors and Impactors) to final consumers-clients and so on ( Partners, Stakeholder , etc) :

- . explosion of Communication
- . exponentially increasing of big data ( already estimated to be up to billion in a lot of primary large firms!!)
- . more and more relevance of big data analytics to go rapidly and innovatively
- . over availability of info ( in the sole 2014 year overcoming the cumulate of previous 2013 years!)
- . explosion of number of smartphones ( in escalation and expected involving in 2030 more than 4.5 billons of persons in the Globe ) , devices , sensors and interrelations ways to speak with and to consumers at home, at working and other locations



- . expected over use of contents offered by social network, app, and so on
- . impact of digital and not digital
- . web 3.0 and augmented reality
- . advanced prototyping
- .new way to launching products and market ideas,
- .new clients profiling and segmenting , etc.

In these ( and more ) fields , a part of primary mentioned large firms are anticipating middle and smaller firms and competitors investing resources and money in attractive, extremely important and profitable opportunities to ameliorate a lot of primary indicators ,via innovative actions and variations.

## **6. “Closeness” ameliorations pursued through innovative approaches strictly related to Persons. And to sets of B-P and P-B ( also Gender related) binomials and models .**

With reference to new “mentioned “Closeness” often large firms are more and more focusing on:

- . centrality of Client /Person
- . necessity to increase client fidelity ( also at the top of list in various situation).
- . necessity to ameliorate business model in relation to Person-Consumer new profiling
- . propension to extend number of clients
- .possibility to beat competitor also on client-consumers base, etc.

In characterized as very changing , ambiguous, rich of uncertainty and individualism also in consumers, current and next (Western) World , part of mentioned large services firms activates, increases “Closeness (to consumers - Clients ) with a lot of very complex and multi shaped typologies. These often are focusing new kind of evolving binomials: P-B or B-P, particularly centered on Persons , or individual human beings. Large firms in btoc , put evidence to relevance of Person, not only related to bigger and enlarged propension in favor of dynamic social networks . With this orientation, mentioned firms continuously build a lot a new constructs confirming to our concepts of articulated P-B and B-P binomials (Marino 2015). Respectively , P-B can mean Person-Brand dyad, and B-P are Brand-Persons constructs, or very relevant new focus to increase also real effect of strong combination of human-personal , “automatic” and web effective relationship. A percentage of these relevant (and numerous) and P-B or B-P emerging as new “centres “ , are also referred to (Facebook based ) large part of fifty (and more) emerging “Genders“ . Various simultaneous Person of specific P-B or B-P binomial can more and more be considered as specific groups of Persumer, our neologism (Marino, 2013 , 2014, 2015 ) that emphasizes not only human aspects of consuming, but new centrality of Person as dominant driver of modified roles, including consumer role and related behavior. These articulated (more complex and numerous) P-B and/or B-P (also including more and more versions of new genders’ oriented relevant innovative final segments with specific and multiple profile) become basic, determinant and are seen (in current and next “post - post modern” Ages) as synonymous of multiform and conscious final “actor” in consuming behavior. Also in connection with Person’ primary role, a dynamic and increasing lot of more important and climbing (in a large portion of consuming behavior and spending ), P-B and /or B-P are more and more relevant . Complex and dynamic P-B and B-P sets (in single large firm ) are relevant for various reason, as include evolving genders and emphasize Persumer and centrality of Person in large part of disruptive btoc consuming fields.

Various “new genders” oriented segments (for advanced versions of value co-creation) by large firms are activated to define and activate impacting and anticipating answers in emerging “Age of Person” with reference to (West) final consuming fields in primary services firms (Marino 2015). Sets of mentioned P-B and or B-P constructs or also “new genders” oriented final segments , at a second level of conceptualization, are practically used as effective instrument to ameliorate “Closeness” also in “Age of You” (Chauvet, 2014 ) initially pursued by famous Brand from large btoc Corporation. Both (already emerging ) dominant “Age of Person” and secondary but interesting “Age of You” are referred to mentioned P-B and B-P as basics involved by large firms to increase and ameliorate “Closeness”, that forces “Age of Person” as including (various) “Age of You” with a lot of implications on advanced (West) btoc advanced consumer oriented new Business models and consumer oriented strategies, also in services fields.

## **7. “Closeness” is also pursued with more and more , modified use of continuously increased and enlarged Communication in every services’ single whole outstanding firm**

Mentioned firms knows very well exponential growth of info and data that largely boosts Communications and increases relevance of partially overlapped Communication contents, scope and effects whit-in Categories ( for btoc) like : Co involvement, Co-participation , Confidence , Consonance, etc.

More and more in large firms disseminated and very diffuse Communication (specifically in connection with Person, Persumer and consumers) that increases co-valuing creation and value via new articulated” value for values “ exchange , via :

Comprehension , Community ,Convergence, Conveying, Contacts, Continuity, Comfort, Complicity, Conversation, Co-emphaty, Coincidence, Connections, Comparisons, Confrontation, Contiguity, Curiosity, Competences, Counting ,Changes , Clarifications, Contributions, Capturing, etc.

Large firms emphasizes that this more and more extensive and disseminated Communication emphasizes also power of diffusing infotainment (by remote info and big data ) with multi vias and multi touching continuous increasing effects of composition of simultaneously human , automatic and app-web connections and co creation , with co-involving base.

Specifically in btoc (or ctob now ) large service firms , significant growing in “Closeness” level and related results are more and reached by intensely anticipating competitors and by largely innovating in use of Communication, in conformity with tremendous mentioned enlarged diffusion and dissemination of Communication . In (Western) part of Planet, internal and external Communication (of the firms and by the firm) are increasing of importance and dimension , exalted by large firms and with reference to Closeness, are both involved in a lot of duties to produce new data , and to relate more and more his services with digital opportunities to reinforce relevant competitive advantage sustained by consumers , in term of results and more and more relations with client , Stakeholder Partner and so on .

Large firms are disruptive and anticipative on a lot of fronts referred to (disseminated and multiplied) Communication .These use more and more intelligent and finalized Communication to:

- .Ameliorate impact of service itself (also via relations)
- . Collect , interpretate and use enormous number of info, data and big data via analytics also
- . Increase level and number of Warnings and Alerts and so on not only with references to client

- . Dominate web 3.0 opportunities and “augmented reality”
- . Follow and anticipate trends of social network and media also in term of advanced base on (entire) Person profiling and P-B and B-P setting, etc.

By intensive and intelligent up grading in Communication , these firms become more and incisive on a lot of cognitive and non- cognitive fronts with relevant improvement also in interrelation referred to Person–Persumer and Stakeholder , Public Opinion, Partners, and so on . In addition to further Communication’ economics of scale and scope , combined with processing amelioration. These large firms can intensify the passage to cognitive and no-cognitive approach continuously centered on “three vias” relations involving an increased attention to more and more level of relevant and increasing “emotions” ( emphasized by Bauman, 2011 ).

Large firms increase use and effects of multi media Communication, with interesting improvements in specific and innovative drives of enlarged relations and reputations, awareness and so on, to become very powerful in the new enlarged concept of complete attractiveness , including impacts of perceived contents , plus and so on .

These increased, innovative, enlarged end exciting use of Communication by large firms (in ctob and bloc fields) can accelerate and strengthen not only symbolic and intangibles effects of web Communication itself.

Mentioned firms can more and more catch large opportunities regarding on line and off line Communication , reaching further benefits and value co-creation , deriving improved results through various typologies of embedded (and not embedded) Communication also centered on social media and social networks that must more be really and intensively involved.

## 8. “Closeness” through more relevant Brands

To ameliorate proper . enlarged “Closeness”, primary Brands ( now related to Persumer and Persons in specific various also new, B-P and P-B combinations ) in mentioned firms become more and more a dominant aggregate of (not only economic) values and . So, these dilated Brands simultaneously include forces of impact also in term of relevant multiple Personifications (for Persons and Persumers-consumers) and not only to sustain increasing “Personalizations”. Mentioned Brands reinforce three order or relevant P : P-B , Personifications and Personalization, all continuously emphasized by large firm .

That more articulated , incisive and advanced , Brands become more and more “Comprehensive” Systemic Brand ( often more and more involving Persons , Persumer with firm and involved and supported by same Person and Persumer not only as Client but specifically as co- valuers ) sustained by dilating Systemic supports.

Bigger levels of “Closeness” also result with a specific focuses of so called multiform and numerous “Attributes ” ( to augment and enrich Brands ) including the intangibles ones to also increase multi based Personalization and Personalization for “Age of Person” and (if appealing) “Age of You”. Strong Brands (and three P) reinforce “Closeness” with multiform and various answers , conforming to( cognitive and not cognitive) expectations and values of Persons and Persumers . Not only referred specifically to (various in West) “Age of Person” eventually including secondary and derived “Age of You”) and related to more and more rate of “intimacy” with the consumer-client by the (new) consumer largely oriented firm, advanced and multiple strong Brands (with mentioned P) help “Closeness” with a lot of increasing number of relevant and innovative possibilities, very different from the previous ones, referred to typical contents of services itself (Grant ,2011).

In other words, “Closeness” in large firms requires , uses simultaneously , more and more

relevant multi- faced and continuously advanced Systemic Brands with enlarged and enriched boundaries by further and innovative changing and successful (also disrupting) components and elements, to intensively improve co- creation of (more complex, articulated ) “Value to and with consumer” (well impacting on valorization of the firm) as (for mentioned large firm specifically ) main primary pillar (Marino, 2013).

Reinforced multiple advanced and Systemic Brands (for btoc or better ctob) increase “Closeness” of large services firms, really co-involving (in “value to value” un-transactional exchange) not only Prosumer (Marino 2013) to ameliorate hybrid and superior (and not only economic) economic and not economic “values” and impact not only on “value for client” (more and more than in typical premium approach), in Western Countries’ evolving “Ages of Person”, also sensible to more human inter-relational approach ( Gummesson, 2012) and articulated, binomial Personifications. “Closeness” in large firms uses updated Brand as more and more important and specific “ multi value contributors” combining various typologies /categories of intangibles ,and symbolic attributes coupled to Human aspects, not only as tools for so called “Societing” (Cova and others, 2011) or for restrictive Social orientation . “Closeness” (specifically in connection with “Age of Person” eventually inclusive of “Age of You”) pursues additional benefits by orientation to beliefs and values of Person-consumer and Person-customer (and related Communities not only web, with attention to 3.0) and so increases Differentiation (Varaldo R. 1999) of service (line or similar) in (outstanding) large service firms with relevant directions (Marino, 2014)and disrupting innovations .

## **9. “Closeness” ameliorations are also pursued in large firms using more and more emerging possibilities referred to very powerful C.B.M. Triad : Communication - Branding - Marketing specifically within btoc (or ctob) Western fields.**

Part of enlarged Closeness and related increased results derive from improved hyper syntonization of a lot of specific , emerging and enlarged (organizational ) Set of Clouds , like when more and more relevant Communication (by and within the large firms) Clouds are now well combined with other Clouds especially exalting synergy between parts of Communication and other Clouds to intensively sustain level and effect of entire Closeness (to consumers- clients ) .

In the future if (due to deceleration of importance of factory location ) tangible barriers ( also related to over diffusion of tangible digital of things) should be overcome by intangible barriers, in large firm further boom of dissemination , relevance and impacts of the same Communication , will be expected (Marino, 2016 ) .

An increasing number and (specific ) kinds of “Communication based or related” ”Closeness” answers are further expected in large service firms. From our research , we derived twenty and more other potential improvements , possible at the level of C.B.M. Triad : “Communication-Branding –Marketing” , continuously advancing in (btoc or ctob ) Western Word and in relevant “Age of Person” (Marino , 2015 ,2016 . Chauvet B. 2014) . “Closeness” can get additional benefits (in outstanding firm), from (in the Triad) inclusion of evolved “C” (Continuity , Co-valuing, Completeness , Conveying and so on ) of Communication itself . In this Triad potentialities of Multi-faced Brand ( including specific three P as Aggregate of values, symbolisms, and so on ) , can be exalted , like new exciting components of Advanced Systemic Marketing, through Communication involving and including emerging (into ctob fields ) relevant (and polyhedral ) components that contribute to shift from really over performing , up dated and articulated Marketing as composite aggregate of various complete “Set of Five” (Marino 2014 e 2015) , more and more able to be efficacy, and directly

dedicated to specific P-B and B-P or Persumer-Consumer (and Stakeholder) in various outstanding (and multinational) mentioned firms.

**10. Intense and large “Closeness” in primary firms is also sustained and pursued by launching innovation and intensification of really Advanced, Systemic and more and more incisive (btoc) superior Marketing .**

In these current (and expected evolving) times of “Age of Person”( and “Age of You”, eventually) is primarily important for primary firms to pass from a thin , traditional un-polyhedric reduced Marketing configuration to one or more multi Polyhedric , composite , Advanced Systemic Multiple Marketing , that typically are connected to various “B” simultaneously including complete five “Set of five” Multiple Marketing (in Bunch ) or simple “Set of five” in every other “B” as addition to complete Bunch and as part of Multiple Marketing now with set five shape. In every single whole firm we can look at various macro combination of “Set of Five” . So we can find five set of five complete component in primary Bunch that in successful firms normally are and rapidly overtaking Blend (as secondary B with only single Set of five ) . In other words , every Bunch (of single large firms with one or more Brand ) includes as Multiple configuration , five complete Versions (everyone of five components to be considered like specific sub aggregate ) of five, mixed, entire Systemic Marketing .Bunch , normally amalgamates simultaneously five

(every one with Set of five components) complete Marketing Versions like these (with emphasis to “Person” in term not only of normal “intimacy” with every single consumer or client as “You”) with much more than high confidentiality and Personifications reached by (and driven also by Person -Persumer ):

- Person-Consumer multiple and effective Relationship (Corporate) complete Marketing.
- Person-Consumer “Experientialities” oriented complete (Corporate) Marketing.
- Green, Social and “Social Responsibility”-Ethics oriented complete (Corporate) Marketing.
- Persumer Social media Marketing (in addition to online and off line equilibrium). Including also opportunities from web 3.0 and from social network not only like “new media”.
- Marketing as mixture of various exciting (for Persumers–Person) Attributes and (co)valuing Generators incorporated not only in primary Brand.

These (or similar) five Version are amalgamated by every (one or more ) specific Bunch to increase results by orientation in term of rate (or intensity) of Person-Consumer Involving and Personalization intensity. Amalgam of five mentioned (or similar) Versions of entire Marketing with five polyhedral components, is different from Blend and other “B” (for Brand and Branch). Every important Blend (normally for every connected Bunch) are 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.

Bunches and (various) Blend must also be referred to main Brand and related very important mentioned Personifications : not only as mere Brand Personality, Image, values, symbolisms and (other) also “hard” attributes of specific service (line) according to contents

of primary (upper) Bunches .

In addition to also ameliorate ( Western btoc ) results in “Age of Person” context ,primary firms are able to also use and reinforce: Boxes, Bind and Boost. Boxes for primary drives of main variables included in Bunch. Bind are identified as complete (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). Boost are single (Persumer or consumer oriented) Project or single product line, format and product to be launched or typically to be sustained without specific Brand.

All Bunches and other (characterizing) mentioned “B” (every like one o multiples of Set of “five) are included in mentioned dynamic and evolving context, very different from traditional one of monolithic (and not polyhedral) single or multiple mixes of the firm and are different from not only specific, traditional P’s or similar.

These Bunches and other “B” (as related “Set of five” connected to Personifications and Differentiation first of all) normally in “Age of person” are referred (to enlarge and to increase not only with reference to normal and Icon Brands transformed in Total Systemic Brands) also to soul, and specifically not only to values of consumer , in mentioned new “Values to values” kind of exchange, centered reference into spirit of Person-consumer or (our mentioned neologism) Persumer, conceptually dominant also over a lot of (in btoc Western countries) “Age of You”, in our opinion part of “Age of Person” or, if we like, part of “ Age of Persons”, also open to social media involvement.

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