Adequately Managing Digital Marketing, Considering the New Consumer Behaviors Driven Including by the Daily Health News

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Abstract

In the latest six years we focused on digital customer engagement, digital innovation, digital customer experience, digital marketing skills and talent, impact of digital marketing in healthcare and so on. We continue to discuss significant aspects with regard to digital transformation, digital strategy, digital talent, digital and analytics programs, and the new consumer behaviors driven by the daily health news. There is a real need of adequately managing digital marketing, the new norm reshaped by technology and trends, including by better controlling company’s social strategy and improving social branding, considering the integration of AI with IoT, the digital health and the perspective of AI for diagnostics, the start of digital therapeutics, and the transformation of healthcare delivery. There is no doubt that digital transformation based on a very human-centered approach is a must.

Keywords: Digital transformation, digital strategy, digital talent, digital and analytics programs, digital health, digital marketing, new consumer behaviors

JEL Classification: D83; L86; M15; M31; M37; O33

What we discussed in the latest six years: Digital customer engagement, Digital innovation, DCX, Digital marketing skills and talent, Impact of digital marketing in healthcare

Six years ago we showed how: the digitally transformation is allowing step by step a closer connection with customers, opening the way of providing a better answer to the new
requirements of the supply chain management, by creating value across physical/digital products, services, and experiences, the digital lives of customers (who are expecting seamless integration of digital and analog channels) changing the rules of engagement (digital customer engagement becoming a top strategic priority, followed closely by the digital innovation of products, operating models, or business models), and Chief Marketing Officers (CMOs) being already more directly involved in digital initiatives; (Negricea & Purcarea, 2014) in the era of the Chief Executive Customer marketers are faced with various challenges which lead them to position digital customer engagement as a top strategic priority, within this context being necessary to better understand that the mobile screen targets to be the primary screen, while mobile strategy targets to be fully integrated into the overall marketing plan as mobile is a critical channel for engaging customers, being increasingly critical to know what really matters in mobile. (Negricea & Purcarea, 2014) Three years ago we underlined, among other aspects, that:

- Consumers’ technology adoption is powered by emotion and hyperadoption is a defining characteristic today, the digital customer experience (DCX) evolving step by step and digital marketers being aware that the customer is one (offline and online) and struggling to offer relevant content and messaging within the today’s customer journey, considering both the new standards set in the rapidly evolving and the need for increasingly personalized interactions (and how much personalization) at all points of the customer journey; (Negricea & Purcarea, 2017)

- There is an essential role assigned to digital transformation leaders in the increasingly digital competitive environment in which only a few companies are developing into more mature digital organizations, and in order to deliver successful customer experiences organizations need to achieve digital marketing success on the way of the never-ending digital journey, reinventing marketing with this kind of journey, what involves a better understanding of the impact of digital transformation on professional skillsets, and the disconnect and the divide in digital marketing (which is an integral part of any business), improving digital marketing skills, and investing in ongoing skills training, and the last but not the least finding and keeping talent. There are true lessons to learn on the role of digital transformation in improving healthcare ecosystems, on the impact of digital marketing in healthcare. (Negricea & Purcarea, 2017)

While two years ago we showed, among other aspects, that:

- In order to improve DCX better data analysis is considered to be critical, marketers being challenged to offer affection, relevance and trust, building emotional connection with customers (the digitalization of the customer journey helping improving not only the satisfaction of customers, but also that of employees and business partners), optimizing the interchanging role of traditional and digital on the basis of complex observation and analysis of the paradoxes revealed by the concept of Marketing 4.0 (within the context of an increasing use of the Martech stack in approaching marketing strategy and tactics so as to build both customer engagement and advocacy); (Negricea & Purcarea, 2018)
● Digital marketers (who are placed at the intersection of digital transformation with CX) are focusing on differentiating on DCX in a fast changing environment (Omni channel marketing is shopper-based and must ensure a seamless CX) in which integral to competitiveness are both digital technology and DCX; (Negricea & Purcarea, 2018)

Taking into account what we mentioned above, it is interesting to note different opinions revealing that:

• at the McKinsey BLINK Conference on digital and social disruption, which took place in London in November 2019, Eric Schmid, the Cofounder of Schmidt Futures, Chairman of the National Security Commission on Artificial Intelligence, and former Chairman of Alphabet (Schmid being interviewed by Kevin Sneader, Global managing partner of McKinsey & Company, who also adapted some of the Schmid’s opening remarks at this Conference) argued that nurturing talent will become more critical; among other aspects, Schmid expressed the opinion that: “Winning companies are building software platforms, they’re interacting with customers online... But, again, people are the answer. If you care about winning, you want to make sure you provide them with the right coaching and structure and ensure plenty of diversity... in artificial intelligence and machine learning, there’s a great deal of research on how to build algorithms using much less data than is currently required. This notion that he or she who has the most data wins is ultimately going to be a temporal phenomenon. I think what we’ll discover is that he or she who has the smartest engineers developing the smartest algorithms is the one who will win”; (Sneader, 2020)

• In December 2019, Bynder, a reputed digital asset management (DAM) platform, commissioned Survata to conduct an anonymous survey of over 1000 marketing and branding professionals (at different organizations in the US and UK) in order to both assess how marketing automation and technology contributes to improved brand awareness and perception, and to name their key pain points and planned investments around the issue of branding and martech. Survey findings revealed among other aspects that: the top brand differentiator among marketers in 2020 is user experience (UX, over brand authenticity and superior product innovation); the most effective use of marketing automation is more efficient and faster content creation (followed by enabling both data-driven creative decision-making, and better personalization); the biggest challenge (as MarTech obstacle) to brands is a skills gap in the marketing team (followed by data overload, option overload, lack of integrations, difficulty in assessing ROI and low user adoption); the main responsible for implementing new martech tools should be marketing (followed by IT, a collaborative effort between service provider/brand, and service provider/vendor); with regard to the group that matters most to brand perception, the ranking was as follows: Customers (listed by 40% of respondents), followed by Marketing (18%), Executive leadership (15%), Industry influencers (15%), and Employees (13%). (Dooley, 2020)
• The Hill, the U.S. premier source for policy and political coverage, within the context of the rapidly decreasing of the consumer confidence (such a drop being often viewed as an indicator of reduced spending) alongside increasing fears about the spread of coronavirus (especially since its spreading domestically in late February), attracted the attention in March 2020 on the statements of the Morning Consult economist John Leer, who highlighted the more significant abrupt drop of the Morning Consult’s consumer sentiment index to the US economy (being known that consumer spending accounts for almost 70 percent of it), which it reflects particularly in the travel and hospitality industries, but not only; (Elis, 2020)

• Pizza Hut, a big player in the ecommerce space (they launched in 2009 their mobile ordering app) put the app at the very front and center of their thinking and strategy, and that because their more frequent customers tend to return via mobile, as revealed recently by Pizza Hut’s Global Chief Customer Officer Helen Vaid (former Walmart and HP executive), who also showed, among other aspects, that their innovation bucket includes voice, trying to iterate and learn from early adopters, and improve over time accordingly. (Kats, 2020)

**Digital transformation, digital strategy, digital talent, digital and analytics programs, and the new consumer behaviors driven by the daily health news**

Despite the clear need for an agile digital strategy, there is no simple process of building and executing it, both the velocity an adaptability of the operating model for such a digital strategy (which is acting as a road map for company’s ongoing transformation) being essential (key enablers for company’s digital success including, for instance, the right digital talent, adjustments to existing products by innovating, and redefining success measurement). (Bughin, Catlin and LaBerge, 2019) But a digital transformation is harder than a traditional one, successfully planning and executing a digital transformation involving key moves at particular stages of this transformation. (Deakin, LaBerge and O’Beirne, 2019)

Very recently, while approaching the solving of the digital and analytics scale-up challenge in consumer goods (within the consumer packaged goods practice), McKinsey’s representatives recommended to pursue the so-called “use cases” (which are at the heart of any digital and analytics program, being grouped together in different domains and defining specific business problems to be solved through new ways of working) within the same domain (see the figure below) when working at transformational change, on the way of sustaining competitive advantage digital and analytics programs being no longer optional. (Halbardier, Henstorf, Levin, 2020)
Figure no. 1: Digital and analytics programs should support entire domains rather than unrelated use cases


We are witnessing new consumer behaviors driven by the daily health news, the mix of supply and demand shocks within the context of COVID-19 (which has hit older people the hardest) reflecting the complexity of the current situation, as highlighted recently by eMarketers analysts. (Enberg, 2020) There is an increase in digital shopping (avoid this way going to stores), generating both benefits and challenges to digital retailers. According to Coresight Research survey February this year 27.5% of US Internet users were avoiding public places, and if this new coronavirus outbreak worsens 58.0% would do so, the most-avoided places being shopping centers/malls (more than half of respondents also avoiding shops in general), as shown in the figure below:

Figure no. 2: US Internet users who are likely to avoid stores if the Coronavirus outbreak worsens in the US, by age, Feb 2020, Coresight Research

In the same time, new research from YouGov, March 2020, confirmed the Internet users’ tendency of avoiding crowded public places to protect themselves from this Coronavirus, as shown in the figure below:

![Figure no. 3: Internet users in select countries who have avoided crowded places to protect themselves from the Coronavirus, by country, March 2020, YouGov](image)


Comments made by experts recently within a traditional RetailWire’s discussion revealed, among other aspects, interesting opinions with regard to the digital shopping: the natively understanding by the new entrants to the retail space of the symbiotic relationship between physical and digital retail (according to Mike Hardy, Business Development Director); as consumers think and behaves situationally (on the basis of convenience, value and time), there is a shift in their demand in the current period of the coronavirus from in-store to online (according to Mohamed Amer, Independent Board Member, Investor and Startup Advisor); for most retailers BOPIS (Buy Online, Pick-Up in Store) is one action for a consumer across at least two “channels”, being both difficult to calculate a store’s contribution to a “purely” online transaction, and necessary to have metrics and measures which mirror consumer experience and behavior (according to Ryan Mathews, Founder, CEO, Black Monk Consulting). (Ryan, 2020)

**Adequately managing digital marketing, the new norm reshaped by technology and trends**

In October 2019, the reputed Dr. Dave Chaffey documented the improvement of the relevance and response of B2C or B2B communications by techniques (including targeting media, personalized messaging and customer service interactions) with the help of marketing applications of Artificial Intelligence (AI, defined by him as a wide range of software and
services which perform tasks previously requiring human analysis and interaction), making reference to their Smart Insights post and infographic defining fifteen marketing applications of AI across the well-known and valued RACE marketing model (see the figure below). (Chaffey, 2019) While in January 2019 Chaffey explained how they identified these fifteen AI techniques which can be implemented by businesses of all sizes (rather than those techniques implemented only by major tech giants), the techniques approached across the customer lifecycle allowing to see how each AI tactic can help take company’s customers down the marketing funnel (AI generated content; Smart Content Curation; Voice search and Conversational User Interfaces; Programmatic Media Buying; Propensity modeling; Predictive analytics; Lead scoring; Ad targeting; Dynamic pricing; Web and App Personalisation; Chatbots; Re-targeting; Predictive customer service; Marketing automation; 1:1 dynamic emails). (Chaffey, 2019)

![Figure no. 4: Fifteen marketing applications of AI across the RACE marketing model](source)

In November 2019, we find out also thanks to Smart Insights some of the key findings from the latest B2B Marketing Mix Report of Sagefrog Marketing Group that the biggest marketing spend across B2B companies is continuing to be digital marketing (56% from respondents allocating budget to it), what is confirming that digital marketing really is the new norm, being followed by: Website development (52%), Tradeshows and events (36%), Content marketing (27%), Email marketing (27%), Marketing automation and CRM software (25%), Social media (19%), Branding (17%), Direct marketing and Print advertising (11%), Marketing planning and strategy (8%), Third parties (e.g., Google: 8%), Other (6%). There were also underlined: the top of marketing objectives for B2B organizations in 2020 (converting leads into
customers, increasing sales leads, increasing brand awareness, producing thought leadership, and increasing website traffic); the top source of B2B sales and marketing leads in 2020 (referrals – 63%; trade shows and events – 44%; email marketing – 39%; SEO – 36%; inbound marketing – 33%; social media – 28%; online display and PPC – 25%; telemarketing – 16%; public relations – 9%; print advertising – 3%; direct mail – 3%; other – 2%); the new strategies for both B2B marketing and sales in 2020 (personalization – 47%; Account Based Marketing – 42%; video marketing – 41%; inbound marketing – 39%; AI and automation – 36%; conversational marketing/Chat Bots – 33%; influencer marketing – 27%; podcast and livestreaming – 22%; programmatic advertising – 19%; mobile-first strategy – 17%; – 36%; other – 6%). (Carter, 2019)

There is no doubt that a well-executed digital marketing campaign brings efficiency, ensuring immediate gratification in ROI. (Seward, 2020) Timothy Seward from ROI Revolution underlined at the beginning of March this year the impact on digital marketing of: the emerging AI developments which boost Google conversion values by 30% or more; the increasing engagement on Amazon, Facebook, and YouTube thanks to practical video marketing strategies; the accurately way of tracking consumer behavior through the entire buyer’s journey that by using the new multi-channel, multi-device approach to attribution; the proper way of keeping consumer trust amidst heightened data privacy concerns; the better understanding of the essentials of social proof and the adequately way of leverage it to reduce friction and increase customer lifetime value. (Seward, 2020)

An ebook presented in March 2020 by Kellogg Insight, Kellogg School of Management, Northwestern University, and entitled “The Marketing Leader’s Guide to Analytics and AI”, highlighted from the very beginning that in order to use them effectively leaders need to understand about analytics and AI, then offered practical tips and strategies to be confidently used to solve actual business problems. (Kellogg Insight eBook, 2020) Allow us to make reference to just two of this approaches presented by this eBook:

• The first one being based on insights from Adam Pah, a clinical associate professor of management and organizations at Kellogg (Pah being also a researcher at the Northwestern Institute on Complex Systems (NICO), who collaborated with organizations integrating AI into their operations, highlighted significant trends in AI which are changing how companies market to customers: using natural language and video to glean customer insights; making smart recommendations (one of AI’s “oldest friends” being making recommendations); privacy concerns are growing, and companies are responding; understanding that data is the product;

• The second one being based on insights from Florian Zettelmeyer (Professor of Marketing at Kellogg and Chair of the School’s Marketing Department) and Inhi Cho Suh (General Manager, IBM Watson Customer Engagement) who discussed both the social and ethical challenges posed by Machine Learning (ML, a subset of AI; a subset of ML being Deep Learning), and how developers and companies can go about building transparent, fair, and socially responsible AI.
Within the framework of this pair discussion there were brought significant arguments, such as: as analytics and AI are very powerful weapons which can be used in very strategic ways, for an organization choosing to implement them it is a must to have a code of conduct/set of values which governs these techniques, being necessary, if we do have a so-called “black box” algorithm (while trying to interpret more flexible algorithms like neural networks or deep learning), to be clear to people how it’s being implemented this algorithm which is applied to a particular setting and data set (Florian Zettelmeyer); as many businesses are applying AI to monetize for profit (not just to create better experiences for consumers), it is important to know who is accountable when there are risks in addition to benefits, when and for what purpose it is applied actually AI, what are the major sources of that data, and how are we working to mitigate bias (if not to eliminate it), and that is why IBM developed actually a 360 degrees fairness kit as part of its broader AI OpenScale initiative (an open-technology platform helping both to explain AI outcomes, and to scale AI usage with automated neural-network design and deployment, all within a unified management console), AI OpenScale being the first open-platform and open-source toolkit to even begin to get developers thinking about bias proactively (Inhi Cho Suh).

Better controlling company’s social strategy and improving social branding

According to Digital Marketing Institute (DGI), businesses need today both to better control their social strategy and fine-tune the tactics used by them to improve their social branding (which is considered the hallmark of digital marketing, being used not only to build brand awareness and entertain, but also to engage, provide a real-time channel for customer service, and sell). That is why in order to improve social branding DGI recommend the following steps: to choose and (platforms aligned with the brand) use channels wisely (choosing the right content for each platform), to set the right tone with visuals (consistent tone and manner), to create a voice that fits in with the brand, to choose the topics posted wisely, to cross promote profiles (sharing marketing information across all profiles and marketing material, building social traction), and to engage and leverage comments (looking for comments and joining conversations, reading and caring them, and replying, being consistent and generating more content). On the other hand:

● The head of marketing (a digital marketing consultant) at Acquire Inc. (a provider of multi-channel communication platform), showed recently that in order to boost engagement and conversions it is necessary to understand customers’ journey better and add more value at every step, revamping the digital experience to meet customer demands, customer experience (CX) being closely linked to the conversion rate; (Suthar, 2020)

● The Founder and CEO of ServiceXRG (who also priory held positions with Gartner Group, and the SSPA/TSIA) attracted the attention recently on the fact that customers are encouraged to invest their time to explore and discover the information they need by well-designed web sites (look and feel, convenience, navigation), underlining best practices for support web site design (audience aware, clearly defined transactions supported, start pages, alternative navigation paths,
navigation aids, destination pages, feedback, escalation paths), and making some recommendations (contemporary and aesthetic, set the tone, service types etc.), ending here by highlighting both the need of analyzing customers’ behaviors (where they enter and exit the site, and how many steps it takes to get to specific pages, the time spent by they on specific pages and or navigation paths), and of taking corrective action accordingly; (Sweeny, 2020)

- The Director of Strategy at Adlucent (a performance advertising and analytics agency for large brands and retailers) underlined recently the increasingly blurred lines between social and commerce, giving examples such as of Instagram Shopping (a visual storefront for browsing products and moving to Instagram Checkout), and of different features shortening the path to purchase (like Augmented Reality “try on” products and a shopping tab in Explore), marrying shopping and social (within the context in which chatbots, mobile video, ephemeral content, polls, and livestreams are increasingly contributing to the digital atmosphere). (Russell, 2020)

On the other hand, recent research of Animoto (there were surveyed 1000 consumers and 500 marketers), a provider of drag-and-drop video making software, into consumers’ and marketers’ views about social media video revealed that both rank video (which is the most helpful form of content when shopping online) as an excellent way to engage each other (the first ones expecting to receive via social information from brands, and the others considering it as an effective way to reach social media audiences), both agreeing that YouTube is seen as increasing in popularity, but Facebook remaining the leading social video platform. (Habeshian, 2020)

**The integration of AI with IoT. Digital Health and the perspective of AI for diagnostics. The start of Digital Therapeutics, and the transformation of healthcare delivery**

In February this year, the Founder and COO at Cyber Infrastructure (P) Limited underlined the rising of the number of evolving AI Development Company, showing that because of the integration of AI with IoT in the future everything from the streets to the stoplights will be connected with the help of IoT, the working together of an AI Development Company and an IoT Application Development Company making possible many such solutions (the life becoming more easy, productivity increasing and the work being done efficiently). He also showed how very frustrating is today for employees facing an emergency and can’t find some device, that is why in Hospitals, for instance, with the help of IoT and Geo Tagging, the devices or medical equipment can be found anytime, being connected to the Internet and geotagged. All the aspects of the organizations’ business can be tracked this way, making possible, for example, to manage their inventory and fulfill their order very quickly (which is both more convenient and productive compared to deploying on-ground staff). (Agrawal, 2020)

As Business Insider Intelligence informed us by e-mail on Tuesday, March 03, 2020, in order to help clinicians quickly assess, quantify, and track patients’ cognitive impairment over time, Dutch health tech giant Philips launched its IntelliSpace Cognition digital platform helping
this way overcome a treatment bottleneck caused by the limited number of neuropsychologists able to conduct these kinds of cognitive assessments (seen as helping clinicians’ stymie the progression of dementia and prevent cognitive impairment from becoming cognitive decline). It is known that cognitive impairment (is when a person has trouble remembering, learning new things, concentrating, or making decisions that affect their everyday life) ranges from mild to severe (according to CDC). Business Insider Intelligence also provided an interesting picture (see the figure below) with regard to the fact Artificial Intelligence (AI) for diagnostics will be high impact within 5 years in the opinion of most US Health System Execs.

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**Figure no. 5: Most US Health System Execs think AI for diagnostics will be high impact within 5 years**

Source: Digital health players making strides in assessing cognitive impairment, Digital Health Pro Preview, Last Week in Digital Health Pro, Business Insider Intelligence, Tuesday, March 03, 2020 13:01

Bozidar Jovicevic, Vice president, Global head of Digital therapeutics at Sanofi talked (in February this year with a McKinsey’s partner from Zurich office) about the benefits of digital therapeutics (defined by Sanofi as nonpharmacological tech-focused solutions which work as a stand-alone therapy or are combined with drugs to both improve patient outcomes, and drive business impact) in improving health outcomes in patients. Within the context in which consumer behavior is already affected by everyday apps such as Instagram, and consumer healthcare companies are combining paid media with e-commerce and telemedicine to bring products to market, digital therapeutics (in which pharma should play a big role) is seen as a huge opportunity (physicians and providers starting to use them once they see the value of it). (Ostojic, 2020) While at the end of January this year CB Insights showed how digital therapeutics (DTx, defined by them as software-based disease prevention, management, and treatment solutions) are transforming healthcare delivery (for example, the way patients navigate their health being changed by companies building everything from lifestyle modification tools to symptom management apps) for all stakeholders (patients, providers, and payers) are looking to both transform and personalize patient care.
Conclusions: Digital transformation based on a very human-centered approach

As revealed by McKinsey’s representatives, digitally-enabled transformations add two extra challenges into the traditional mix between people, processes, and management infrastructure facing overcoming all the usual (technical, organizational, and cultural) obstacles to the desired/necessary change: the extra technology component; the lack of a clear destination. And while assuming the designing and delivering of the supply-chain transformation it is important to avoid focusing only on process, adopting a technology first perspective, and addressing only a small part of the organization in a targeted pilot project. McKinsey’s representatives recommend a very human-centered approach, adapting accordingly processes, capabilities, and management systems, and proving both the willingness and flexibility to continuously learn, adapt and change. (McArthur et al., 2020) On the other hand, the human-centered approach was also reflected at the annual Consumer Electronics Show (CES), CES 2020, where there was obvious a shift in the language used by technology companies in this direction (from “living organism” cars to AI assistants) indicating an important evolution in the tech world. (Safian-Demers, 2020)

The above mentioned approaches made us recall some significant opinions expressed in time (beyond the well-known approaches of Peter F. Drucker, Philip Kotler, Christian Sarkar, Kevin Lane Keller, Don Peppers, Malcolm McDonald, Tom Peters, Guy Kawasaki, Seth Godin, and others we referred in our HMM Journal):

- In 2014, Tony Zambito, the founder and leading authority in buyer insights research and buyer personas for B2B Marketing (who established in 2002 the first buyer persona development methodology designed specifically for B2B Marketing and Sales), published an article entitled “The Future Of Modern Marketing Is Human-Centered”, showing that the movement calling for a more user-centered/ human-centered approach (to designing products, software, digital interactions, and design concepts) began before the turn of the 20th century into the 21st century (on the basis of traditional better understanding of human goals and behaviors), and making the link with the present undergoing digital transformation (which take place in industries, business models, and buying behaviors), the new forces of the digital economy reshaping businesses. He underlined five primary analysis tools used to develop a human-centered approach to modern marketing: Behavioral Insight Research; Personas; Scenarios; Mental Models; Interaction Scenario Modeling (which provides direction in the present modern digital world on how to connect with users, customers, and buyers). Both successful adoption of this approach and use of the tools and analysis methods were seen by Zambito as being the key competitive differentiator in the future.

- In 2018, the same Zambito, showed that digital transformation has branched off a few more hot buzzword in the world of marketing and sales (Martech Transformation, Sales Transformation, CX Transformation, Customer Engagement Transformation etc.), this general transformation (driven by rapid changes in buying behaviors) helping businesses to align with customers and
buyers, while these last ones, the buyers, with 2020 on the horizon, being involved in their own transformations (B2B organizations needing to entirely understand, gain insights on, and adapt to these buyers transformation): Supply Chain; Procurement; Data; Decision Networks (linked digitally and responding to making decisions in a quickly manner); Accounting/Finance; Workforce; Innovations.

• In February 2020, the founder of Digital Marketing Philippines and CJG Digital Marketing, who is a professional and specialist in integrated digital marketing and holistic SEO, highlighted 9 top trends in digital marketing in 2020: The rise and domination of AI; Omni channel engagements will be the norm; Emails become more polished and more interactive; Sentiment analysis and social listening will be used more extensively; Customer engagements will be more conversational; Marketing to generation Z in their own language; The continuous rise of immersive technologies and augmented reality (AR); The emergence of augmented and predictive analytics; The dawn of neuromarketing. While in March 2020, the same specialist from Asia, while approaching B2B digital marketing trends in 2020 within the context of the continuously evolving digital marketing arena, started from the fact that: both the B2B and B2C markets are going digital (B2B market already 61%); when looking to make purchases B2B buyers make around 12 online searches (and this in order to be sure that the buying experience is comparable to their B2C purchases). Then he argued that: B2B marketers are currently leaning into personalized and experiential marketing strategies, needing to engage customers through personalized communications, the difference being made by the provided CX, which is recognized as a vital tool for achieving an effective strategic marketing approach; other digital marketing trends in 2020 are account-based marketing (ABM), programmatic digital advertising, investments on social media strategies, and automation on email marketing.

• On March 6, 2020 eMarketer invited us to look at the complimentary “B2B Marketing Trends 2020 Roundup” (sponsored by Contentserv: Product Experience Management Platform, recognized by Gartner in their Magic Quadrant for MDM Solutions) and learn how: B2Bs are leveraging data to cater to buyers; SAP, HubSpot and Aetna are organizing data around the customer; utilizing B2B marketplaces can help expand reach; brands can unlock first-party data on LinkedIn. They started from the maturing B2B marketing landscape in which B2B marketers are learning from their B2C peers (that keeping an existing customer it’s less expensive than bring in a new one) how marketing teams must work together with the sales and accounts teams, taking a more holistic approach to the customer journey, championing the cross-functional CMO. Within this framework eMarketer spoke, for instance, with David Edelman, CMO, Aetna (the Connecticut-based health insurance provider acquired by CVS Health in 2018) on how they use content (for both its B2C and B2B clients) to educate consumers on healthy living and how they measures the success of their efforts. Aetna emphasizes more on members’ health, figuring out how to help people (with chronic conditions who need help on an everyday basis) understand the benefits of healthier behaviors (trying to better know how to help or motivate them to do it), what it requires lifestyle changes.
“The Father of Modern Marketing”, Philip Kotler, said at the end of the last year that: “Ironically, as we move more into digital marketing, we might find someone earning the title of The Father of Digital Marketing... Marketing plays its greatest role when it makes life better for the majority of people. I chose marketing because at its best it lifts the Common Good”.
(Intermite, 2019)

Allow us to end by highlighting some other significant connected quotes: “Management is about human beings. Its task is to make people capable of joint performance, to make their strengths effective and their weaknesses irrelevant” (Peter F. Drucker); “Marketing is the creative use of truth” (Philip Kotler); “This is the portrait of the future customers – connected yet distracted... This can be attributed to the massive and overwhelming volume of messages that constantly bombard our connected mobile devices and demand instant attention” (Philip Kotler, Hermawan Kartajaya, Iwan Setiawan, “Marketing 4.0: Moving from Traditional to Digital”, Wiley; 1 edition, December 5, 2016); “Excellence comes from human beings doing things of value that customers find memorable” (Tom Peters); “Empathy is the ultimate form of customer insight” (Don Peppers); “Economies must adapt to human needs, not vice-versa. Until we learn that lesson, the planet and our survival is in danger” (Christian Sarkar); “Customers perceive service in their own unique, idiosyncratic, emotional, irrational, end-of-the-day, and totally human terms. Perception is all there is!” (Tom Peters); “Enchantment is the purest form of sales. Enchantment is all about changing people’s hearts, minds and actions because you provide them a vision or a way to do things better. The difference between enchantment and simple sales is that with enchantment you have the other person’s best interests at heart, too” (Guy Kawasaki); “Social marketing is about improving society. Brand Activism is about working to improve the world’s most urgent problems” (Christian Sarkar); “It’s never too late to start heading in the right direction” (Seth Godin). Stay wise, healthy!

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