

Putting Radical Marketing into Practice Immediately, Keeping Agile and Adaptable

Theodor Purcarea

Abstract

It's that time of thinking in non-traditional ways and identifying a sense of direction within the dramatically changed things, going beyond yesterday's techniques and assumptions, involving the more possible perspectives, revisiting the customer journey map as a response to COVID-19 and building the necessary capabilities to anticipate and delight the savvy customers. Marketers are under pressure to focus their metrics on the quality of CX, and to better understand the identity resolution, the Customer Success function, the retention strategies implemented at a holistic level, the need of powering customer retention and reactivation, continuously adapting to the new normal, being better placed both to provide creative solutions in these times of restarting the economy, and to predict the future, remaining constructive in valorizing both people as the greatest assets, and applying the lessons learned so as to adequately implement the new strategies accordingly, confirming a better understanding of the mega-trends shaping the so-called Second Golden Age of Martech. There is no doubt about marketers' need to reinvent themselves so as to fit into the "new normal" space, contributing to offensive measures, exploring, reorienting, and normalizing, being creative and proactive, planning for potential futures, ensuring customers' reliance on valuable brands, resetting guiding values.

Keywords: "New Normal"; CX; Customer Success; Martech; Agile Marketing

JEL Classification: L86; M31; M37; M38; O33

Starting thinking in non-traditional ways

Facing an economic crisis caused by the new coronavirus there is a real need for a sense of direction within the dramatically changed things, understanding where we are going into, making teams understand the big picture (on the basis of shared consciousness, facts and real data synchronizing supply chains), adequately communicating, keeping team members updated and empowered on a frequent basis, being a digital-first entrepreneur, and better prepared for such crisis situations like this in years to come, caring about people and doing the right things, as The Marketing Journal revealed in May 2020. (Clancy and Lochhead, 2020) Maybe it wasn't a coincidence that The Marketing Journal invited us from the beginning of this year to start thinking in non-traditional ways, and creating, reviewing and updating marketing plans, radicalizing them, by: *designing and dominating a giant market category* (as the marketing organization's job); *having a radical way to evangelize our category POV* (brands – which are about companies – being made by categories, which are about customers, and are marketed by legendary marketers with a provocative point of view, evangelizing their category POV so as to create a sense of inevitability with their target customers; being known, allow us to add, that the point of view category is defined on the basis of both its hierarchical position and its function, also considering the interplay with other categories such as anchoring and classification); *generating leads and driving revenue in a radical way* (designing the category for the mid-long term and driving revenue in the "ASAP, right now" term, dominating digitally, and gaining

target customers' attention by making them a radical offer). (Lochhead, 2020) In other words, as the reputed Christopher Lochhead recommended (making reference to his friend, the legendary designer John Bielenberg) in January 2020, it is necessary to apply Bielenberg's approach of "thinking wrong". That means using "future's radical problem-solving system to reliably produce surprising, ingenious, and seemingly magical answers to your most wicked questions", going beyond the "techniques and assumptions of a prior era", beyond the "conspiring of biology and culture to obstruct the progress", considering different angles and creating that kind of new solutions by making necessary changes so as to "help more people move off the well-worn paths that have gotten us to this place". (Bielenberg, Burn and Galle, 2016) It is also worth recalling within this framework two significant moments: the founding by John Bielenberg in 2003 of the so-called Project M (Mentor, seeing "Think Wrong" as a means of making the world a better place through design); the founding, in January 2011, by Bielenberg together with Alex Bogusky and Rob Schuham (both having backgrounds in advertising and marketing), of a new project so-called COMMON (seen as a creative community for rapidly prototyping social change). (Fell, 2012)

In our last HMM issue we showed that within the current more complex general context marketers are under pressure of holistically thinking about the customer journey, and overcoming his anxiety and friction, considering customers' purchasing's increase influenced more by the mental cost. (Purcarea, 2020) There is no doubt about the significance of:

- Considering the customer journey map as the backbone of the customer experience (CX) program (by clarifying: the way of presenting a new offer to the customer, how will the customer's expectation be with the new process, if this new process is going to de-value or make redundant other touchpoints or if this new process will require additional follow-up, and if the chosen place to introduce this new process/offer is the best etc.), and involving the more possible perspectives, without forgetting the emotional journey of individual touchpoints so as to determine the appropriate course of action; (Local Measure, 2018)
- Revisiting the customer journey map as a response to COVID-19 with regard to the new impacts and implications for touchpoints and moments of truth (including micro moments), reviewing the Voice of the Customer Analytics, and updating personas and customer segmentation accordingly; (Mattox, 2020)
- The more self-directed B2B buyer journey, B2B marketers needing to plan their personalization road maps accordingly (this rapid transformation of the B2B customer journey being accelerated by the COVID-19 pandemic), also building the necessary capabilities to anticipate and delight the savvy customers; (McLaren, 2020)
- Better understanding the link between CX, one hand, and customer satisfaction and loyalty, on the other hand (CX being all about improving both of them), knowing that CX management is considered (by Gartner) to be "the practice of designing and reacting to customer interactions to

meet or exceed customer expectations and, thus, increase customer satisfaction, loyalty and advocacy”; and that is why is necessary for both marketing (still mostly focused on driving prospect engagement which might turn into revenue), and sales (still mostly focused on closing deals and making quota) so as to adequately focus their metrics on the quality of CX, creating a journey for individual customers tailored based on experience, and increasing incremental revenue; (Thompson, 2020)

- Measuring the content’s consumption gap (defined by NetLine as “the time between the moment content is requested and the moment it’s opened for consumption”), knowing: the importance of this data point to guide the timing of follow up contacts with potential B2B buyers (content marketing being one of the most widely-used techniques in B2B marketing); the need to consider also other aspects such as: the best times to offer content, the most requested content formats (considering including the dramatic increase in webinars’ use driven by the COVID-19 pandemic, beyond the traditional use of eBooks, white papers, guides etc.); (Dodd, 2020)
- Better understanding the identity resolution as a critical enterprise capability needed to differentiate CX with a company’s brand, knowing that: wherever customers engage they expect relevancy and consistency from a brand; with device and channel proliferation it is more difficult for marketers to recognize people (who are moving seamlessly anonymously or authenticated) as they engage with a brand, marketers needing adequate strategies (such as: protecting their customer data in a safe haven, in accordance with the increasing concern about data protection and privacy legislation; identifying & unifying their customer data; learning about the whole person, with detailed professional and personal insights; recognizing in real-time; measuring their Omni channel performance); (FullContact, 2020)
- The Customer Success (CS) function (which is not yet being considered as part of the core C-Suite in most organizations, according to a recent global survey – 22 countries, 250 + respondents –conducted by SmartKarrot; only 9% of organizations reported as having Chief Success Officer and Chief Customer Officer roles), a recent study revealing, among other aspects, that: this function is somewhat integrated + siloed (65% of respondents); CX is a key responsibility area of the CS team (84% of respondents); Customer Churn is used as CS performance measure (74% of respondents); Customer Churn & Revenue are no. 1 & 2 top metrics used currently, and with the new normal post COVID-19 it is expected that Revenue Expansion to slowly become the go-to metric for CX Officers (CXOs); (SmartKarrot, 2020)
- An adequate customer retention program in place (on the basis of retention strategies implemented at a holistic level in order to prevent churn and grow the company’s business), calculating the customer lifetime value (CLV) on the basis of the retention rate, knowing that the higher the retention, the higher the CLV; (Ahmed, 2020)

- Powering customer retention and reactivation by using loyalty data, scaling or ensuring personalized and consistent Omni channel CX (by discovering customer insights, testing hypotheses, and optimizing CRM campaigns accordingly); (Vexelman, 2020)
- The evolution of the economy and customer for CX approach, because many underlying principles of it will remain the same but CX will no doubt continue to change, what will make it necessary to keeping both an open mind and a willingness to adapt to the new normal so as to can ensure continued growth and sustained customer loyalty. (Interactions, 2020)

Marketers' challenge of keeping agile and adaptable

Mid May this year the reputed Scott Brinker introduced a guest post entitled “Reflections on agile marketing by leading practitioners and analysts”, in which the findings of Andrea Fryrear of AgileSherpas from her latest State of Agile Marketing report were shared. (Brinker, 2020) Within this framework, the different manifestations of marketing agility (we referred to agile marketing also on other occasions in our HMM issues) were underlined, the most important reasons for adopting agile within a marketing department being as follows: to improve productivity (58% of respondents; n = 267), to enhance the ability to manage changing priorities (54%), to increase innovation (49%), to accelerate delivery of campaigns (44%), to improve project visibility (42%), to improve alignment with other teams/business units (36%), to improve team morale (32%), to better manage distributed teams (31%), to enhance predictability of campaign delivery (26%). We remarked among other opinions that expressed by Michael Brenner, CEO of Marketing Insider Group: *“Agile approaches, terminology, processes, and outcomes have become mainstream in marketing”*.

More recently, it was interesting to also see the opinion expressed by another well-known expert, Daniel Burstein, Senior Director, Content & Marketing, MarketingSherpa and MECLABS Institute, with regard to the fact that: *“The world needs marketers today more than ever – your unique skillset, the way you see the world, the way you connect those who produce value with those who seek it... Marketing transcends technology or data or even business. Marketing is the art and science of letting people know when value is created – value that will help them achieve a goal or overcome a pain point. And yet, too many marketers are trapped under a myopic view of their role in society. You’re told you just need to hit numbers. You’re told you just need to please clients. Marketer, you do so much more”*. (Burstein, 2020)

Marketers are indeed better placed to provide creative solutions in these times of restarting the economy, by adequately positioning their organization for automation, strategically aligning their organizations' systems and teams, and getting consensus on adequately defining qualified leads. (Customer Experience Update, 2020) They are also better placed to see beyond of what has happened (NPS, CSAT, CES scores), and predict the future, using the so-called “customer math” to reduce churn and using the data obtained so as to bring customers back into the flow of loyal traffic. (Phillips, 2020)

Also recently, the CMO of Sitecore, a global leader in digital experience management software, approached the issue of the new foundation for the way businesses function post-pandemic, remaining constructive in valorizing both people as the greatest assets, and applying the lessons learned so as to adequately implement the new strategies accordingly. She underlined within this framework some top predictions for marketers and marketing organizations, such as: *the benefit of a solid digital strategy will be fully recognized by the business leaders truly understanding the value of digital marketing* (reprioritizing accordingly their multichannel, content creation, and personalization strategies); *the faster coming of the marketing plans will* (a new marketing strategy being now created and implemented in weeks, cutting lead times, and making use of Artificial Intelligence (AI) to further improve efficiencies and enhance personalization); *the increasing work from home of more employees with the right tools and appropriate support* (including video conferencing); *the organizing of innovative virtual events allowing staying in touch with customers and prospects* (including by involving those unable to attend in-person events in the past); *the emboldening of marketers to moving agile while adapting by learning along the new way of dealing with the unexpected business environment.* (O'Neill, 2020)

And speaking about making use of AI it is also worth underlining:

- The approach of AI (as the “How”, helping to process the data and arrive at actionable insights much faster; see the figure below) – by the CEO and the Chief Data Scientist of Trust Insights – in relation with Marketing Intelligence (as the “What”, the action taken to meet company’s goals and the data that helping to understand if the efforts made are working) and “Business Intelligence” (as helping to understand the WHY of company’s marketing): (Robbert, Penn, 2020)

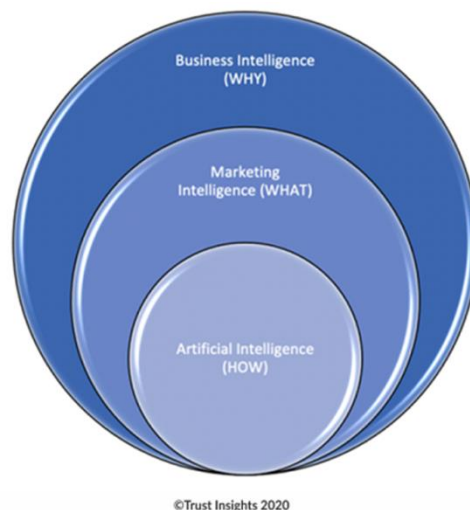


Figure no. 1: Where marketing intelligence fits in with other forms of business intelligence

Source: Robbert, K., Penn, C.S. (2020). What Is Marketing Intelligence? Definition, Best Practices, Use Cases and Tools, Marketing Toolbox, April 22, 2020 (work cited)

- The recommendation made recently by a Director for Strategy & Product Marketing at Pegasystems, Vince Jeffs (recognized as an experienced product manager, consultant, and analyst in MarTech), with regard to the so-called “The Next-Best-Action” approach (driven by AI) to customer engagement, coupled with the right engine so as to deliver in-the-moment relevance to individuals, the major components of such an engine (which is crucial before, during, and after a crisis, customers needing fast solutions to the current situation within a reasonable path forward) being illustrated in the figure below: (Jeffs, 2020)



Figure no. 2: Components necessary in a Next-Best-Action Engine

Source: Jeffs, V. (2020). *How Next-Best-Action CX helps – before, during, & after a crisis*, CustomerThink, May 26, 2020 (work cited)

In the above figure we can see how these technologies (customer data processing and analytics, a rules engine, and an arbitration layer, where P = Propensity and V = Value) must work closely together.

- A 2020 eBook of VantagePoint – entitled “Jetson’s or Terminator? The Current State and Possible Future of Artificial Intelligence and Machine Learning in B2B Marketing and Sales” – showed that: even in a profession eagerly increasing the role of AI and ML human sales and marketing have a very important role to play, buying in the B2B space being a human decision made by people who are driven more by emotions (than logic), the competition in selling being stimulated by people’s understanding and guiding of the buyer’s emotional journey taken for a deal to happen; there is a clear need of digital intelligence such as AI and ML within the current focus in sales and marketing to build tech looking very quickly through very large amounts of data, calculating patterns and correlations, and serving up insights to people about what these data are saying; (VantagePoint, 2020)

- The scenarios highlighted by the co-founder of Alterna CX (the team behind the AI-based Customer and Employee Experience Management solution), Poyraz Ozkan (former principal at

the well-known management consulting firm Peppers & Rogers Group), as appreciably helping out an organization to provide better CX: designing smart interactions (AI bring prediction power to experiences as they happen); monitoring the emotion/feeling in channels and products (customer comments can be decoded – thanks to text analytics – into metrics which can be contrasted across these channels and products); understanding the root causes behind low scores (AI enabling both triggering the right questions, and covering a whole array of different flows and situations). (Ozkan, 2020)

The closed chasm between marketing and technology

Coming back to the reputed Scott Brinker we see recently that he highlighted: the end of the 10-years war between marketing and IT, marketing technologists being already an integral part of the marketing team, a pillar capability in the department being now represented by the marketing operations and technology management; also now the time has come to reevaluate the worldview on software and technology in marketing because of completely reshaping of the dynamics of the software industry over the past couple of decades, the cloud (where everything connects with everything else) has completely reshaped the dynamics of the software industry; in the decade ahead services companies and brands themselves will build many of the new apps and software services, and this decade will be dominated by marketers and agencies becoming part of the marketing technology (Martech) landscape. Brinker argued that the Second Golden Age of Martech (see the figure below) will be shaped by three mega-trends (platform ecosystems; blended models of software and services; custom apps and ops on a common core), the last two of them turning marketers' relationship with software upside down. (Brinker, 2020)

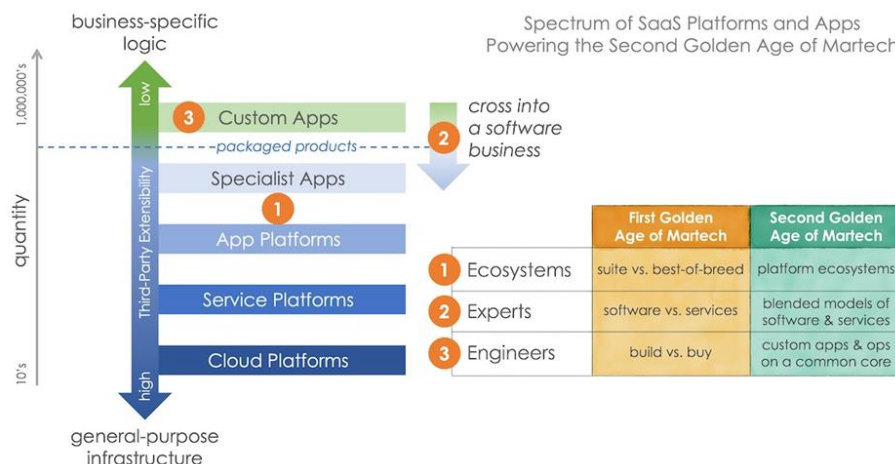


Figure no. 3: Spectrum of SaaS Platforms and Apps Powering the Second Golden Age of Martech

Source: Brinker, S. (2020). Why does the massive landscape of marketing services firms not bother people the way martech does? Chief Marketing Technologist, June 22, 2020 (work cited)

In fact Brinker showed already in January 2019 that ecosystems, experts, and (citizen) engineers are the trends driving this Second Golden Age of Martech, shaping the next decade of

marketing technology. With regard to this Second Golden Age of Martech Brinker argues that what's now different with it is that companies can start (instead of a build vs. buy dichotomy which is something specific to the First Golden Age of Martech) with a commercial platform, simply tailoring then their own custom apps and ops on a common core (seen as a much better approach). (Brinker, 2020)

On the other hand, it is also worth reminding that in April 2020 Brinker highlighted the Philips Digital Marketing & E-Commerce Ecosystem graphic as the most beautiful stack visualization this year, this stack having at its heart the voice of the customer, which: is connected to three core marketing capabilities (for surveys, social listing & publishing, and reviews), from each of those capabilities branching out specific tools; has entwined within the infinite customer lifecycle of awareness, conversion, and service; also has connected around marketing capabilities (optimization, experience management, marketing content and translation, commerce and marketplaces, communities, sales and service, customer engagement), while supporting technologies are clustered on the edges (analytics and activation, collaboration, reporting), as shown in the figure below: (Brinker, 2020)

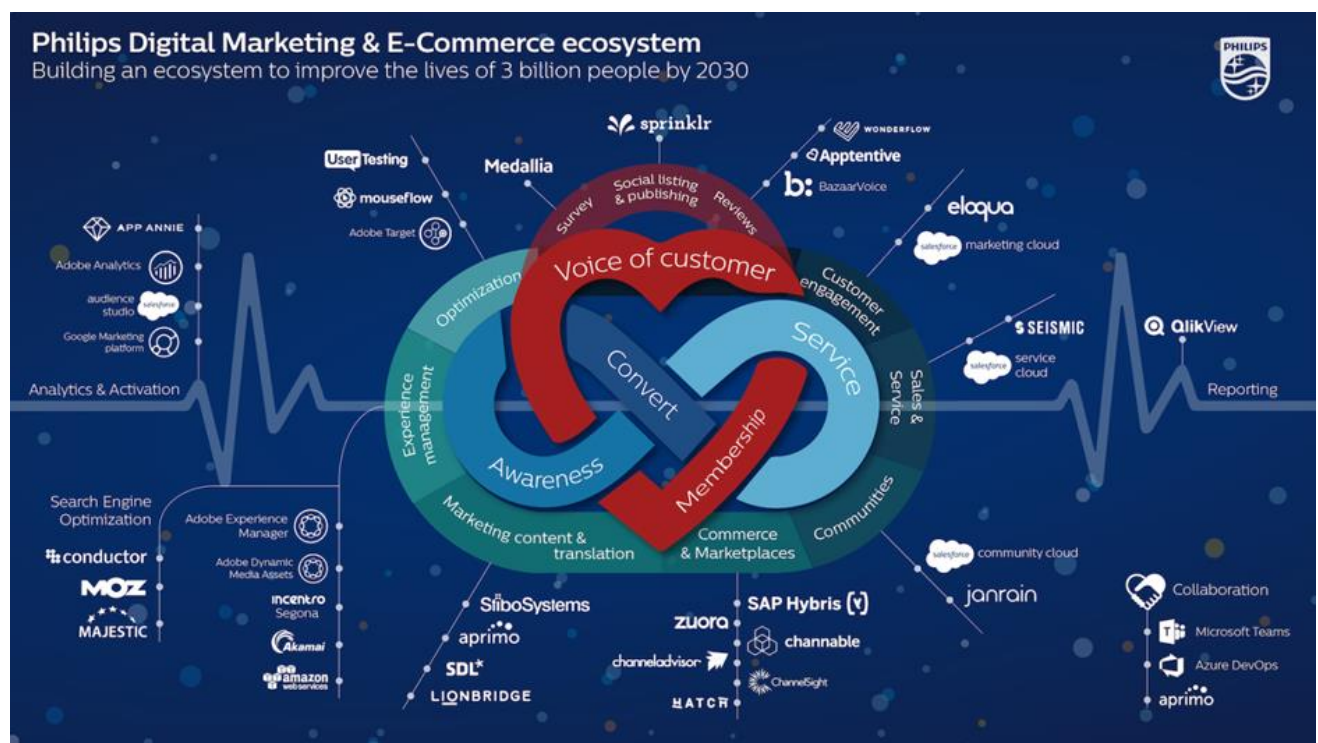


Figure no. 4: Philips Digital Marketing & E-Commerce ecosystem

Source: Brinker, S. (2020). 7 amazing marketing stacks from Cisco, Infutor, Juniper Networks, Philips, Poly, Sargento, and USPS, CustomerThink, April 27, 2020 (work cited)

Instead of conclusions

Four years ago, at the beginning of the year, as context and managerial relevance matters to marketers needing to be both objective and action-oriented, seven big problems driving content for the entire AMA community were underlined: effectively targeting high value sources of growth; the role of marketing in the firm and the c-suite; the digital transformation of the modern corporation; generating and using insight to shape marketing practice; dealing with an Omni-channel world; competing in dynamic, global markets; balancing incremental and radical innovation. (Jaworski, Malcolm and Morgan, 2016) In April 2020, we found out also thanks to AMA Marketing News that in order to understand how marketers and their organizations are responding to the all-embracing impact of the coronavirus AMA and Kantar surveyed (from April 2 to 13) almost 600 marketers. (Zwegers et al., 2020) And as a commencement for understanding what marketing organizations are currently both doing, and planning so as to adequately acting in this time of the new crisis, they introduced a comprehensive Kantar framework: *ensuring the health, safety and productivity of employees* (the respondents confirming the huge impact of the current situation on marketers); *putting a rapid response team in place* (ensuring this way both agile decision-making and responsiveness); *taking stock of the commercial situation across retail, marketing, sales and digital* (the respondents confirming their good placement for assessing where their organizations currently stand position, and contribute to both capturing immediate and future business opportunities, and determining the impact of potential shifts); *minimizing business exposure* (but avoiding as marketing budget cuts to hurt brand equity in the long term and to aggravate business recovery challenges, knowing the need of focusing now marketing activities to more longer-term brand building); *capturing immediate business opportunities* (by capitalizing on behavior changes among their customers, being authentic to the brand and positive for people impacted by the pandemic); *monitoring and updating in real time* (looking at marketers' organization and their customers' changing mindsets, behaviors, and evolving expectations from brands); *planning now for the recovery* (going beyond immediate needs and priorities, and being proactive, testing marketers' organization's readiness for the future by doing scenario planning).

The last idea expressed within the above mentioned AMA framework from January 2016 underlined the importance of learning from the re-invention of different firms or brands so as to “fit” into a new competitive space. Paraphrasing that approach we can say that now it is the time for marketers to reinvent themselves so as to “fit” into the “new normal” space. Paraphrasing the second approach, that of April 2020, we can say that now it is the time for marketers (dealing with this globally recognized unusual, disruptive and rapidly changing situation) to look beyond survival tactics, providing focus and decisiveness while moving from defensive measures to offensive ones, being creative and proactive, planning for potential futures, ensuring customers' reliance on valuable brands.

With regard to the planning approach special attention needs to be paid to the way in which supply chain shock waves are generated, identifying the necessary concrete steps to master them, and this combined with both prioritizing customers and suppliers, and adjust

company's current systems (becoming successful in the key customers' order-development process), as suggested in May this year by recognized experts. (Byrnes, Wass, 2020) On the other hand, with regard to the evolution of the human behavior (customers, employees, and leaders) as response to the new environment, it is useful to take into account the opinion expressed also in May 2020 by the reputed experience management (XM, seen as a critical capability during times of change which provides the necessary human-connected adaptability to successfully navigate company's way back to business) catalyst Bruce Temkin (who is leading the Qualtrics XM Institute): *"The evolution to a new normal will be a tug of war between people's heightened anxiety about staying safe and their desire to return to highly engrained normative patterns of behavior"*. (Temkin, 2020) Temkin argues that considering the above mentioned behavioral struggle, it is recommendable to companies heading back to business to plan for the following three phases: Explore, Reorient, and Normalize (as shown in the table below).

EXPERIENCE MANAGEMENT AREAS OF FOCUS ACROSS THREE PHASES OF HEADING BACK TO BUSINESS			
	PHASE 1: EXPLORE	PHASE 2: REORIENT	PHASE 3: NORMALIZE
Customer Experience (CX)	Are we making it easy for customers to ramp up with us while we're addressing their evolving concerns?	What are the emerging patterns of customer activity that we should be prioritizing for improvement?	What listening posts do we need for tracking and improving the new customer experience model(s)?
Employee Experience (EX)	Are we making it easy for employees to come back to work while we're addressing their evolving concerns?	What are the emerging patterns of employee activity that we should be prioritizing for improvement?	What listening posts do we need for tracking and improving the new employee work model(s)?
Brand Experience (BX)	What do people think about our company and our commitment to their safety concerns?	What are the emerging patterns of brand messages that are resonating that we should be prioritizing?	What listening posts do we need for tracking and improving our brand perception given our new model?
Product Experience (PX)	Are we adjusting our offerings appropriately to accelerate customer usage given their current needs and concerns?	What are the emerging patterns of product usage that we should be prioritizing for improvement?	What listening posts do we need for tracking and improving our new portfolio of offerings?

Copyright ©2020 Qualtrics. All rights reserved

Qualtrics
XM institute™

Table no. 1: Experience Management Areas of Focus across Three Phases Heading Back to Business

Source: Temkin, B. (2020). Three Phases For Heading Back To Business, Customer Experience Update, May 4, 2020 (work cited)

And Temkin is insisting on staying focused on people (customers, employees, partners, and suppliers), identifying the right way of emerging with both improved capabilities, and enhanced offerings. And as we reminded in March this year, (Purcarea, 2020) resetting our guiding values!

References

- Ahmed, S. (2020). How to calculate customer retention rate and implement retention strategies? SmartKarrot, Jun 24, 2020. Retrieved from <https://www.smartkarrot.com/resources/blog/customer-retention-rate/>
- Bielenberg, J., Burn, M. and Galle, G. (2016). Think Wrong: How to Conquer the Status Quo and Do Work That Matters, Publisher: Instigator Press, First edition, November 1, 2016). Retrieved from <https://www.amazon.com/Think-Wrong-Conquer-Status-Matters/>
- Brinker, S. (2020). Reflections on agile marketing by leading practitioners and analysts, Chief Marketing Technologist, May 14, 2020. Retrieved from <https://chiefmartec.com/2020/05/reflections-agile-marketing-leading-practitioners-analysts/>
- Brinker, S. (2020). Why does the massive landscape of marketing services firms not bother people the way martech does? Chief Marketing Technologist, June 22, 2020. Retrieved from <https://chiefmartec.com/2020/06/massive-landscape-marketing-services-bother-people-way-martech/>
- Brinker, S. (2020). How platform dynamics explain The Second Golden Age of Martech, Chief Marketing Technologist, May 26, 2020. Retrieved from <https://chiefmartec.com/2020/05/platform-dynamics-explain-second-golden-age-martech/>
- Brinker, S. (2020). 7 amazing marketing stacks from Cisco, Infutor, Juniper Networks, Philips, Poly, Sargento, and USPS, CustomerThink, April 27, 2020. Retrieved from <https://customerthink.com/7-amazing-marketing-stacks-from-cisco-infutor-juniper-networks-philips-poly-sargento-and-usps/>
- Burstein, D. (2020). 5 Marketing lessons from a unique nonprofit that sells products (and why the world needs marketers today more than ever), MarketingSherpa, June 10, 2020. Retrieved from <https://www.marketingsherpa.com/article/case-study/why-the-world-needs-marketers>
- Byrnes, J., Wass, J. (2020). Coronavirus: How to Manage Your Supply Chain Shock Waves, MarketingProfs, May 11, 2020. Retrieved from <https://www.marketingprofs.com/articles/2020/42891/coronavirus-how-to-manage-your-supply-chain-shock-waves?>
- Clancy, H. and Lochhead, C. (2020). “Leadership in a Time of Crisis: General McChrystal’s Advice for President Trump, Governors & CEOs”, The Marketing Journal, May 3. Retrieved from <https://www.marketingjournal.org/leadership-in-a-time-of-crisis-general-mcchrystals-advice-for-president-trump-governors-ceos-heather-clancy-and-christopher-lochhead/>
- Dodd, D. (2020). How B2B Buyers Actually Consume Content, CustomerThink, June 8, 2020. Retrieved from [https://customerthink.com/how-b2b-buyers-actually-consume-content/?](https://customerthink.com/how-b2b-buyers-actually-consume-content/)
- Fell, S.J. (2012). Why Designer John Bielenberg Thinks Wrong, Design Indaba, 12 Jan. Retrieved from <https://www.designindaba.com/articles/interviews/why-designer-john-bielenberg-thinks-wrong>
- Jaworski, B., Malcolm, R. and Morgan, N. (2016). 7 Big Problems in the Marketing Industry, AMA Marketing News, 4.1.2016. Retrieved from <https://www.ama.org/marketing-news/7-big-problems-in-the-marketing-industry/>
- Jeffs, V. (2020). How Next-Best-Action CX helps – before, during, & after a crisis, CustomerThink, May 26, 2020. Retrieved from <https://customerthink.com/how-next-best-action-cx-helps-before-during-after-a-crisis/?>
- Lochhead, C. (2020). “Is Your 2020 Marketing Plan Radical Enough?”, The Marketing Journal, January 14, 2020. Retrieved from <https://www.marketingjournal.org/is-your-2020-marketing-plan-radical-enough-christopher-lochhead/>
- Mattox, A. (2020). Changing Customer Expectations and the ‘stay safe’ Lens, Andrew Reise Consulting, 06/19/2020. Retrieved from <http://www.andrewreise.com/changing-customer-expectations/>
- McLaren, M. (2020). How B2B Marketers Can Align With the Self-Directed Buyer Journey, MarketingProfs, June 24, 2020. Retrieved from <https://www.marketingprofs.com/articles/2020/43093/how-b2b-marketers-can-align-with-the-self-directed-buyer-journey?>
- O’Neill, P. (2020). The Future of Marketing Organizations Post-Pandemic: Top 5 Predictions, MarketingProfs, June 23, 2020. Retrieved from <https://www.marketingprofs.com/articles/2020/43092/the-future-of-marketing-organizations-post-pandemic-top-5-predictions?>
- Ozkan, P. (2020). How is AI transforming Customer Experience? CustomerThink, May 28, 2020. Retrieved from <https://customerthink.com/how-is-ai-transforming-customer-experience/?>

Phillips, S. (2020). Use Smart AI to Reduce Churn in Three Steps, Customer Experience Update, June 25, 2020. Retrieved from <https://www.customerexperienceupdate.com/edition/daily-roadmap-customer-base-2020-06-25/>

Purcarea, T. (2020). Marketing Differentiators and the Corollary Mindset Shifts within the New Marketing, Holistic Marketing Management, Volume 10, Issue 1, 2020, pp. 36-50

Purcarea, T. (2020). The Future of Marketing Management and Accurately Understanding the News Impacting the Business, Resetting our Guiding Values, Holistic Marketing Management, Volume 10, Issue 1, 2020, pp. 04-10

Robbert, K., Penn, C.S. (2020). What Is Marketing Intelligence? Definition, Best Practices, Use Cases and Tools, Marketing Toolbox, April 22, 2020. Retrieved from <https://marketing.toolbox.com/articles/what-is-marketing-intelligence-definition-best-practices-use-cases-and-tools>

Temkin, B. (2020). Three Phases For Heading Back To Business, Customer Experience Update, May 4, 2020. Retrieved from <https://www.customerexperienceupdate.com/edition/daily-management-customers-2020-05-04/>

Thompson, B. (2020). CX ROI: Making the Case to Improve the Buying Experience, CustomerThink, June 12, 2020. Retrieved by <https://customerthink.com/cx-roi-making-the-case-to-improve-the-buying-experience/>

Vexelman, R. (2020). How To: Use Loyalty Data to Power Customer Retention and Reactivation, Customer Experience Update, June 22nd, 2020. Retrieved from <https://www.customerexperienceupdate.com/edition/daily-customer-success-communication-2020-06-22/>

Zwegers, J., Tremblay, A., Sheikh, A. and Seredenko, D. (2020). Coronavirus Forces Dramatic Change in Marketing, But More Can Be Done to Adapt, AMA Marketing News, 4.21.2020. Retrieved from <https://www.ama.org/marketing-news/coronavirus-forces-dramatic-change-in-marketing-but-more-can-be-done-to-adapt/>

*** Mapping the Emotional Customer Journey, Local Measure, June 25, 2018. Retrieved from <https://www.localmeasure.com/post/mapping-the-emotional-customer-journey/>

*** 5 Steps to Connecting Identities Across Your Marketing Ecosystem, FullContact, Adweek Partner Fri, June 5, 2020 4:45 pm. Retrieved from [FullContact-Guide-5-Steps-to-Connecting-Identities-Across-Your-Marketing-Ecosystem-1](https://www.fullcontact.com/blog/5-steps-to-connecting-identities-across-your-marketing-ecosystem-1)

*** Customer Success Survey 2020, SmartKarrot Editorial Team, Jun 1, 2020. Retrieved from <https://www.smartkarrot.com/customer-success-survey-2020/>

*** Redefining your CX strategy: The COVID-19 Effect, Interactions, May 28, 2020. Retrieved from <https://www.interactions.com/blog/customer-experience/redefining-your-cx-strategy-the-covid-19-effect/> nt to learn more?

*** Marketing-led Post-COVID-19 Growth Strategies, Customer Experience Update, June 27, 2020, <https://www.customerexperienceupdate.com/frs/13932899/marketing-led-post-covid-19-growth-strategies/>email

*** Jetson's or Terminator? The Current State and Possible Future of Artificial Intelligence and Machine Learning in B2B Marketing and Sales, VantagePoint Performance Leader Series, 2020, [artificial-intelligence-machine-learning-sales-marketing](https://www.vantagepointperformance.com/artificial-intelligence-machine-learning-sales-marketing)