

Editorial: *Restarting the internal processes of the company's receptive ecosystem, and managing complexity by better impacting organization based on the humanocratic management model*



Customer Science, and closing the natural gap concerning value perception by marketers (their own perception) and customers (customers' own perception). Responding appropriately to the disruptions provoked by the new coronavirus crisis, including with the help of the marketing technology used to capitalize on company's growth initiatives

The COVID-19 pandemic has strongly accelerated the transition to new competitive organizations' models allowing both efficiency gains and improved customer experience (CX), in other words able to deliver a new value proposition made possible by blending continuous improvement (as a traditional method, for instance) with the digital technologies' advantages

(SSON, 2020). In our last issue we expressed the conviction that adjusting to the new reality on the path to the Next Normal (as coined by McKinsey, 2020), connecting to customers, and responding appropriately to the new coronavirus crisis involves a better understanding of the Customer's Mind (as approached by MECLABS Institute, 2018), of the Emotive CX for Customer Interaction (as argued by Hill-Wilson, 2020 – while also considering, in our opinion, Forrester's Customer Emotion Matrix, 2016), of the IMPC concept (as coined by Hunnicutt, 2020), and of the three essential factors involved by intrinsic motivation (as argued by Ben-Hur and Kinley, 2016), while continuing to underline (Purcarea, 2018) the importance of focusing on valuable digital activities and a digital culture strategy specific to the human-machine partnership (Purcarea, 2020).

In an interview published in Forbes – conducted by David Benjamin and David Komlos, CEO and Chief Architect of Syntegrity, and co-authors of the book “Cracking Complexity: The Breakthrough Formula for Solving Just About Anything” – with Gary Hamel (London Business School, and cofounder, together with Michele Zanini, of the Management Lab, both of them being also co-authors of the new book “Humanocracy: Creating Organizations as Amazing as the People”), the reputed representative of the London Business School highlighted the need of understanding that in a crisis like COVID-19 the real problem is the bureaucratic (old) management model which must be replaced with the humanocratic management model that “assumes that the ultimate goal is to have impact as a human being, and to earn a living as well”, making possible to change an organization as fast as the world around it, proving the capacity for proactive change, solving customers' new problems (Benjamin and Komlos a, 2020). What presupposes: to understand the need of turning every employee into an entrepreneur (working with small operating units having both real profit and loss responsibility, and autonomy, each person having a meaningful financial upside, and the business skills of frontline employees being upgraded); ensuring a proper use of the new collaborative technologies so as to allow crowdsourcing the organization's strategy and direction-setting, flattening the pyramid; making organizations more resilient, adaptable and inventive, taking into account the lessons to learn from COVID-19, and also from the other significant challenges faced today (Benjamin and Komlos b, 2020).

Looking at the above mentioned human-machine/technology partnership it is worth mentioning:

- The message of Colin Shaw (the founder and CEO of Beyond Philosophy, one of the world's leading Customer experience consultancy & training organizations), at the end of December 2020, with regard to the Customer Science concept as the next wave of change, considering its contribution to “anticipate customers' needs and ensure you have what they want when they want it in a personalized interaction” (Shaw, 2020). This is made possible by increasing understanding of customers (what they want and what they do to get it) on the basis of what is Customer Science: “the fusion between digital technology, artificial intelligence (AI), behavioral

science”. According to Shaw, these new technologies and approaches are facilitated by the new way of thinking about customers within the current turning point;

- The results presented by Gartner 2020 Marketing Technology Survey (this research being conducted online from July 2020 through September 2020 among 4,387 respondents in the US, Canada, France, Germany and UK), such as those related to the fact that “Martech roadmap decisions have a finite shelf life and should be reviewed regularly” (Bloom, Reid and McCune, 2020);
- The opinion expressed in September 2020 by Daniel Burstein (Senior Director, Content & Marketing, MarketingSherpa and MECLABS Institute, which is the parent organization of MarketingExperiments) concerning marketers’ hard task of helping customers properly perceive the value in the goods and services they sell, by succeeding in dealing with prospects’ perception gap (Burstein, 2020). And in order to better understand this natural gap concerning value perception by marketers (their own perception) and customers (customers’ own perception), and to close it (seeing conversion opportunities through the prospects’ mind), Burstein recommended to watch an episode with Flint McGlaughlin (CEO and Managing Director, MECLABS Institute) and learn practical ways to achieve marketing results by increasing the perceived value, communicating value adequately (knowing that to be believed value must be previously perceived).

And as we all receive several email newsletters daily, allow us finally to make reference to an inspiring one from Business Insider and entitled “How Marketers Can Help with Vaccine Distribution” (Business Insider, 2021). According to them, critical to COVID-19 vaccine success is the locally relevant advertising, considering the reluctance to take it and the need of building trust and dispelling misinformation, by personalizing messages (based on behavioral insights), engaging consumers with timely updates (on both their mobile devices, and their preferred platforms), and ensuring responses to their searches in real time (on the basis of keyword targeting).

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