

**Editorial: *On the Path to a Culture Transformation in the Era of Uncertainty,
Progressing by Taking Responsibility for the Journey Orchestration***



A challenging debate was organized on May 26, 2022 – entitled “Microeconomics, Macroeconomics, Economic Constraints and Opportunities” – by the “Holistic Marketing Management” Journal of the Romanian-American University (RAU) School of Management-Marketing (<http://holisticmarketingmanagement.ro/analiza-profunda-cu-prilejul-dezbaterii-hmm-journal-rdc-magazine/>) and the “Romanian Distribution Committee Magazine”. The unfolding of economic and geopolitical events, the economic and social disruption caused by the COVID-19 pandemic (including the severe impact on people’s mental health and well-being, psychological and social obstacles) called for an in-depth analysis.

The Rector of the Romanian-American University (RAU), Prof. Dr. Costel Negricea, an Honorary Member and Member of the Board of the scientific association Romanian Distribution Committee, introduced the topic and the speakers, underlining from the very beginning that higher education is always the right place for open debate and group discussion. He provided relevant points that connected to the above-mentioned topic, the provided proofs and credible data stimulating arguments’ exploration for and against the specific propositions, catalyzing ideas’ development. He also highlighted the importance of better training students as the workforce of the future based on educational excellence, measuring performance (in line with institutional targets, behavioral applications and learning outcomes in the context of the hybrid

model) and innovating for continuous adaptation of the effective learning environment, investing in digital transformation and digital resilience, with tenacity and creativity.

In our last HMM Editorial (Purcarea, 2022) we made reference, among other aspects, to the important roles played by the collaborative interactions, the companies' renewed focus on resilience, the composable business journey, and the need to bring together critical practices etc. More recently, McKinsey's continuous hard work confirmed the imperative of a clear understanding "of who is responsible for which initiatives and who the most important influencers are" in order to succeed on the path to a culture transformation (Field, Pears and Schaninger, 2022).

The Era of Uncertainty Report by Insider Intelligence (eMarketer, 2022) investigated the current challenges faced by the digital businesses, putting in discussion the way of managing the identified events and issues: continued supply chain slowdowns, mounting inflation, war, threat of a recession, uncertainty about what is happening of the so-called Big Tech (the well-known major technology companies having a disproportionately large influence). The Insider Intelligence analysts (focused in this report on digital advertising, retail and ecommerce, and financial services) stated that uncertainty reigns this year, as shown in the first figure below. With regard to shifts in US consumers' behaviors and spending we can see, for example, in the next figure below the average time spent per day by US adult users on select social media platforms in 2022.

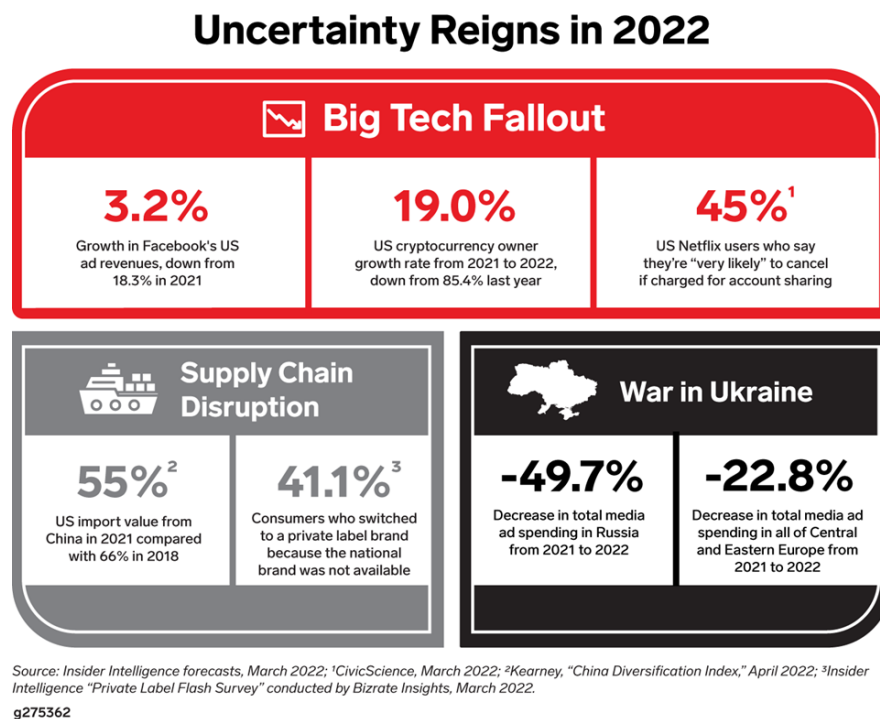
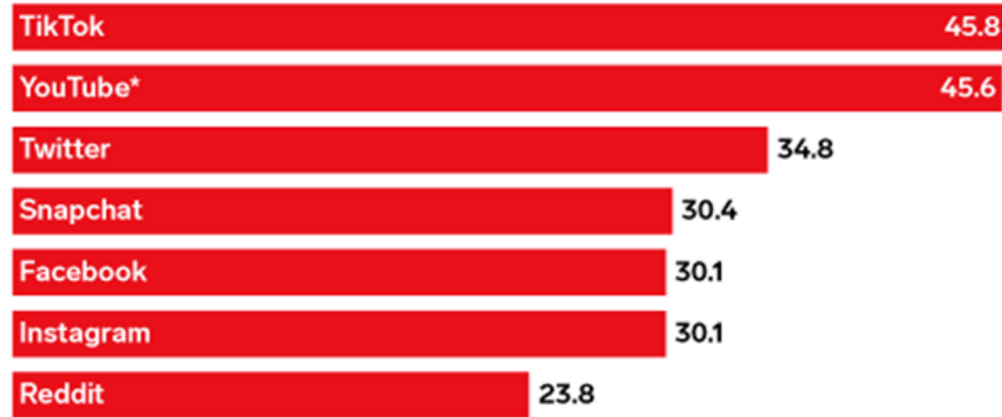


Figure no. 1: Uncertainty Reigns in 2022

Source: eMarketer, 2022. The Era of Uncertainty, Insider Intelligence Analysts, May 17, 2022 (work cited)

Average Time Spent per Day by US Adult Users on Select Social Media Platforms, 2022

minutes



Note: ages 18+; time spent with each medium includes all time spent with that medium, regardless of multitasking; for example, 1 hour of multitasking on desktop/laptop while watching TV is counted as 1 hour for TV and 1 hour for desktop/laptop; *YouTube includes all time spent watching video on YouTube via any device; includes YouTube TV
Source: eMarketer, April 2022

275182

eMarketer | InsiderIntelligence.com

Figure no. 2: Average Time Spent per Day by US Adult Users on Select Social Media Platforms, 2022

Source: eMarketer, 2022. *The Era of Uncertainty*, Insider Intelligence Analysts, May 17, 2022 (work cited)

Within the current general context, to achieve sustained profitable growth there is also a real need to develop functional capabilities in marketing, CX, sales and channel, digital, innovation etc. (meaning to execute with excellence), as highlighted by McKinsey's representatives recommending a valuable holistic growth blueprint, as shown in the first figure below (Birshan et al., 2022.), starting from setting an aspirational mindset and culture, and activating pathways accordingly. And as customers' buying habits have changed, it is also necessary to consider Gartner's recommendations regarding the prediction of the best CX by extending the concept of digital twins (in the case of a customer this concept being more than to marketers' familiar concept of the so-called persona, and providing both context and predictions of customers' future behaviors), this kind of development involving immediate action, short-term planning, and long-term planning, as shown in the second figure below (Duerst, Colborne and Velosa, 2022).

Follow this holistic growth blueprint to achieve sustained profitable growth.

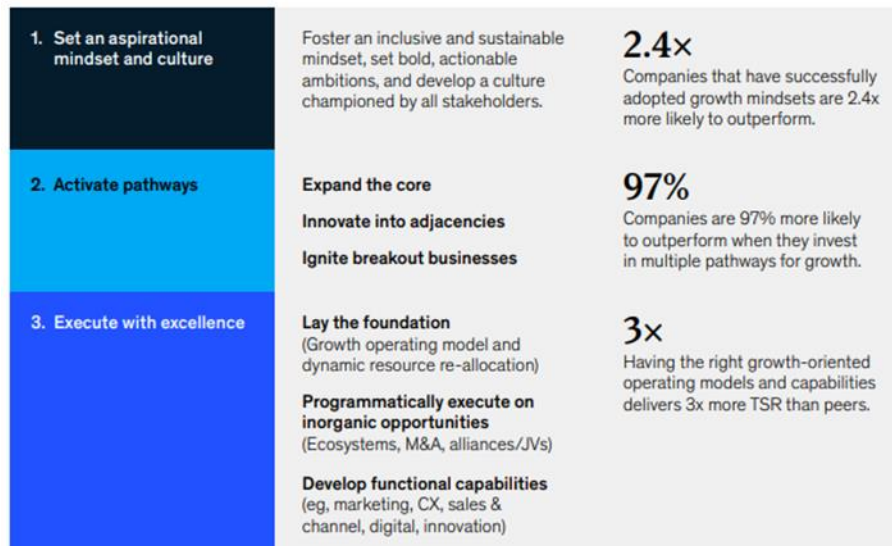
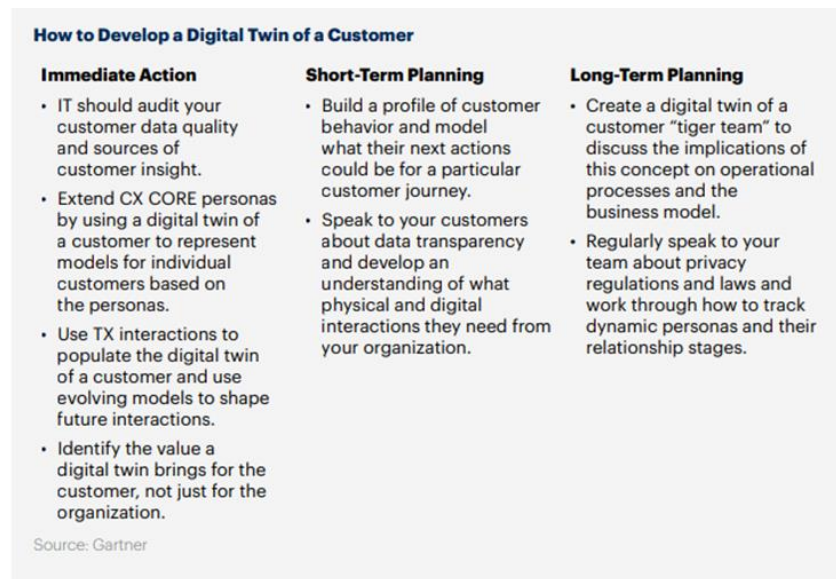


Figure no. 3: Follow this holistic growth blueprint to achieve sustained profitable growth

Source: Birshan, M., Cvetanovski, B., Doherty, R., Freundt, T., Gaeta, A., Kelly, G., Roth, E., Seth, I. and Zucker, J., 2022. *Choosing to grow: The leader's blueprint*. [pdf] McKinsey & Company, Growth, Marketing & Sales Practice, July, p. 3 (work cited)



¹ Life Reimagined: Mapping the Motivations That Matter for Today's Consumers, Accenture

² Cheat sheet: What is Digital Twin?, IBM

³ Deep Dive into Netflix's Recommender System, Towards Data Science

⁴ Global e-commerce jumps to \$26.7 trillion, COVID-19 boosts online sales, UNCTAD

⁵ Consumer Confidence: A Killer Statistic, Investopedia

Figure no. 4: How to Develop a Digital Twin of a Customer

Source: Duerst, M., Colborne, C. and Velosa, A., 2022. *A Digital Twin of a Customer Predicts the Best Consumer Experience*. [pdf] Excerpt from Gartner Business Quarterly, Second Quarter 2022. Proven Guidance for C-Suite Action, p. 8 (work cited)

Coming back to the marketing capabilities, it is also worth underlining Gartner's recommendations (McCune and Giblin, 2022) concerning the need of reviewing the so-called always-on marketing capabilities (as shown in figure below), so as to open the window of opportunities to offer differentiated CX by maturing journey orchestration capabilities (understand, define, experiment, evolve, learnings captured).



Figure no. 5: The Capabilities of Always-On Marketing

Source: Duerst, M., Colborne, C. and Velosa, A., 2022. A Digital Twin of a Customer Predicts the Best Consumer Experience. [pdf] Excerpt from Gartner Business Quarterly, Second Quarter 2022. Proven Guidance for C-Suite Action, p. 8 (work cited)

Allow us to end by making reference to the recently expressed opinion of Jeb Dasteel (2022): “Leaders must play a central and visible role in customer value creation, application of customer data and insights to decision making, and modeling what great customer engagement looks like. Ultimately, employees need to see a unified vision for success with incentives tied to specific customer outcomes. Without that alignment, selfish interests and old behaviors will win the day”.

Theodor Valentin Purcărea

Editor-in-Chief

References

Birshan, M., Cvetanovski, B., Doherty, R., Freundt, T., Gaeta, A., Kelly, G., Roth, E., Seth, I. and Zucker, J., 2022. Choosing to grow: The leader's blueprint. [pdf] McKinsey & Company, Growth, Marketing & Sales Practice, July, p. 3. Available at: <choosing-to-grow-the-leaders-blueprint.pdf> [8 July 2022].

Dasteel, J., 2022. Building a Holistic Customer Strategy to Invest in Your Customers (Part Three), CustomerThink, June 10, 2022. [online] Available at: <<https://customerthink.com/building-a-holistic-customer-strategy-to-invest-in-your-customers-part-three/>> [13 June 2022].

Duerst, M., Colborne, C. and Velosa, A., 2022. A Digital Twin of a Customer Predicts the Best Consumer Experience. [pdf] Excerpt from Gartner Business Quarterly, Second Quarter 2022. Proven Guidance for C-Suite Action, pp. 1-2. Available at: <marketing_back_cover_link_twin_update.pdf> [8 July 2022].

eMarketer, 2022. The Era of Uncertainty, Insider Intelligence Analysts, May 17, 2022. [online] Available at: <<https://www.emarketer.com/content/era-of-uncertainty/>> [4 July 2022].

Field, E., Pears, E. and Schaninger, B., 2022. A single approach to culture transformation may not fit all [pdf] McKinsey & Company, People & Organizational Performance Practice, June, p. 4. Available at: <a-single-approach-to-culture-transformation-may-not-fit-all_final.pdf> [5 July 2022].

McCune, M. and Giblin, M., 2022. Enable an Always-On Marketing Machine to Drive Journey Orchestration. [pdf] Gartner, The Chief Marketing Officer, Second Quarter 2022, Customer Journey Orchestration, pp. 4-6. Available at: <the_chief_marketing_officer_2q_2022.pdf> [8 July 2022].

Purcarea, T., 2022. Today's World, Living History, Conscious Experience, Institutional Response, Composable Business, Collaborative Interactions, and Fair Performance Management System, Holistic Marketing Management, vol. 12(1), pp. 04-09.

