

Editorial: *Rewriting the Rules, 17 Years from the Launch of RAU Marketing Initiative*

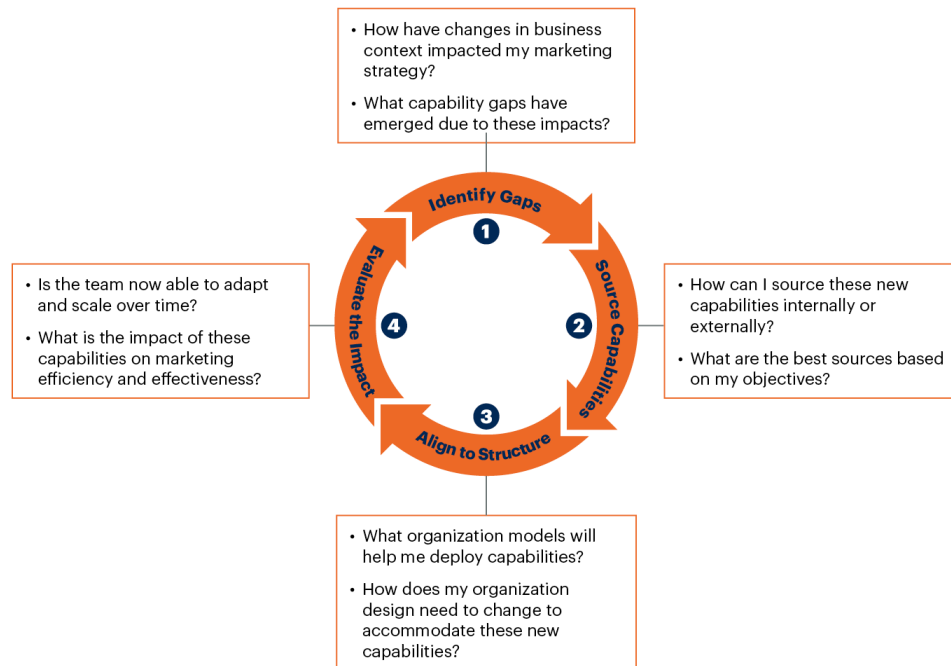
Regarding New Skill Sets



In our last HMM issue the following question was raised up by us: *A New Revolution in Marketing and Sales or a Role Redefinition?* (Purcarea a, 2023) It was not accidental that we brought up new ideas for debate, taking into account, for instance, “*The Marketing Laboratory and the Skills Certificate, an initiative of the Romanian-American University (RAU) dating from the spring of 2006*” (<http://holisticmarketingmanagement.ro/laboratorul-de-marketing-si-certificatul-de-abilitati-o-initiativa-a-universitatii-romano-americane-datand-din-primavara-anului-2006/>). We believe that we should continue along that path and support RAU Marketing Initiatives, valorizing collaborative learning.

In order to successfully apply their marketing strategy and responding appropriately to disruption, Chief Marketing Officers (CMOs, concerned with the results obtained from strategic planning, development and execution of marketing initiatives) are under continuous pressure to build an adaptive marketing function (involving “*adaptive capabilities, capacity and structure*”, according to Amy Abatangle, Gartner Senior Director Analyst), having to take steps designed to be effective after changes that may happen in the future, as shown in figure below (Turner, 2023). As the main reasons for making changes to CMOs’ organizational structures (which should follow strategy) were identified (Gartner, 2023) prioritization, workflows and collaboration (and other operational excellence issues), being imperative for CMOs to make a compromise depending on specific things (such as restructuring objectives, capability gaps and cultural realities).

4 Steps to Build An Adaptive Marketing Function



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Figure no. 1: 4 steps to build an adaptive marketing function

Source: Turner, J., 2023. How to Future-Proof Your Marketing Organization, Gartner, July 27, 2023 (Work cited)

Within the context of both external, and internal environments impacted by disruption in the recent past Gartner analyzed the impact of the consequential shifting roles and relationships on the so-called RACI matrix for marketing capabilities (which are vital to the delivery of the marketing strategy), and revealed how in strategic areas marketing's sole responsibilities were increased by CMOs, as shown in the below figure. Gartner is bringing to our attention some significant aspects, such as: in order to support the increased complexity of the customer journeys new skill sets are required, consequently being necessary for CMOs to successfully deal with and control the amplified talent challenge; marketing must be transformed into “*an agile, strategic partner for business growth and innovation*”, gaining “*control over cross-functional dependencies*” which impact its success, demonstrating its value continuously combining near-term with longer-term actions.

B2B Marketers	YoY Percentage Point Change	B2C Marketers	YoY Percentage Point Change
Marketing-Led Innovation	▲ 18 pp	Brand Management	▲ 16 pp
Marketing Operations	▲ 11 pp	Digital Marketing	▲ 11 pp
Marketing Strategy	▲ 6 pp	Marketing Strategy	▲ 10 pp
Marketing Data and Analytics	▲ 6 pp	Content Management	▲ 8 pp
Digital Marketing	▲ 6 pp	Marketing Financials	▲ 8 pp
Market Research	▲ 5 pp	Marketing Operations	▲ 7 pp
Traditional Media	▲ 4 pp	Marketing-Led Innovation	▲ 3 pp
Business Strategy	▲ 3 pp	Traditional Media	▲ 3 pp

n = 79 B2B marketing leaders; 61 B2C marketing leaders. Base sizes vary by area.
Q. What level of responsibility does marketing currently have in each area?
Q. Now thinking back 12 months ago, did Marketing have sole, shared, or no responsibility for each of these areas?
Source: 2022 Gartner Marketing and Communications Organization Survey
Note: Percentage point differences may not add up due to rounding

Figure no. 2: CMOs Increased Marketing's Sole Responsibilities in Strategic Areas

Source: Gartner, 2023. *Future-Proof Your Marketing Organization to Outpace Competition*. [pdf] Build the right foundation to support sustainable growth, Gartner for Marketing Leaders, p. 5 (Work cited)

In February this year we wrote about marketers' new tool ChatGPT, including by making reference to Gartner (Purcarea b, 2023). It is useful to add that on October 7, 2022 Gartner published a valuable report (Gartner 2022) in which was analyzed how marketing functions (such as content production, ideation, market research) are impacted by ChatGPT, being imperative for CMOs both to assess the impact of this new tool on creation, branding and operations, and to assemble an active use cases' list impacted by this new tool, also ensuring the necessary guidance in responsibly use of this new tool (including by considering various for marketing teams' additional cautions) based on collaborative learning.

According to Downer (2023), in order to leverage effectively the potential this marketers' new tool ChatGPT it is necessary to consider (beyond its benefits like expert-level marketing support, fresh ideas and perspectives, high-quality content faster, automation of tedious tasks, increased innovation and productivity) and manage its limitations and risks (such as evolving legal and ethical landscape, potential for mediocre content, need for human oversight). Within this framework it was recommended to proceed with both caution, and responsibility, while embracing the above-mentioned potential, by mixing AI's efficiency and capabilities with human creativity and supervision.

In an article published very recently on Visual Capitalist (Belan, 2023) it was shown how "AI has surpassed human performance in quite a few areas, and looks set to overtake humans elsewhere" (citing recent sources, see figure below), and "how quickly AI models have started to beat database benchmarks, as well as whether or not they've yet reached human levels of skill" (visualization based on data from Contextual AI). And as highlighted also very recently in World

Financial Review (Sridharan, 2023) “AI introduces novel challenges (for AI leadership) such as ethical considerations, human-machine collaboration, and the need for continuous learning. Thus, leaders need a broader set of competencies and perspectives to effectively embrace AI-driven transformation.”

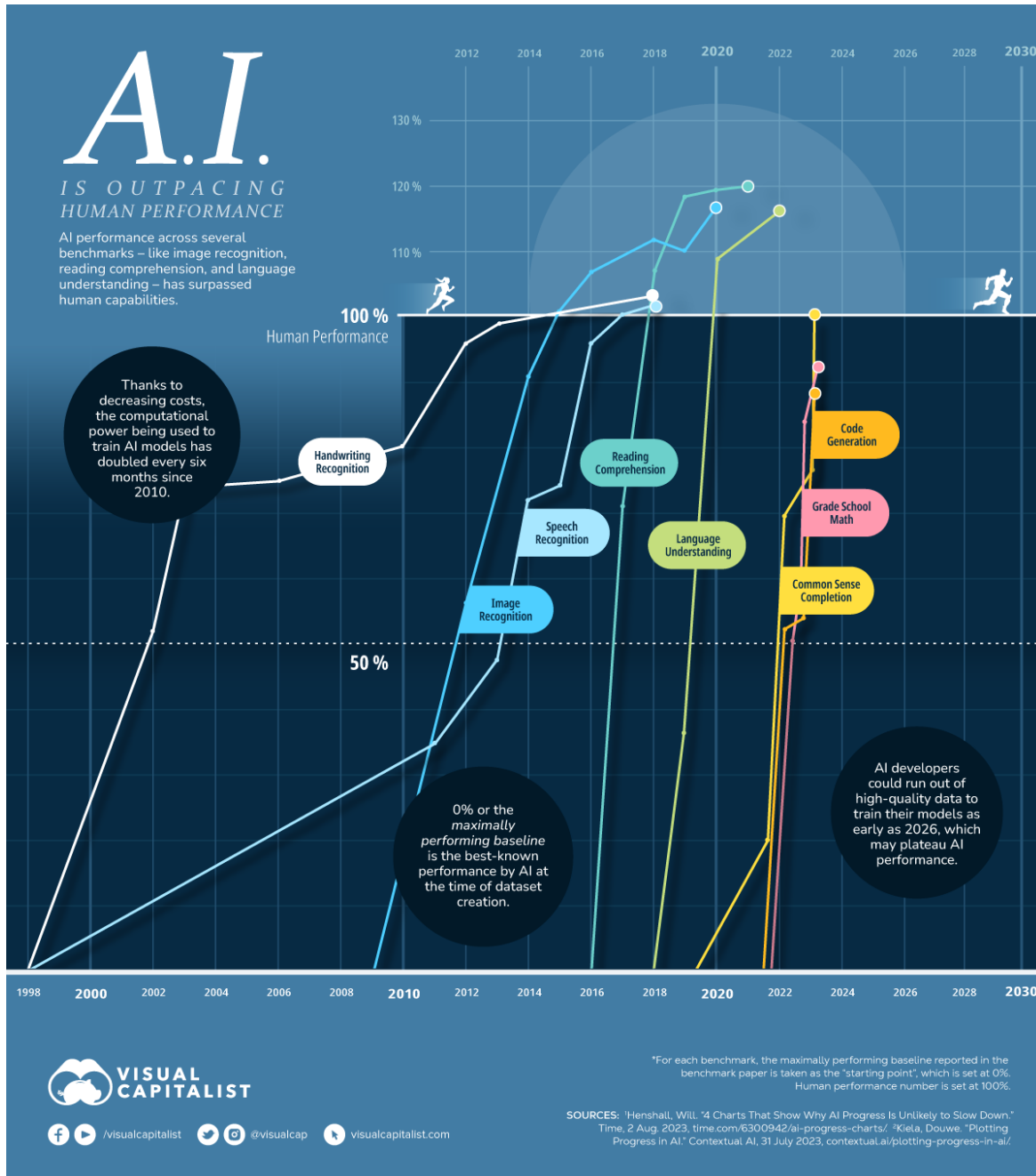


Figure no. 3: AI is outpacing human performance

Source: Belan, M., 2023. AI vs. Humans: Which Performs Certain Skills Better? Visual Capitalist, August 25, 2023 (Work cited)

On the other hand, according to Robert Rose the co-author of the book “*Killing Marketing*” (<https://killingmarketing.com/>), considered the “*book that rewrites the rules of marketing*” – Rose being the Founder and Chief Strategy Officer of The Content Advisory (which is the education and consulting group for The Content Marketing Institute) – now it’s the real time to find an accurate answer to the following question: “*Will AI make your marketing and content stronger or cover for weaknesses?*” From his point of view: “*The long prevailing theory in business says teams achieve more success by building on their strengths rather than repairing their weaknesses... It suggests you invest in your talents and minimize the effect of your shortcomings. But here’s the challenge. Generative AI in content and marketing is so new, disruptive, and chaotic that few people and even fewer marketing teams can truly point to it as a differentiating strength*” (Rose, 2023).

Generative AI Applications That Are Most Relevant to Their Business According to Executives Worldwide, April 2023 % of respondents	
Chatbots—automating customer service and improving knowledge management (e.g., ChatGPT)	83%
Data—designing, collecting, or summarizing data (e.g., Jasper’s Text Summarizer)	75%
Text—summarizing, automating, or translating content (e.g., ChatGPT)	71%
Search—AI-powered insights (e.g., Bing)	70%
Generating synthetic data (Capgemini’s Artificial Data Amplifier)	61%
ML platforms—applications of machine learning (e.g., SAI)	54%
Code—testing/coding assistant (e.g., GitHub Copilot), converting code from one language to another (e.g., Codex, Capgemini’s A2B Translator)	50%
Images—generating images (e.g., DALL-E)	48%
Audio—summarizing, generating or converting text in audio (e.g., Sonix)	34%
Video—generating or editing videos (e.g., Pictory, Synthesys)	26%
Gaming—generative AI gaming studios or applications (e.g., Ludo AI)	4%
Note: n=800 whose organizations have begun exploring generative AI Source: Capgemini Research Institute, “Harnessing the Value of Generative AI: Top Use Cases Across Industries,” July 6, 2023	
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Figure no. 3: Generative AI applications that are most relevant to their business according to executives worldwide, April 2023

Source: Lebow, S., 2023. Marketing uses for generative AI that will outlive the hype, Insider Intelligence, originally featured in the eMarketer Daily newsletter, Jul 28, 2023 (Work cited)

Allow us to end by making reference to the challenging Capgemini Research Institute report from July 2023 and entitled: “*Harnessing the value of generative AI. Top use cases across industries*”. Based on this report Insider Intelligence brought to our attention some suggestive examples with regard to the most relevant generative AI applications for business, and how marketers can use those applications, as shown in the above figure (Lebow, 2023). The above-mentioned July 2023 report (see figure below) highlighted that: “*Generative AI has the potential to be a transformative force across all aspects of the value chain, as well as for customer and employee interactions*”.

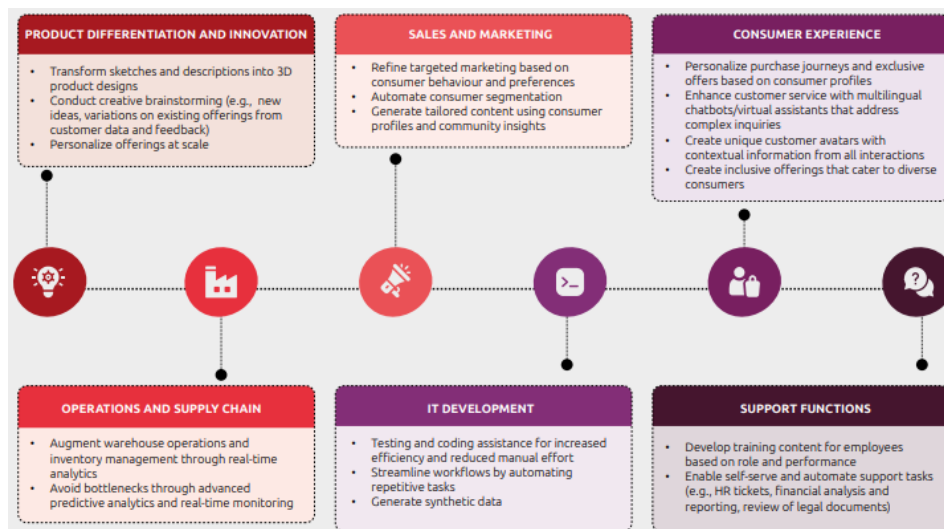


Figure no. 4: The power of generative AI unleashed across the value chain

Source: Capgemini, 2023. *Harnessing the value of generative AI: Top use cases across industries*. [pdf] July 2023, p. 43 (Work cited)

So, let us valorize collaborative learning, developing critical thinking that is coming forth from a value position and help us to make better judgements based on evidence and reasoning, drawing conclusions accordingly!

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