

The practice of marketing under the pressure of continuously updating the marketing capabilities platform

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Abstract

Marketers feel the growing influence and power of the marketing function, and focus on the new opportunities to increase customer interaction and drive continued loyalty, being under the pressure to develop meaningful brand strategies amid the rush to real-time engagement on social. They need a holistic approach to customers as values-driven people, acknowledging the growing power of the customers, and better understanding the importance of relevant and authentic conversations with customers and brand experiences in the digital landscape. Their marketing decisions should be guided by an analysis of customer lifetime value, measuring and managing it, taking advantage of the available and bringing different marketing channels together in a new way for new experiences, including by becoming mobile marketers. What presupposes to see the world through the customer's eyes and redesign functions to create value in a customer-centric way, linking the customer experience to value, improving this customer experience by moving from touchpoints to journeys, considering the impact of the new and emerging technologies, rethinking the tools and platforms, and focusing on the customer technology stack. There is no doubt that: marketing channels are evolving with time shaped by the evolution of technology and media; marketers really care about their marketing technology stack within the framework of developing a marketing capabilities platform, being well-known that building marketing capability was identified in the valuable Marketing 2020 study as the most important of all strategic levers to drive competitive advantage; we are in the midst of a revolution in the practice of marketing and companies must really build their marketing engagement engine, keeping making forward progress, because strategy, marketing, and technology are all intertwined, and marketers must connect, inspire, focus, organize, and build, while delivering their messages in accordance with the fundamental human motivations to be satisfied.

Keywords: Marketing function; New Marketing Normal; Mobile marketers; Customer experience; Customer success; Customer technology stack; Marketing capabilities platform

JEL Classification: M31; D83; L86; O33

Growing influence and power of the marketing function. New opportunities to increase customer interaction and drive continued loyalty

At the beginning of this year, Millward Brown Vermeer's CMO argued that despite the fact that the new normal is market volatility marketers are more confident about leading their organizations through change, while the American Marketing Association's CEO showed that within this context (organizational confidence being a strong predictor of performance) it's time for customer-centric companies' marketers to push ahead for growth. (AMA Marketing News) Inaugural Marketer Confidence Index survey (conducted by AMA in partnership with Millward Brown Vermeer) revealed that marketers: feel their growing influence within their organizations thanks to the increasing use of technology innovations and analytics (enabling closer customer relationships, micro-targeting and improved measurement capabilities); are facing challenges such as proving and determining optimal ROI amid an ever-increasing number of channels, and

becoming able to use all the company's customer data and the growing level of complexity of technology integration.

According to the latest quarterly report from the American Marketing Association in partnership with Millward Brown Vermeer (report based on data from an online survey conducted in May 2016 of US 1028 marketing professionals), most marketers think that the marketing function will grow in influence and power within their organization, despite a dampened jobs report, stock market turmoil and political upheaval the Marketers Confidence Index (released on July 19, 2016, and which measures the degree of optimism on the state of the economy that U.S. marketers are expressing through their organizational spending and growth) remaining stable in the second quarter of 2016, increasing two points from 121 - where 100 is neutral - to 123. (prweb.com/releases) The primary drivers of the above mentioned organizational influence and power are technology and digital tools, the study highlighting four opportunities to increase customer interaction and drive continued loyalty (virtual reality, social media, live marketing and the Internet of Things).

It is worth mentioning that on the other side of the Atlantic Ocean, UK marketers' attitudes, sentiment and outlook in relation to career prospects, budgets, business performance and the macro-economic environment are explored by the *Marketing Confidence Monitor* (MCM), a leading quarterly business index from Chartered Institute of Marketing (CIM) and Bloomberg, first launched in autumn 2012. (cim.co.uk) While on the other side of the Pacific Ocean, there is the so-called *Asia Pacific Marketing Monitor* from TNS (a part of Kantar, the data investment management division of WPP), whose latest study (2250 marketing professionals across all levels in eleven key markets in Asia Pacific were surveyed: Australia, China, India, Indonesia, Japan, Korea, Malaysia, New Zealand, Philippines, Singapore, Thailand) carried out in July 2016: (tnsglobal.com)

- explored *key themes demonstrating the pressure on marketers to develop meaningful brand strategies amid the rush to real-time engagement on social* (end-to-end customer experiences now the top priority for marketers; social media is dominating the customer journey; resolving social spend a priority focus for marketers; marketers see social media as a go-to source of insight; marketers are grappling with multiple touchpoints);
- highlighted *the top priorities for marketing departments* (customer relationship management; increasing brand awareness; transforming the marketing organization; deriving value from data to inform decisions; identifying and delivering new sales opportunities; marketing automation and programmatic);
- identified *the priority development areas for marketing professionals* (customer relationship management; innovation and product development; real-time marketing; social media analysis; mobile brand marketing; better use of touchpoints; insights and data analysis; agency partnerships; programmatic);

- showed *what marketing aims is social serving* (brand communications; providing customer service; amplifying other marketing activity; sales channel; to mine for customer intelligence; providing insights to inform product development);
- revealed *methods used by marketers on social media* (viral content; paid for advertising on social media sites; social media marketing to followers; sponsorship of influencers on social media);
- underlined *top five metrics informing planning* (social media monitoring; market share data; brand tracking; what the competition is doing; information from media agencies);
- revealed a *varied approach to touchpoint management* (knowing which of marketers' touchpoints work and focusing marketers' spend on those; focusing on the touchpoints marketers understand and experiment with upcoming ones; spreading marketers' budget across as many touchpoints as possible; can deliver 80% of impact).

A holistic approach to customers as values-driven people. Marketing, a central player in customer and company value creation

Three years ago, Robert W. Swaim (Ph.D., Author, Professor, Consultant and Colleague and Personal Friend of Peter Drucker for over 30 years) reminded us (Swaim, 2013) that according to the legendary Peter Drucker (the mentor of Philip Kotler): the two most important functions of a business are *innovation and marketing* (the only two functions that contribute to profit, all others being costs); the purpose of a business is *to create a customer* (Drucker also underlining the importance of finding out more about non-customers by going outside in order to obtain answers), while the aim of marketing is *to know and understand the customer so well* that the product or service fits him and sells itself (with the help of logistics and statistical distribution).

So, we can ask ourselves why not read Peter Drucker again, taking also into account, for example, that:

- Alan Kantrow (Chief Learning and Communications Officer of The Governance Lab @ NYU, and former Editor of the McKinsey Quarterly and Senior Editor of Harvard Business Review etc.) observed long time ago the insistence of Drucker on "*marketing as the essential, ubiquitous task of management attests to a view of business as a process necessarily oriented toward the creation and satisfaction of customers*"; (Kantrow, 2009)
- Timo Meynhardt (from the Center for Leadership and Values in Society, University of St Gallen, St Gallen, Switzerland; he also worked five years for the consultancy McKinsey & Company, Inc. in Berlin etc.) highlighted that to the tremendous success of Peter Drucker as a management thinker *practical wisdom* (which embeds values into knowledge-like experience, being an integration of intellectual and moral virtue) *was central*; Meynhardt also argued, among

others, that *values* (ingrained in everyday life in judgement, intuition or affect) *are indispensable to bridge the gap between the known and unknown, the truth being only in value* (a correct judgement being only internal to a value system), and *feeling* (often the only way of knowing) *is integrating and guiding thinking as a psychological reality of value*; (Meynhardt, 2010)

- Marketing's father Philip Kotler (a disciple of Peter Drucker) showed that companies must create goods, services, and corporate cultures inspiring, including, and reflecting their customers' values, and *Marketing 3.0* (Values-Driven Marketing) represents a holistic approach to *customers as values-driven people*; (Kotler, Kartajaya, Setiawan, 2010) marketing must be re-invented by acknowledging the growing power of the customers (who need a feeling of gaining superior value from company's offering) and of the channels and other stakeholders (these last ones including customers, employees, channel members, and investors), and also by acknowledging the new social media world and marketers' growing social responsibilities; *Values-Driven Marketing* presupposes: *objective* (make the world a better place); *enabling forces* (new wave technology); *how companies see the market* (whole human with mind, heart, and spirit); *key marketing concept* (values); *company marketing guidelines* (corporate, vision, values); *value propositions* (functional, emotional, and spiritual); interaction with consumers (many-to-many collaboration); (Kotler, 2011)

- Ira Kaufman and Chris Horton, two talented digital marketing strategists, underlined in a book (introduced in January 2014 by Philip Kotler, who showed that in order to move into the digital age modern marketing should be reconstituted) published in 2015 *the leading role of the marketing function* (marketing appearing as the principal agent of change) *in the digital transformation throughout the organization*, digital transformation impacting the entire organization, starting with a number of fundamental changes to existing marketing function, the so-called "*New Marketing Normal*" *being about customer engagement marketing* (customer being always present online, deeper and interactive), and *requiring contributions from relevant and authentic conversations with customers and brand experiences*. (Kaufman, Horton, 2015)

Recently, we have seen thanks to *AMA Scholarly Insights* and *Marketing News Weekly* that:

- *marketing can and should be a central player in customer and company value creation* given to the fact that marketing decisions should be guided by an analysis of customer lifetime value (CLV, as a prediction of all the value derived by the business from its entire relationship with a customer) and its drivers; (Bettencourt, 2016) a strong argument in this context were the findings of a valuable Journal of Marketing paper showing that: creating and communicating value to customers to drive their satisfaction, loyalty, and profitability is one of the most important tasks in marketing; *companies have to create perceived value for customers* (by measuring customer perceived value and providing customer perceptions of value via the elements of the marketing-mix), while *customers give value in return through multiple forms of engagement* (CLV in the

widest sense) for these companies, hence the need for marketers to measure and manage this CLV and to incorporate it into real-time marketing decisions; (Kumar and Reinartz, 2016)

▪ there are *five key questions marketers should be asking now to winning in the new normal* (according to Jim Lecinski, Vice President, Integrated Sales and Chief ZMOT Evangelist for Google, who previewed his address at the 2016 AMA Annual Conference, Answers in Action, Orlando, FL, October 2016): << *How embedded is digital in your product offering, in your business? Are you present in the micro-moments and the moments that matter, especially on mobile? Are you taking advantage of the data that's now available at your fingertips to connect dots, make better decisions and achieve better outcomes? How are you bringing different marketing channels together in a new way, for new experiences, in this new normal? What are you as a marketer, as a marketing team doing to foster what we call being "faster, more agile, and thinking 10x?"* >>; the context for these five questions being created by the real need for marketers to be great digital marketers, which implies being great mobile marketers, because of the new way that consumers get information about brands (by checking their phones), marketers' job being to inform them about company's brand and help them make great choices. (Drell, 2016)

It's interesting to see, within this context, that according to a report (Nanji, 2016) from Retale (based on data from a survey of 1000 parents in the United States conducted in July 2016) 85% of American parents plan to use a smartphone to help with their *back-to-school shopping* (80% of parents plan to make this year at least 70% of their back-to-school purchases in-store, compared to 82% from 2015), *the following mobile shopping activities being listed by respondents*: comparing prices (65% use their smartphones to do so); searching for coupons/deals (62%); creating shopping lists (53%); checking store hours (52%); researching products (49%); accessing saved coupons (48%); finding nearby store locations (48%); checking product reviews (43%); buying directly from their device (42%).

The continuous challenge of seeing the world through the customer's eyes and redesigning functions to create value in a customer-centric way, linking the customer experience to value

As customers wield growing power, companies are challenged to delight them by mastering the concept and execution of an exceptionally good customer experience, better understanding the equality between how an organization delivers for customers and what it delivers to them. (McKinsey Quarterly, 2016) The internationally recognized expertise of McKinsey recommends *improving customer experience, moving from touchpoints* (which are devoted to billing, onboarding, service calls etc.) *to journeys* (which spans a progression of touchpoints, having a clearly defined beginning and end, and are significantly more strongly correlated with business outcomes) *by: observing* (and better organizing and mobilizing company's employees around their customer needs); *shaping* (interactions into different sequences, and digitizing processes, reorienting company cultures etc.); *performing* (thanks to a

high engagement from both company leaders and frontline workers). McKinsey analysis offered a valuable customer experience measurement pyramid connecting journeys (putted at the center) to business outcomes and operational improvements, while adequately using employee feedback to identify improvement opportunities, as shown in the figure below:

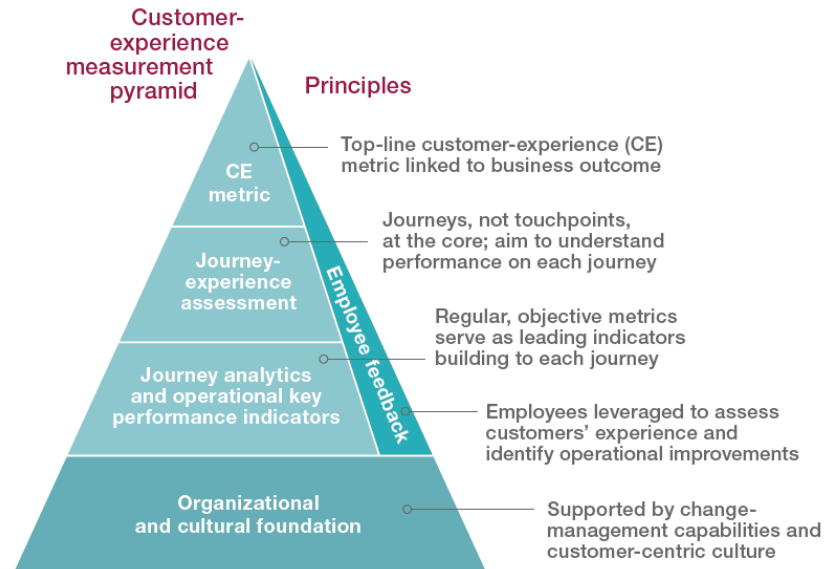


Figure 1: Customer experience measurement pyramid

Source: McKinsey analysis, *The CEO guide to customer experience*, McKinsey Quarterly, August 2016, *CEO-guide-to-customer-experience.pdf*, p. 8.

In March this year, McKinsey's representatives (Maynes and Rawson, 2016) attracted the attention on the importance of *building an explicit link to value* (when being under the pressure of improving the customer experience) by defining the customer behavior that creates value for company's business, and following its customer satisfaction over time (in order to quantify the economic outcomes of different experiences), which involves making some significant steps (developing a hypothesis about customer outcomes that matter; linking what customers say to what they do; analyzing the historical performance of real customer cohorts; looking at the trend to take a forward-looking view; tracking outcomes).

On the other hand, it's worth remembering, within this customer experience framework approach, that *according to a report based on a survey conducted in the first half of this year from the CMO Council and SAP Hybris* (Nanji, 2016) – respondents being 170 senior marketing leaders (CMO, head of marketing, SVP of marketing etc., 42% of respondents working for B2B organizations, 21% for B2C organizations, and 37% for hybrid organizations) from around the world – *the biggest impact of the new and emerging technologies gaining momentum (and hype) on the customer experience will be brought by:*

- *Big Data engagements and intelligence* (smart recommendations, next best actions, etc.) – 61%;
- *The Internet of things* – 37%;
- *Digital dexterity* (defined as core employee cognitive ability and social practice that will define digital business success) – 28%;
- Mobile payment, transactions and m-commerce – 25%;
- Neuroscience/neurobusiness – 19%;
- Live streaming video – 18%;
- Virtual reality (artificial, computer-generated simulation or recreation of a real-life environment or situation) – 17%;
- Natural language response/answering – 16%;
- Augmented reality (layers computer-generated enhancements atop an existing reality in order to make it more meaningful through the ability to interact with it) – 15%;
- In-store beacons – 12%;
- Machine learning intelligence – 12%;
- Headless commerce (where the digital commerce platform, once built around the storefront and shopping cart, embeds programmable shopping interfaces into images, videos, banners and other digital experiences, according to Gartner) – 10%;
- Subscription business models – 10%;
- Virtual currency (Bitcoin etc.) – 4%.

**From customer experience to customer success as the system of engagement
enabling professionals to deliver the best possible customer experience**

In July 2016, Gautam Mahajan (President of Customer Value Foundation, the leading global leader in Customer Value Management; author of “Customer Value Investment: Formula for Sustained Business Success” and “Total Customer Value Management: Transforming Business Thinking”; Founder Editor of the Journal of Creating Value etc.) went beyond using data for the customer value improvement and communication, and putting together a customer value improvement plan etc., and showed how the customer value data (CVA) relates to business results. (Mahajan, 2016) Within this context he argued, among others, that: customer satisfaction

(which does not relate to loyalty) is a great way to measure transactions but not value, what is captured is the experience of the transaction; the satisfaction data can be a useful measure to check improvements only when you have decided on the value priority for improvement, the customer value added data having a one on one correlation with the market share, and increases in customer value added being followed by improvements in loyalty and retention.

In the same month, Shreesha Ramdas (CEO of Strikedeck, a revolutionary new customer success automation solution to deliver an outstanding customer experience) highlighted that in order to engage with customers (which can in the actual subscription economy unsubscribe at will) at different stages of the customer journey, marketers are rethinking the tools and platforms, focusing on the customer technology stack. (Ramdas, 2016) He showed what are the broad categories which have emerged in response to specific needs over the last decade, as shown in the figure below:



Figure 2: Customer technology landscape

Source: Ramdas, S., *Understanding the Customer Technology Stack 2.0*, July 26, 2016, retrieved from: <http://www.marketingprofs.com/opinions/2016/30354/understanding-the-customer-technology-stack-20?>

As we can see, according to Ramdas, beyond CRM (Customer Relationship Management, which is covering the marketing, pre-sale, and transactional portion of the customer journey), *Customer Communication* (this kind of solutions are consolidating the various customer channels – phone, email, fax, and Web portals etc. – adding new ones such as social media and SMS), *Customer Satisfaction* (this kind of solutions are offering the ability to take surveys which differentiate by the “how” and “where”), *Customer Experience* (this kind of solutions is taking the pulse of customers, being typically embedded within the product and emphasizing simplicity and ease of use over detail), *Customer Loyalty* (this kind of solutions make it easier for

companies to reward their customers for specific performed actions), the sixth category (the newest one) – *Customer Success* – was considered (by Mary Meeker, a partner at the venture capital firm Kleiner Perkins Caufield Byers) as *one of the disruptive new enterprise technologies to watch* (and this in Mary Meeker’s 2015 Internet Trends Report, published on May 26; the inaugural “The Internet Report” was published in 1995). In the opinion of Strikedeck’s CEO, in order to give their customers a better experience companies must find new and innovative ways, and this change will be reflected in the evolution of the customer technology stack from 1.0 to 2.0, *CRM becoming the system of record*, and *Customer Success becoming the system of engagement enabling professionals to deliver the best possible customer experience* (avoiding damaging this customer experience during hold time).

It is also worth mentioning that in *Mary Meeker’s 2016 Internet Trends Report*, published on May 31, 2016, (Meeker, 2016) it is shown, among others, that: commerce and brands are evolving rapidly by/for this generation (each generation having slightly different core values and expectations shaped by events that occur in their lifetimes); *marketing channels are evolving with time shaped by the evolution of technology and media*; physical retailers become, for example, digital retailers which become data-optimized physical retailers; internet-enabled retailers, products, brands are on rise, being bolstered by always-on connectivity, hyper-targeted marketing, images and personalization; video usage, sophistication, and relevance continues to grow rapidly; smartphone usage is increasing (camera, storytelling, creativity, messaging/sharing); messaging is evolving from simple social conversations to more expressive communication (messaging platform evolution offering more tools for simple self-expression), and to business-related conversations (messaging secret sauce being the magic of the thread which is conversational, and remembers identity, time, specifics, preferences, context) etc.

Instead of conclusions: *the challenge of continuously building marketing capability*

There is no doubt that marketers really care about their *marketing technology stack* (a grouping of technologies that marketers leverage to conduct and improve their marketing activities). (optimizely.com) On March 21, 2016, (Brinker 2016) the Editor of *chiefmartec.com*, and the co-founder and CTO of *ion interactive*, Scott Brinker, posted the *2016 Marketing Technology Landscape Supergraphic* (comprising 3874 marketing technology solutions on a single slide, almost twice compared to 2015; he said solution instead of company because some companies were included multiple times in different categories, and he estimated that the deduped count of logos is closer to 3500; the first published Supergraphic was in 2011, with only 150 vendors listed) *released on the occasion of the 2016 MarTech USA conference in San Francisco* (March 20-22). According to this above mentioned Supergraphic, *there are five main largest categories by number of solutions* (Sales Automation, Enablement & Intelligence – 220; Social Media Marketing & Monitoring – 186; Display & Programmatic Advertising – 180; Marketing Automation & Campaign/Lead Management – 161; Content Marketing – 160), the

whole landscape being organized by Brinker around *six marketing technology capability clusters* (Advertising & Promotion; Content & Experience; Social & Relationships; Commerce & Sales; Data; Management) *which divide key vendors in a multi-platform environment* where practice expertise is varying the most from one cluster to the next. Brinker attracted the attention that this is a complex space where many different forces are acting on in parallel, being hard to fit everything into a single simple explanation.

Immediately after the 2016 MarTech USA conference in San Francisco, a representative of Event Automation company (also a MarTech solution) made an interesting analysis of this definitive tradeshow for the marketing technology industry, (Langmade, 2016) underlining the practically useful session (March 21, 2016) of Travis Wright, Chief Marketing Technologist at CCP Global (2-Time MarTech Conference Speaker), who offered multiple topologies (including: Suite, Platform, Multi-Platform, and Bus) taken from Brinker's post from May 2015 on 4 topologies of integrated marketing technology stacks. (Brinker, 2015) Wright's contribution (while presenting all four topologies like Brinker as options), according to Event Automation's representative, consisted of making a compelling case for building an open Bus architecture MarTech topology, by recommending how to build an optimal open architecture stack: *Tag Management System* (Google Tag Manager, free; Tealium; Signal); *Analytics & Tracking* (targeting audience, personalizing the customer journey, and creating a better user experience with the help of: Google Analytics 360, Moz Pro, and Adobe Analytics); *Mobile Optimization* (Monetate, Ensign Mobile Tag Management); *Customer Relationship Management* (CRM helping marketing and sales teams to aggregate, track, and analyze data about a customer's history with a company to improve relationships with them; Salesforce, Microsoft Dynamics, Oracle, HubSpot); *Marketing Automation - MAP & Event Automation - EA* (Oracle Marketing Cloud - MAP; Marketo - MAP; Salesforce Pardot - MAP; HubSpot - MAP; Certain - EA); *Conversion Rate Optimization* (CRO being an umbrella term for testing and visualization tools marketers use to improve website experience; Google Optimize 360, Optimizely, Kissmetrics); *Data Management Platform* (DMP is in the opinion of Wright a cross between ad servers and customer relationship management platforms, being basically Data + Ad Networks; Media Math, Ignition One, BlueKai); *Remarketing & Retargeting* (AdRoll, QuanticMind, BrightRoll); *Search Engine Marketing* (Moz Pro, RavenTools, SEMrush); *Social Media Tools* (Hootsuite, SproutSocial, Buffer).

At the end of the same month, March 2016, Scott Stone, Advertising & E-Business Manager, Cisco Eagle, (Stone, 2016) made an interesting review of some key visualizations and diagrams – from the above mentioned 2016 MarTech USA conference in San Francisco – including one from the presentation of Isaac Wyatt of New Relic, who illustrated the workflow organizations should consider in developing a *Marketing Capabilities Platform*, as shown below:



Figure 3: Marketing Capabilities Platform

Source: Isaac Wyatt, 2016 MarTech USA conference in San Francisco, in “15 Key Visualizations & Diagrams From #MarTech 2016”, by Edmond, D., March 31, 2016

Stone underlined that such examples from the MarTech conference provide useful measurement in the future.

The Chief Marketing Officer and Executive Board Member of Millward Brown Vermeer (MB Vermeer), *Marc de Swaan Arons* is the co-author of the best-selling book *The Global Brand CEO: Building the Ultimate Marketing Machine*, being also recognized as a thought-leader in the burgeoning area of global marketing leadership, and for spearheading the *Marketing 2020 study*, the most global and comprehensive CMO research program ever conducted - a study led by MB Vermeer in collaboration with World Federation of Advertisers – WFA, Spencer Stuart and Forbes, the study results forming the basis for the best-selling Harvard Business Review cover-story, *The Ultimate Marketing Machine*, published in 2014. (de Swaan Arons, van den Driest, Weed, 2016) As *building marketing capability was identified in Marketing 2020 study as the most important of all strategic levers to drive competitive advantage*, Marc de Swaan Arons highlighted in an article published by Forbes in May 2015: (de Swaan Arons, 2015)

- *the benefits beyond revenue growth of a dedicated capability-building program*: new and increased skills; strategic clarity and consistency; brand differentiation; community; speed and agility; innovation and adoption; attraction and retention;
- *ten tips for great marketing capability strategy development* flowing from studying over-performers: start with the business DNA and purpose; differentiate capabilities and prioritize; connect to the business strategy; treat programs as an investment; define your own, holistic, way of marketing; build supporting infrastructure; take an interdisciplinary approach; build a multi-year strategy; ensure relevance through governance; teach in the moment.

Please allow us to draw the attention to the need of differentiating capabilities and prioritize (foundational versus transformational versus specialized), underlining the delivery methodology, as shown by Marc de Swaan Arons in the tabel below:

Table 1: Differentiate capabilities and prioritize

CAPABILITY role	What it is	Delivery methodology
Foundational	Basic skills that all marketers should master	• Make all materials available online for all staff • Ensure senior staff is instructed to coach more junior staff & new comers
Transformation	Those skills that represent the unique Way of Marketing and set you apart from others	• In person session for senior audience to create profound understanding • Roll out for all staff that will transform the business
Specialized	Skills particular to a subset of the marketing or particular function	• In person session for selected functions only • Supplement with webinars per key topic to elaborate for non-primary target audience

Source: Marc de Swaan Arons, *Building Marketing Capabilities to Fuel Growth*, Forbes, May 20, 2015

Seven month later, in January 2016, Marketo underlined *the need of investing in solutions so as to gain that 360-degree view of the customer journey* (by automating, tracking, and measuring how people are moving across the entire customer lifecycle), starting from the reality of actionable data and insights that can enable greater personalization, engagement, and success. Marketo organized a challenging Webinar where Forrester Research analyst Lori Wizdo, and Marketo's Lou Pelosi, Sr. Director of LaunchPoint underlined from the very beginning (Wizdo, Pelosi, 2016) that *we are in the midst of a revolution in the practice of marketing* (dramatic changes in customer behavior, fragmentation of marketing channels, explosion of marketing technology), and (as Forrester Research recommended) companies must build their marketing engagement engine (campaigns sparking interactions across customer life cycle, marketing automation driving the engine, customer data and analytics setting the course, content being the fuel, and all this yielding continuous, relevant, valuable customer engagement). In other words, Wizdo and Pelosi showed that *a comprehensive marketing tech stack can optimize engagement*, and revenue can be driven by combining customer data with marketing automation.

And this made us recall the recommendation of Scott Brinker of keeping making forward progress, because strategy, marketing, and technology are all intertwined, *marketing technology*

being about experiences (not just about efficiency), the relationship between strategy and technology being circular (not linear), and being marketers' responsibility to understand technology. (Brinker, 2014) And paraphrasing MB Vermeer's representatives, (de Swaan, van den Driest, Weed, 2014) we can add that the so-categorized (by their roles) "think" - "do" - "feel" marketers must connect, inspire, focus, organize, and build, while delivering their messages in accordance with the fundamental human motivations to be satisfied.

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