

Marketing's Renaissance by Committing to Improve CX

Theodor Purcărea

Abstract

It's the time of CX initiatives, of the harmony between CMI and CHS, between company's CMO and CCO. It's the time of realizing the 360-degree customer view, revenue-focused marketers acting to reduce the risk of experimentation and to support the fast-paced change, to consider advertising and content together, to leverage the power of customer data, and increasingly competing on the basis of improving CX, leveraging the proper data science tools and methods, fueling better business decisions, and faster. Looking to the future, marketing organization's is challenged to become more agile, engaging, and effective, marketers being forced to engage in seamless conversations with customers across channels and devices, taking full advantage of new digital and advanced analytics tools, and better understanding customer value, customer data, and customer journey, making the difference between what is important, and for who. CMO is facing an increased responsibility, and need to prove the necessary skills, becoming the voice of the customer at the leadership table, and playing a key role in company's life and performance.

Keywords: Stakeholder-centric companies; CX; CCO; CHS; CMI; CMO

JEL Classification: L84; L86; M31; O33

The need for Stakeholder-centric companies

In the latest issue of our journal (Purcarea, 2017) we have seen that the voice of the customer in the organization is now the modern Chief Marketing Officer (CMO), who is challenged to mix data science, technology and marketing know-how with experience, capitalizing on the numerous opportunities in transforming the Customer Experience (CX). Marketers are under a continuous pressure of proving their impact on company's revenue, customers driving up revenue risk which is serving to accelerate companies' CX initiatives.

In June this year, the so-called "1-Day Catalyst" recalled that:

- research done on the impact of a customer- first strategy showed how it provides a positive ROI: 86% of buyers would pay more for a better experience (according to Walker); improving the experience for customers is the key to increasing retention, satisfaction and sales (Genesys); customer centric companies are 60% more profitable (Deloitte and Touch); increasing customer retention rates by 5% increases profits by between 25% and 95% (Bain & Company); (Drummond-Dunn, 2017)
- a more customer-centric approach to business involves the existence of a Chief Customer Officer (CCO) whose responsibilities are as follows: to bring the customer to life, to reach outside the organization, to involve the front lines, and to embrace the data (according to the point of view of McKinsey's representatives expressed in Forbes, starting from the two central goals of a CCO: to unify all customer initiatives throughout different functions; to inject a new way of thinking and acting throughout organization). (Davis, Kazaks, and Pulido, 2016)

Also in June this year, (Patterson, 2017) the President and Founder of VisionEdge Marketing (focused on marketing organizations' ability to measure marketing's impact, value, and contribution) showed that: a key aspect of their research for the past 16 years (trying to understand the differences that distinguish best-in-class marketers from the rest of the field) has been the grade the C-suite (Chief executive officer – CEO, Chief Financial Officer – CFO, Chief Operating Officer – COO, Chief Information Officer – CIO, and... *why not, allows us to add, Chief Marketing Officer and Chief Customer Officer – CCO*) gives marketing; the online study (March 1, 2017 - April 7, 2017) conducted by VisionEdge Marketing in partnership with Hive9 and Valid USA (the 2017 Marketing Performance Management Benchmark study) revealed the ingredients that the so-called Value Creators (the Best in Class Marketers, ranked among the top 23% of marketing organizations) use better or differently, and achieve better results for the business, gain more influence over business decisions, and experience greater credibility.

In the same month, Michael Lowenstein, Thought Leadership Principal for Beyond Philosophy, (Lowenstein, 2017) recalled the theme of the *ultimate value creators – Humanistic companies or firms of endearment, FoEs* – which create emotional value, experiential value, social value, and financial value. (Sisodia, Wolfe, Sheth, 2007) He underlined the real need for companies to put *greater emphasis on the employee experience*, considering the effect an employee has on customer behavior, in other words to concentrate on employees first, and on customers second, (Rosenbluth, McFerrin Peters, 2002) so as to offer an exceptional service for customers.

The development of the Customer Success function

Three years ago, *Kate Leggett*, Vice President, and Principal Analyst at Forrester, highlighted that Customer Success Management (CSM) is a disciplined approach of: *having the right customer engagement strategy; defining and following standardized engagement processes; hiring the right profile and operationally managing the team; empowering customer success managers with customer, financial, feedback and other data so that they can have the right conversations with their customers*. She also underlined both CSM's quantifiable ROI (measured by churn reduction, increased revenue from cross-sells and upsells, and new bookings), and the CSM's role in actively managing customer relationships to strengthen these relationships. (Leggett, 2014) A year later, in 2015, (Subramanian, 2015) within the context of an ongoing discussion about the evolving role of Customer Success Operations (CS Ops), *Ganesh Subramanian*, Director of Product Marketing at Gainsight (the leading CSM platform), underlined both *the consensus view for responsibilities under CS Ops* (customer success enablement; strategy; reporting and metrics), and *the biggest challenges faced by CS Ops* (change management and benchmarking success).

At the beginning of 2016, *Sam Feil*, Customer Success Manager at ClientSuccess, Inc., highlighted three key aspects to understand Customer Health (defined as the current state of customer satisfaction after a given engagement): customer health values need to be defined; an honest health value is better than a false health value; holistic customer health follows a bell-shaped curve. (Feil, 2016) And in order to determine customer health, Feil *recommended a Customer Success Six-Point Satisfaction Scale*, as shown in the figure below:

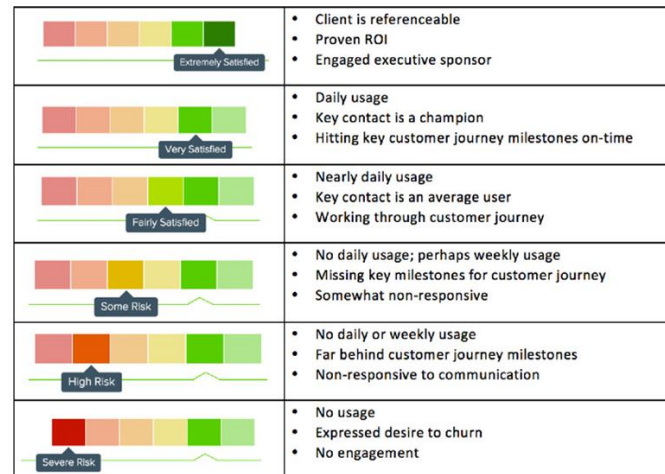


Figure 1: Customer Success Six-Point Satisfaction Scale

Source: Feil, S., *CSM from the Trenches – Three Keys to Understand Customer Health*, ClientSuccess, January 2016 (cited work)

Focused on maintaining a pulse of customer health and happiness, aiming a customer-centric approach, customer success teams measure and track many key metrics, but a Customer Success Meetup hosted in February 2017 by Wootric in San Francisco revealed that there isn't an industry standard for *Customer Health Score* (CHS, a metric designed to predict a customer's likelihood to stay a customer or churn), based on the company and industry the variables and the weighting formula for CHS varying (a CSH formula including objectives and subjective components). (Abbott, 2017) Totango (leader in CSM, and a leading platform helping businesses simplify their CS Ops), for example, recommends: for most applications (while considering that the specifics depend on the nature of company's application and customer-success programs), the following baseline settings of *health score configuration*: a *health profile* for every major customer-segment / plan; *health scorecards* (using 3 built-in product engagement metrics: engagement score; usage frequency; license utilization or active users); periodically tuning-up company's health score and optimizing its settings based on team feedback and ongoing learning about the evolving usage patterns on company's application; adding subjective CSM risk rating for high touch environments. (Raboy, 2016)

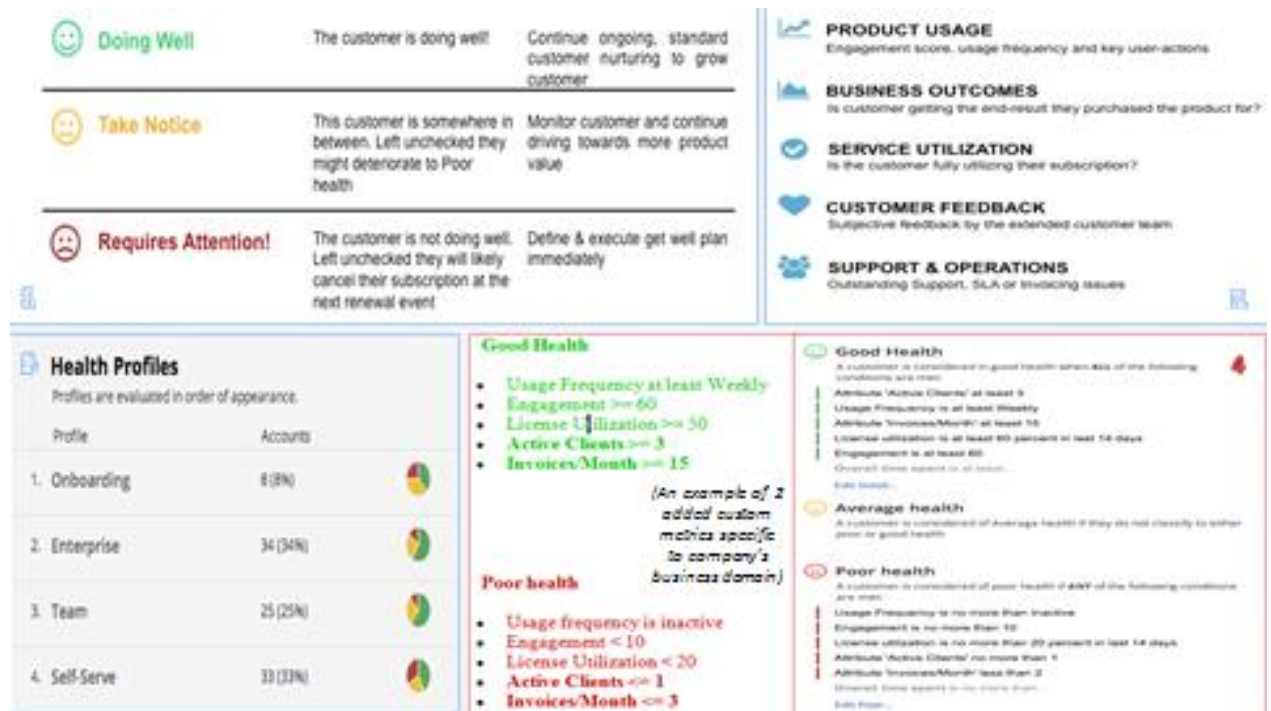


Figure 2: Defining Customer Health Score

Source: Adapted from Raboy, O., Totango (cited work)

And as CHS analyzes only (not providing a holistic picture) parameters which impact the value the customer is providing to the vendor (references to, revenue to, engagement with, relations with, usage of its solutions etc.), aiming to predict the future direction (churn, renewal, expansion), (Van Schoor, 2017) the reputed Boaz Maor and Ralf Wittgen suggested (Maor and Wittgen, 2017) a new metric – coined *Customer Maturity Index* (CMI) – as a new frontier for the Customer Success function, by differentiating CHS from CMI (CMI being likely to change less frequently than CHS) as it follows:

- *establishing company's CMI characteristics using four broad categories* (vision and charter, organisation and people, process, technology and infrastructure);

defining maturity levels for each characteristic (using a scale of 1-5, where 1= low maturity and 5= high maturity); *calculating company's CMI* (grouping factors by charter, people, process, technology;

- determining maturity level for each factor; calculating the mean value for each CMI characteristic;
- adding weights to the maturity levels for each of the four CMI characteristics; calculating the value for CMI) - in this four step CMI and CHS working together (see the figure below).

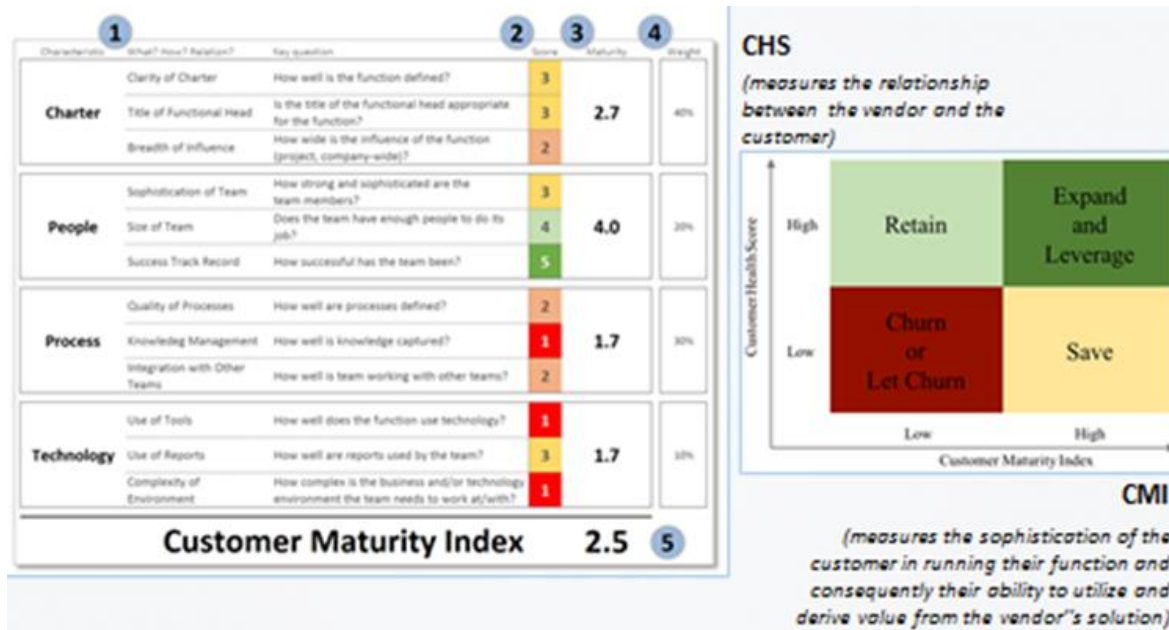


Figure 3: CMI and CHS working together

Source: Adapted from Boaz Maor and Ralf Wittgen (cited works)

On the other hand, we also have to take into account the following aspects:

- the company's need of realizing the so-called *360-degree customer view*, which drives customer intelligence, enables predictive analytics, and prescribes customer alignment, being a *holistic customer profile record* integrating a mix of customer data (demographic, transaction, environmental, behavioral and social data) from across channels and systems, aggregating it, applying the customer insights so as to both deliver personalized and engaging customer experiences, and achieve company performance objectives; (Schaeffer, 2017)
- as *marketing* has become a fiercely data-driven game (the democratization of data transforming the marketer's role in data analyst and ops expert), and *shifted to a revenue center*, revenue-focused marketers are: aligning with sales every quarter, creating plans that make sense, and knowing which metrics matter (such as: lead to opp conversion, campaign opportunity influence and ROI, email performance, funnel velocity, and ...happiness); (Izsak, 2017)
- the findings of the ERDM VoC (Voice of Customer) research indicating that savvy customers want unprecedented levels of personalization at seven very specific points in their lifecycle with a brand: *purchase; onboarding; reach out when you see decreasing engagement; a poor experience; surprise & delight / thank you; value added cross selling; value added repeat sales*; (Roman, 2017)
- the need of keeping track of how company's previous marketing campaigns have affected its sales numbers and customers' propensity to become loyal (by considering: Customer Lifetime Value, Churn Rate, Net Promoter Score etc.; (Hyken, 2017)

- in the digital age (digital broadening customer choice and the actions companies can take in response), *the difficulty of forming and acting on a single view of the customer represents a digital-culture deficiency* (together with: functional and departmental silos, a fear of taking risks), according to a McKinsey's recent survey of global executives, which revealed that getting closer to company's customers can help reduce the risk of experimentation and support fast-paced change; (Goran, LaBerge, and Srinivasan, 2017)
- analyzing what e-commerce brands can expect from specific personalization techniques, a report (considering more than two billion user journeys and 120 million purchases) of marketing personalization company Qubit showed that: online consumers spend most of their money on just one to five websites (73% of respondents); they are open to switching loyalty to sites that provide more personalized experiences (81%); e-commerce businesses can add up to 6% revenue per visitor by optimizing and personalizing the shopping experience; *the competition for customers' attention is real, customers wanting personalized marketing, and brands that personalize winning loyalty; the two biggest challenges to achieving personalization at scale are the lake of the right data and the lake of the right technology*; (Forer, 2017)
- marketers are challenged to integrate online and offline customers data, orchestrating engagement from a unified customer view, using a master data platform (MDM) which should automate all data quality tasks, making these data immediately available to business applications and users; (Renner, 2017)
- the real need of considering advertising and content together, young audiences having access to more content than any generation before (knowing what is good and what isn't, and having the autonomy to only lean into the good stuff); (Chapman, 2017)
- *the engagement marketing means ongoing listening plus real-time content-performance data* (content being R&D for product; which content to put where, and when meaning business objectives plus micro-moments), high-value content removing resistance and triggers progress along company's customers' journey (customer journey plus resistance and progress triggers, plus natural language representing company's evergreen message pillars); (Nelson, 2017)
- according to a recent report from Target Marketing, NAPCO Research, and IBM, *prospective buyers of marketing technologies rank demos, test drives, and self-driven online research as the most valuable methods for evaluating products/services*, (Nanji, 2017) within the context in which brands are buying more marketing technology than ever (with minimal input from other departments than marketing); (targetmarketingmag.com, 2017)
- the least but not the last, *it is important to budget for Customer Success*, knowing that "proactive" or "predictive" Customer Success improves outcomes, as shown by Gainsight (which recommended tips for budgeting, and for getting company's budget); (slideshare.net, 2017) as shown by Gainsight, businesses need to go one step further from the traditional approach of using data to drive customer acquisition, leveraging the power of customer data both

to manage at-risk customers and grow the lifetime value of healthy ones, by monitoring and engaging with the variety of their customers, using big data analytics to monitor customer health (according to sales data, usage logs, support tickets etc.), keeping their customers loyal (by helping them understand the value your products and services provide). (gainsight.com, 2017)

How Customer Experience (CX) can be improved

Two years ago, the *reputed Don Peppers* attracted our attention on the fact that *customers don't think in terms of departments or silos, but it's the customer's perspective that defines the experience*, the beauty of this experience being in the eyes the customer, and a truly frictionless CX involving processes both re-imagined from the perspective of the customer, and combined so as to provide the most reliable experience possible. (Peppers, 2015)

On September 1, 2017, Peppers highlighted (paraphrasing a well-known quote regarding *happiness*) that CX improvement is a journey, not a destination, from his own *perspective CX looking: measurable; easy to take, but hard to sustain; disappointing*. And for a company starting to improve, he recommended to begin with the data, and developing a clear picture of who are the company's best and worst customers, underlining *the impact of CX improvement effort to: demand-generation programs, prospect nurturing, customer loyalty and cross-selling, user experience within company's channels, and broader corporate strategies and decisions*. (Peppers, 2017)

Indeed, marketing is increasingly competing on the basis of CX, leading CX initiatives across the business, and marketing's efforts impacting individual accounts/customers (according to a Salesforce's research; report based on data from a survey conducted in April 2017 among 3,500 marketing leaders); (Nanji, 2017)

When there are silos in the company, and each silo has different metrics, different incentives, and different definitions of what a "target customer" or "ideal customer" is, then these *silos become a problem for CX*. (Bliss, 2017)

According to a recent Couchbase study of US digital transformation leaders (commented by eMarketer), improving CX was ranked as very important (occupying the first place) by 69% of respondents (as shown in the figure below). This study revealed the importance of *digital innovation (businesses that can't keep up with it will survive less than five years before going out of business or being absorbed by a competitor, while 80% of respondents are already concerned of the risk of being surpassed by a rival)*: (Kats, 2017)



Figure 4: Importance of select benefits of digital transformation projects according to US Digital Transformation Leaders, June 2017

Source: Kats, R., *Digital Transformation Projects Rank High in Importance to Marketing Leaders*, August 4, 2017 (cited work)

We have seen why a company needs to improve CX, within the context of a business market marked by a harsh competition, which involves properly managing data representing company's customers' attitudes and behaviors, using the proper application of statistics/math, *leveraging the data science tools and methods of: Artificial intelligence* (AI, which is focused on developing computer systems to perform tasks that usually require human intelligence, including visual perception, speech recognition, decision-making, and translation between languages), *machine learning* (which uses statistics/math to allow computer to find hidden insights), *deep learning* (which is a class of machine learning algorithms modeled after the information processing and communication patterns of the brain). In the opinion of *Bob Hayes* (recognized as subject matter expert including at the level of this year: ranked #22 Big Data Influencer, May, 2017; Top 20 Big Data Blogs and Influencers, February, 2017; Ranked #1 Customer Experience Author, January, 2017) there are significant ways AI can help improve CX, such as: *automating customer interactions while providing a more immediate and personalized response that eliminates the frustrating moments; handling customer complaints using chatbots, reducing service costs; customizing CX; detecting fraud; improving CX surveys; improving customer service*. (Hayes, 2017)

It is worth mentioning within this framework that *Accenture Technology Vision 2017* (the annual prediction of the technology trends that will shape the future of companies in the next three years) – with the theme “Technology for People: The Era of the Intelligent Enterprise”, building on the “People First” (with people in mind, both on an individual and societal basis) –

invited leaders “to bring the future to life in a human fashion, using technology *FOR* people” (the path to leadership being in amplifying people, on a global and individual scale). (Accenture, 2017) Accenture identified *five trends* that underscore the importance of focusing on “Technology for People” to achieve digital success: Artificial intelligence (AI) is the new user interface (UI); Ecosystem power plays (Beyond Platforms); Workforce marketplace (Invent your future); Design for humans (Inspire new behaviors); The uncharted (Invent new industries, set new standards). Let’s take a look at the Technology Vision trend evolution in the last three years (2015-2017):

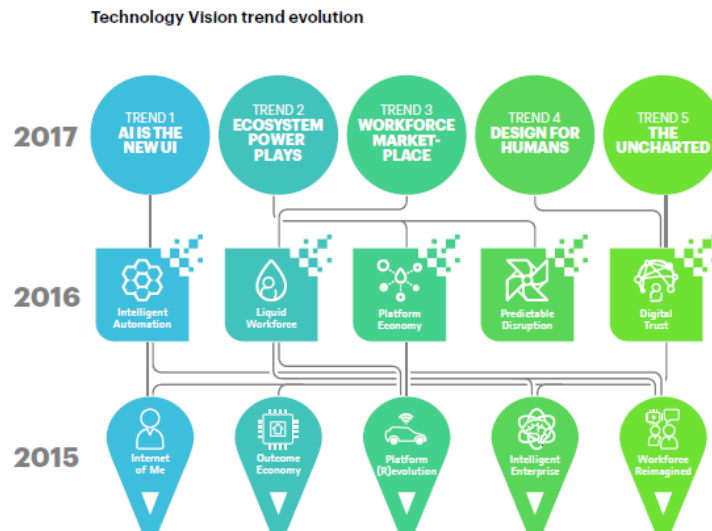


Figure 5: Technology Vision trend evolution

Source: Accenture, Technology Vision 2017, March 21, 2017 (cited work)

As argued recently by *Mike Kostow*, SVP and GM of Salesforce Pardot (a leading B2B marketing automation solution), there is a complex web of communication touchpoints (which is fueled by brand content, social media, Web search, email, and more) between a company and its customers in today’s ever-changing marketing landscape, being necessary to align marketing and sales to create personalized experiences. And AI, for example, can help fuel better business decisions, and faster, having the power to see the entire scope of a business, department, team, and its customers. (Kostow, 2017)

In the opinion of *Gabriel Aguilo*, Director of Product Management and R&D at Sitecore (a leader in the digital marketing industry), *the best marketer of tomorrow will be a combination between the best of human* (who excels at creativity and intuition) *and AI*. (Aguilo, 2017) It is worth mentioning, within this framework, that according to *Sitecore’s Customer Experience Masturity Model*, in creating a roadmap for marketing there are seven stages comprised of *three macro phases* – Attract (initiate; radiate; align); Convert (optimize; nurture); Advocate (engage; lifetime customers) – as shown in the figure below:

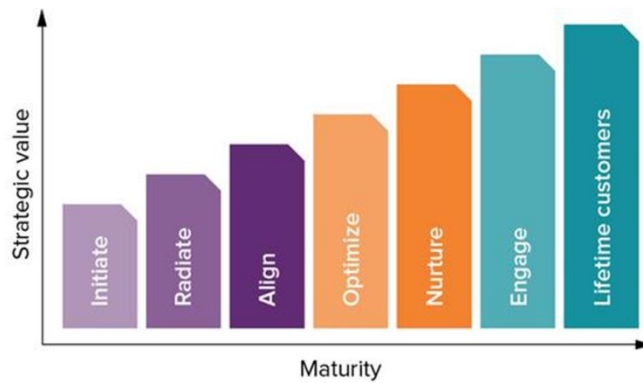


Figure 6: Seven stages comprised of three macro phases

Source: *The Customer Experience Maturity Model®*, Sitecore (cited work)

More recently, *Lisa Pohlman London*, PhD, Director of Strategic CX Consulting at MaritzCX, (Pohlman London, 2017) highlighted that MaritzCX (by using its own experience as the premier CX services and technology provider and research from organizational development - OD), created a CXEvolution maturity model tested and refined with data (as shown in the figure below). She showed that MaritzCX's dataset both captures the gamut of inputs and outputs that constitute a successful CX program, and gave them the ability to predict what makes a CX program successful.

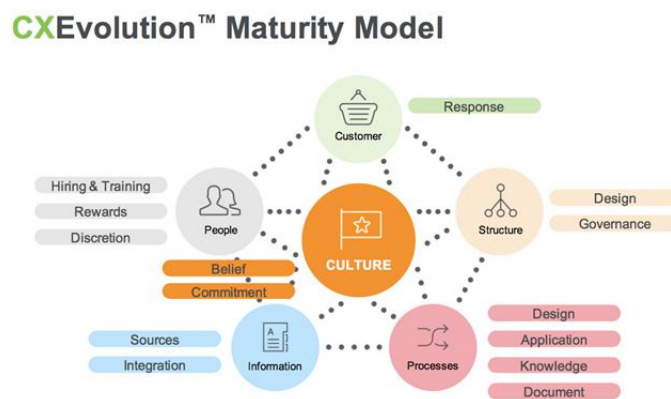


Figure 7: CXEvolution Maturity Model, MaritzCX

Source: *Pohlman London, L., Building a Strategic CX Roadmap, Part 2: The Right Stuff, August 29, 2017 (cited work)*

Looking to the future:

Marketing organization's challenge of being more agile, engaging, and effective

Allow us to stop at an example from the last year, an event encouraging forward-thinking such as “Marketing Unbound”, organized by the reputed “The Economist” on March 24th, 2016,

in New York, and bringing relevant content, starting from the importance of the topic, within the context of the new marketing challenges faced by companies in every industry, the norm being the constant change, and marketers being forced to engage in seamless conversations with customers across channels and devices, to build long-term relationships adequately guiding and influencing customers, to drive the right balance between data and human depth. They brought then a lot of significant aspects, such as the need for marketers to evolve, ensuring a steady ROI, while retaining the flexibility to spend and take risks on new opportunities as they emerge. (economist.com, 2016)

How to fix today's reality that technologies and customer expectations have changed faster than marketing organizations is a valuable preoccupation of McKinsey's representatives, whose research findings revealed that marketing organizations need to become able to take full advantage of new digital and advanced analytics tools. In order to improve their organizational models, *marketing organizations need to change in three ways*: (Buck, Cvetanovski, Harper, and Timelin, 2017) *shifting their organizational model away from "boxes and lines" to a fluid ecosystem of internal and external partners; scaling agile ways of working; building out a set of supporting capabilities that can deliver great customer experiences* (as shown in the figure below):



Figure 8: Making the marketing organization fit for the future (McKinsey)

Source: Buck, R., Cvetanovski, B., Harper, A., and Timelin, B., *Building a marketing organization that drives growth today*, McKinsey, August 2017 (cited work)

McKinsey's representatives identified *five shifts* which redefined the modern marketing landscape: *from targeted campaigns to personalized consumer interactions, leveraging advanced analytics; from sales primarily through bricks-and-mortar stores to a mix of online, offline, multichannel, and owned channels; from mass advertising campaigns to always-on content publishing; from a long-term innovation funnel to rapid test-and-learn, with an emphasis on speed to market; from marketing as a cost to marketing as an investment, with measurable ROI.*

They find out that an understanding of customer journeys (often reinventing these journeys, not just improving the existing ones) is the starting point for delivering a great CX, which can be obtained with the help of digital technologies. Which means that marketers should form agile, cross-functional teams having accountability for a single journey.

In July this year, Gautam Mahajan (President of Customer Value Foundation, leading global leader in Customer Value Management), while approaching the topic of clearing misconceptions on customer value, and better understanding customer value and customer data, argued that: (Mahajan, 2017) in the customer context, value (which measures CX, customer emotions, brand value) is what you pay versus competitive offers (not just the benefits), and in the organization of the future the CEO becomes the Chief Value Creator, the Operations department becomes the Customer department, and the Chief Operating Officer (COO) becomes the Chief Customer Value Creator (CVCO), as we can see in the chart shown below:

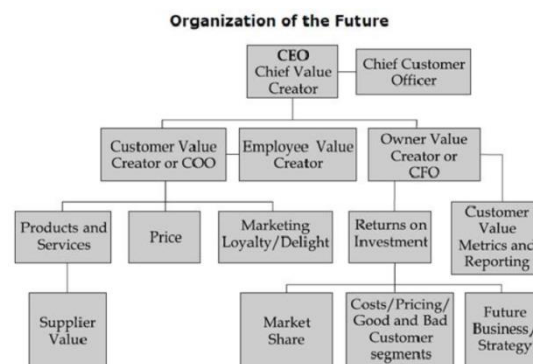


Figure 9: Organization of the Future

Source: Mahajan, G., *Become a Customer Expert! Start by Clearing 9 Misconceptions About Customer Value*, Jul 7, 2017 (cited work)

According to Mahajan CX is one major aspect of Customer Value, but it is not strong on the cost of doing business (price and non-price), missing many points of doing business which includes items you may not experience. He also underlines some differences between what is important (the experience or the memory of the experience), and for who (the user or the decision maker).

Instead of conclusions: Which role for the CMO within this context

On the occasion of the Executive Jam Session during the 2016 Summer AMA Conference, August 5-7, 2016, Atlanta, GA (the first of the six key problems was: “Role of Marketing in the Firm and the C-Suite”), Kim Whitler, Assistant Professor of Marketing at University of Virginia (she worked as a CMO before starting her research career), introduced her studies of CMOs in the C-suite), identifying *five common myths of what it means to be an executive-level CMO* (there is a single CMO role; there is a type of CMO; today’s CMO only needs to have quantitative skills; CMOs always manage marketing; secondary data is all that is

needed to understand C-level marketers). In reality, as there is a lot of variance in who CMOs are and in the tasks undertaken by them, and as 80% of CEOs are disappointed in their CMO, Whitler raised significant questions such as *what affects a CMO's effectiveness* and *what type of background does a great CMO have*. (Conick, 2017)

At the beginning of the next year, in January 2017, *Gartner's Contributor Chris Pemberton* showed that the *2016-2017 Gartner CMO Spend Survey* reveals that: CMOs now oversee or heavily influence CX, technology spending and profit and loss (P&L) performance as means to deliver growth; CMOs see increased responsibility, more functions now reporting into the CMO (digital commerce, 62% of companies; 44% of sales teams); CMO marketing technology spend (3,24% of overall revenue) rivaling CIO technology spend (3,4% of overall revenue), Gartner recommending to aligning spending efforts and sharing best practices; 75% of CMOs own or share responsibility for P&L, Gartner recommending to revisit their attribution metrics so as to ensure they can give credit to activities which deliver business results; only one in 10 companies which have a Chief Customer Officer (CCO, who typically reports to the CEO or COO) reports to the CMO, in designing and executing CX marketing playing an important and often leading role (Gartner recommending CMO-CCO alignment to a shared set of priorities, goals and view of the customer). (Pemberton, 2017)

Three months later, the findings of a survey (of nearly 300 marketing leaders; it took place in late 2016) released on May 2, 2017, by *Korn Ferry* (preeminent global people and organizational advisory firm), showed that:

- *Chief Marketing Officers (CMOs) are gaining influence in their organizations* (being on their company's executive committee, according to 90% of respondents; reporting directly to the CEO, according to 70% of respondents; marketing being viewed by the Board and CEO as a revenue generator, according to 60%);
- *the most important attribute for a CMO is the ability to build a strong team* (according to 43% of respondents), using big data and analytics to formulate strategy being the last on this list of attributes. (Korn Ferry, 2017)

At the end of the same month, *Blake Morgan*, a CX futurist, argued (within AMA's eNewsletters framework) that there are three dimensions of the CMOs of the future: *helping steer company strategy, present a vision to the board, and be a data and design genius*. (Morgan, 2017) She showed that important to the future CMO will be sociology and sociographics (becoming a CX futurist predicting what customers want and need), needing eight skills, such as those revealed in the figure below:



Figure 10: The eight skills of the CMO of the future

Source: Morgan, B., *The CMO of the Future Has These 8 Skills*, May 22, 2017, AMA (cited work)

Two months later, the *latest CMO Survey* (2628 top U.S. marketers at for-profit companies; survey in field from July 18, 2017 - August 8, 2017; 92.3% of respondents VP-level or above), *Highlights and Insights, Report August 2017*, revealed among other aspects, *what makes a CMO most effective* (the most critical to CMO role): being the voice of the customer at the leadership table (16,3%); having an enterprise-wide business mindset and understanding (15,1%); having the ability to demonstrate the quantitative impact of marketing efforts (14,5%); playing a key role in company growth initiative (12,7%); having direct sales/customer-facing experience (11,4%); having a significant input to the budgeting and strategic planning processes (7,2%); proactively leading C-suite collaborations to drive cross-functional initiatives across the organization (7,2%); understanding current and future marketing technologies (6,6%); acting with strong leadership and motivation skills (6,0%); and knowing how to use customer data and analytics (3,0%). (CMO Survey, 2017)

According to Marketing Week's new study on the "Anatomy of a Leader: The key skills modern marketing leaders need" (600 surveyed marketers), reported by senior writer Charlotte Rogers on August 9, 2017, (Fletcher, 2017) *the most important traits of the modern CMO* are: humanity, empathy, rationality, emotion, bravery and agility.

The above mentioned CMO research split into two categories: *responsibilities of the job* (being identified the following: sales and commercial awareness, 74% of respondents; campaign planning; insight; innovation; financial reporting); *attributes of the leader* (being identified the following: adaptability, 87% of respondents; strategic thinking, 86%; vision, 81%; problem solving, 77%; technical proficiency, 77%; the ability to listen, 74%; resilience, 74%; people management, 67%; risk-taking, 67% percent; relationship building, 61%).

Another Marketing Week contributor, *Colin Lewis*, underlined, within the above mentioned context, both a *special CMO's set of qualities* (vision, energy, dynamism, inspiration, courage, charisma etc.), and *the CMO's biggest challenge*: “working out what the world is going to look like and how marketing leadership will fit into that world” (while navigating technological change, as another biggest challenge of the future). (Davies, 2017)

In March this year, we showed that CMOs are challenged: to clearly identify priorities, focusing marketing activity on creating customer value, tying marketing's contribution to this customer value, and measuring marketing's performance within the context of the company's business value; to include customer inspiration as a metric in managerial decision-making, and to consider influence as a driving force for change in approaching CX, building proper relationships on the way of digital transformation, and enabling the customer-centricity, reimagining marketers' role as a central driver of organisational change. (Purcarea, 2017)

We see now that CMO's responsibility is considerably increasing, needing to confirm the necessary skills and qualities, and assuming this way the critical role within the continuously evolving marketing landscape.

Let us close by citing Dave Fish, Ph.D., (Fish, 2017) Founder of CuriosityCX and SVP for ORC International: “*The best way to evoke what people want from their experience is looking at their customer journey today and contrasting that to what that might ideally look like in the future.*”

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