

Editorial: *Re-engineering marketing in the digital age*

In our previous editorials, we underlined, among other aspects, within the framework of the fast-evolving world of digital marketing (digital culture becoming more integrated with marketing, and digital capability being considered critical for growth and competitiveness), how companies are under pressure of adequately navigating the current ever-evolving digital and mobile-focused business landscape, of effectively bridging the gap between the marketing and technology, connecting and delivering customer interactions across touchpoints and devices, focusing on maximizing data to provide insights that ultimately lead to increased customer conversion and retention, including by creating an emotionally intelligent connection. There is no doubt that as customers are overwhelmed by a lack of time and too much choice, marketers are struggling to continually updating a comprehensive view of the customer, building engaging brands and content, doing the right action in the right moment so as to ensure the right customer experience across all changing marketing channels.

It was not by chance that at the Modern Marketing Summit New York 2018 on April 17 top trends and strategies to address the identified ongoing challenges were approached, such as capturing customer attention, personalizing content, and allocating marketing spend (being highlighted, for instance, that mobile ad spend has surpassed TV ad spend for the first time in the history of advertising).ⁱ We find out that, in order to create more dynamic content, location data (and getting access to it by adequately communicating why brands are collecting data) is recognized as one of the main strategies used by brands challenged to better understand the right place and the right time to send their marketing messages to customers, offering them something specific of value.

Three weeks later, Lineate (formerly Thumbtack Technology) added that the way companies interact with their customers is revolutionized by these customer data, marketers facing four main challenges: attribution (assigning a credit to the identified both multiple touchpoints at multiple stages of a customer's journey, and user actions); getting leads (brands needing to go beyond the noise and to target the right audiences, which is a problem beyond GDPR); activating data (on the basis of the customers' needs and behaviors in real-time, deciding which data is the most relevant); determining and measuring ROI (as marketing can be or can't be directly tied to sales, this is considered the top challenge).ⁱⁱ Two weeks after this approach, the Managing Director at Econsultancy in New York demonstrated that modern marketing is as much about mindset (the core of modern marketing) as technical skills,ⁱⁱⁱ the central tenet of every organizational function being customer value. The Modern Marketing Model (M3), launched by Econsultancy in November 2017, addresses the wide scope of skills and approaches essential for modern marketing, and defines marketing in the digital age. This model, derived from three core principles (customer centric, CX being putted at the core of all objectives and partnerships; integrated, as a blend of classic and digital disciplines; nimble & innovative, using strategically the mastering of technology and data insights), is shown in the figure below:



Figure 1: The Modern Marketing Model M3, Econsultancy in November 2017

Source: Miller, S. (2018). Why modern marketing is as much about mindset as technical skills, Econsultancy, 21 May (work cited)

As you may recall, four years ago Robert Rose & Carla Johnson showed in “Experiences: The 7th Era of Marketing,” published by Content Marketing Institute, that leading the transformation of how business is done must be helped by marketing, marketers’ thinking and acting being forced to change by the changes in buyer behavior, marketing being challenged to become a vital growth function and marketers becoming advocates of innovation and solving customer problems through collaboration of non-traditional teams, generating revenue and creating improved CX, keeping up at the same speed as the tools they use and cultivating a proactive mindset, inspiring people to act.^{iv} Coming back to this year, it is worth mentioning the opinion expressed recently by Jennifer Lund (Chief Marketing Officer at SuperOffice, preoccupied among other aspects, on elevating the overall CX by focusing on modern marketing trends), who argued that change is being driven by the customers expecting anytime and anywhere relevant content in the format and on the device of their choosing, companies being

forced to change their business models and adapt to the new market reality within the context of a digital transformation offering an opportunity not only to understand the modern buyers, but also to engage with them and deliver on their expectations of a seamless CX, without consideration for channel or place.^v

Within this general framework we have remarked the suggestive comments posted recently by Marc Brown on Gartner Blog Network and entitled: “CMOs In Transition: The Game Plan”.^{vi} He referred finally to Gartner’s “Key Traits of Growth-Oriented CMOs”. And this made us recall a quote: “Strength and growth come only through continuous effort and struggle” (Napoleon Hill).

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References

ⁱ *** The 3 Key Takeaways from Modern Marketing Summit NY, Lineate, April 18, 2018. Retrieved from <https://lineate.com/the-3-key-takeaways-from-modern-marketing-summit-ny/>

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ⁱⁱⁱ Miller, S. (2018). Why modern marketing is as much about mindset as technical skills, Econsultancy, 21 May. Retrieved from <https://econsultancy.com/blog/70033-why-modern-marketing-is-as-much-about-mindset-as-technical-skills>

^{iv} Rose, R. & Johnson, C. (2015). Experiences: THE 7TH ERA OF MARKETING, Published by Content Marketing Institute, Cleveland, Ohio, 2014. Retrieved from http://typeacommunications.com/wp-content/uploads/2015/02/Experiences_7th-Era_Excerpt.pdf

^v Lund, J. (2018). How Digital Transformation is Driving Customer Experience, SuperOffice, 7 June. Retrieved from <https://www.superoffice.com/blog/digital-transformation/>

^{vi} Brown, M. (2018). CMOs In Transition: The Game Plan, Gartner Blog, May 07, Retrieved from <https://blogs.gartner.com/marc-brown/cmos-transition-game-plan/>