

**Digital Marketers challenged to create excellence
in accordance with the expectations of digitally savvy customers**

Dr. Costel Iliuță NEGRICEA

Ioan Matei PURCĂREA

Abstract

Digital customer engagement remains a top strategic priority in the era of the Chief Executive Customer, mobile remains the most effective channel from the viewpoint of the critical conversion portion of the customer journey, there is an increasing need of critical digital workforce skills within the digital transformation process adequately enabled, of reconciling digital workplace with employee experience, and of better understanding and analyzing the customer journey. CMOs are under pressure of making better-informed decisions by gathering deep customer insights and valorizing the window of opportunity for engaging customers effectively at the key micro and macro moments, bridging the undesirable difference between customer insights and marketing insights, and confirming a better understanding of customers' digital behavior and digital experience. There is also a real need for using a strong set of leadership tools and making difference between customer priorities and business priorities within the well-known dimensions of excellence framework.

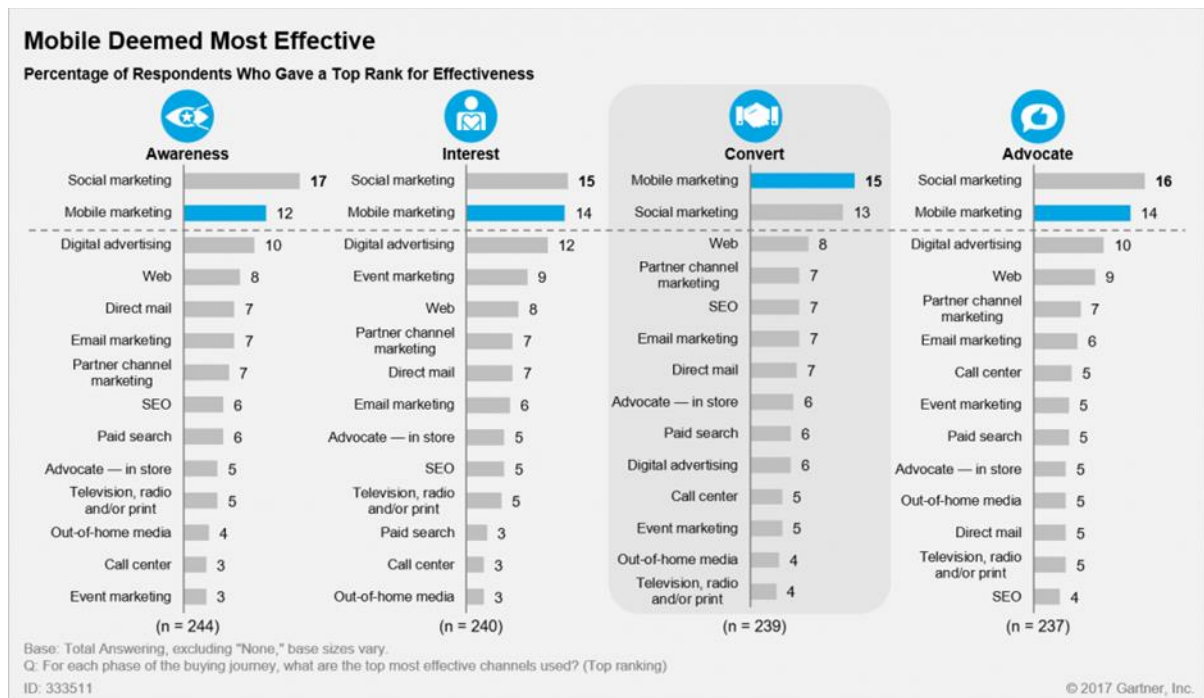
Keywords: Digital Marketers; Mobile; Digital Transformation Process; Digital Experience

JEL Classification: L86; M15; M31; M37; O33

The challenge of effectively incorporating mobile into marketing strategies

Within the context of the emergence of mobile as a dominant channel for multichannel marketers, Gartner Blog continued to showcase at the end of the last year the growth in the number of mobile marketing techniques, a growth explained by key factors such as expanding options available to marketers and marketers' alignment with customer behavior, mobile being viewed as one of the most effective channels at each stage of the buying journey. (Elkin, 2017) As shown in the table below, mobile is the most effective channel from the viewpoint of the critical conversion portion of the customer journey:

Table 1: Mobile deemed most effective



Source: Elkin, N. (2017). *Mobile Marketing Means Serious Business*, Gartner Blog, December 07 (work cited)

The above table (reflecting Gartner “Multichannel Marketing Effectiveness Survey 2017: Marketers Are on a Mission to Advance Multichannel Marketing Results”) also showed how mobile is ranked 2nd most effective channel at each stage of the buying journey by the marketers respondents, after social marketing, ranked 1st. (Brown, 2018) Gartner Blog also approached the hot topic of optimizing company’s ROI by adequately managing the forms of content (varying content across the buyer journey, by choosing the best aligned for each persona - stage pair; the content formats are presented in alphabetical order, from Animations, Blog Posts, Case Studies, EBooks, Images, Infographics etc. till Reports, Video, Video Podcasts, Webinars, and Whitepapers), and associating content distribution channels to each stage) and channels (digital: website, mobile, email, social, digital ads, paid search etc.; media: TV, print, radio, in-store, out-of-home; event: conferences, tradeshow, meet-ups).

Sustaining change and digital transformation process

At the end of 2014 we showed that digital customer engagement is a top strategic priority in the era of the Chief Executive Customer, and as the mobile screen targets to be the primary screen it is increasingly critical to understand what really matters in mobile. (Negricea & Purcarea, 2014) Two months later, in February 2015, we remarked that an internationally recognized digital thought leader, Dion Hinchcliffe, analyzed how internal and external digital change impacts organization, underlining the critical digital workforce skills: (Hinchcliffe, 2015)

Today's Critical Digital Workforce Skills

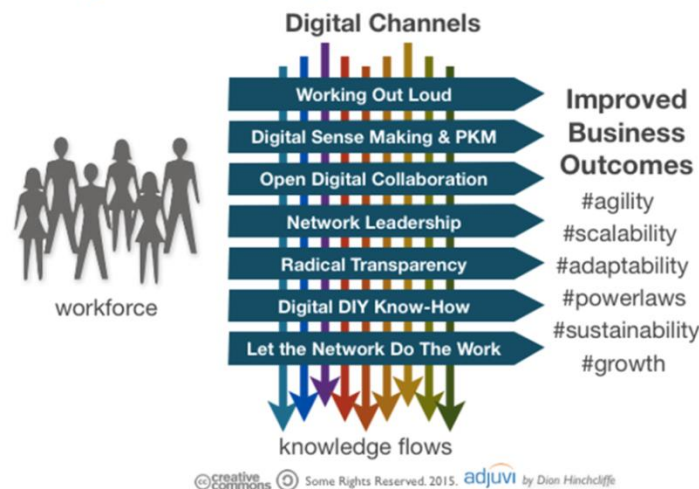
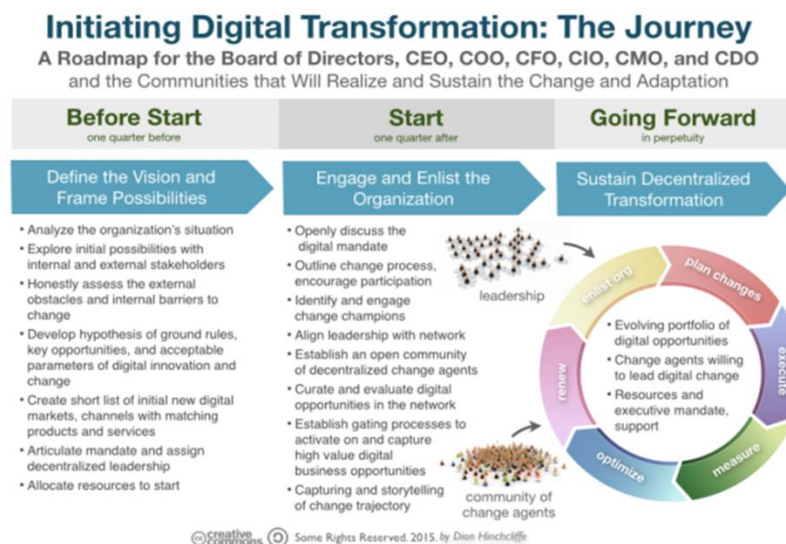


Figure 1: Today's Critical Digital Workforce Skills

Source: Hinchcliff, D. (2015). What Are the Required Skills for Today's Digital Workforce? February 17 (work cited)

In June 2015, same Dion Hinchcliff synthesized a model for sustaining change and digital transformation process involving all the key stakeholders in the entire organization (as shown in the table 2 below), while in January 2016 he (Hinchcliff, 2016) demonstrated that the hardest lesson of digital transformation is designing for loss of control (as shown in the figure 2 below):

Table 2: Initiating Digital Transformation: The Journey



Source: Hinchcliff, D. (2015). How Should Organizations Actually Go About Digital Transformation? June 10 (work cited)

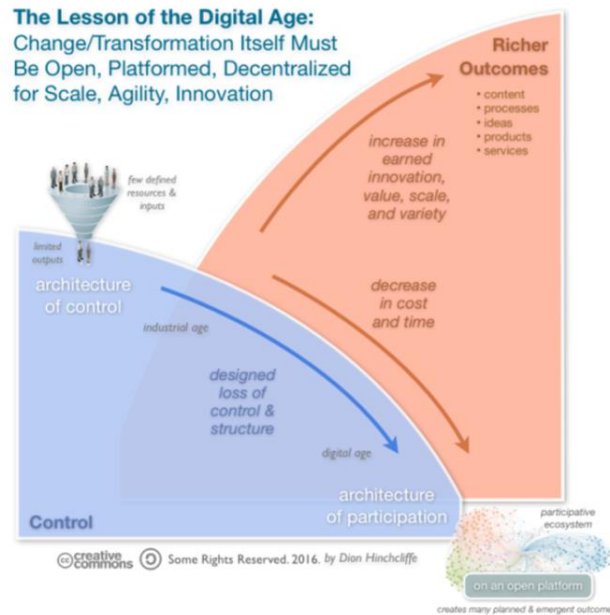


Figure 2: The Lesson of the Digital Age

Source: Hinchcliffe, D. (2016). *The Hardest Lesson of Digital Transformation: Designing for Loss of Control*, January 4 (work cited)

In August 2017, Gartner highlighted the eight critical components of a digital workplace (as shown in the figure 3 below) required for a successful implementation. And this year, in May 2018, Dion Hinchcliffe approached the end-to-end digital employee experience (as shown in the figure 4 below), recommending to reconcile digital workplace with employee experience: (Hinchcliffe, 2018)

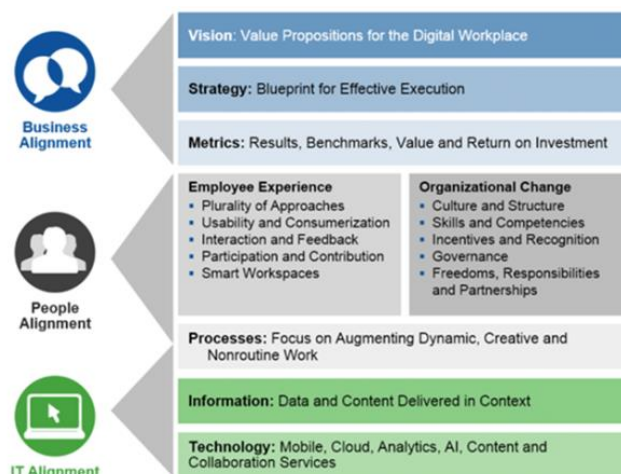


Figure 3: The Eight Building Blocks of a Digital Workplace

Source: Gartner Highlights Eight Critical Components of a Digital Workplace, Press Release, Egham, U.K., August 22, 2017

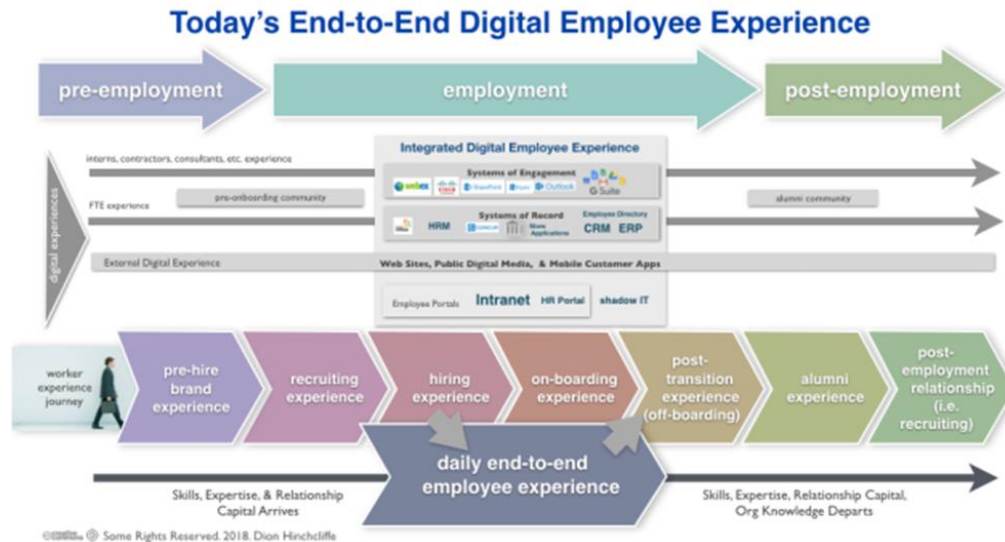


Figure 4: Today's End-to-End Digital Employee Experience

Source: Hinchcliffe, D. (2018). *Designing the Digital Workplace for the End-to-End Employee Experience*, May 10 (work cited)

Digital marketing and better understanding and improving digital experiences

The way marketing is done today is fundamentally changed shaped by the digital marketing which presents an enormous opportunity to engage customers. (Schuurin et all, 2017) The enablers of the digital transformation process are already known (technology, leveraging digital tools and trends, breaking the departmental silos with cross-functional teams, lean management, design thinking, value creating mindset etc.), but before using this enablers there is a real need of understanding and analyzing the customer journey in order to re-imagine the desired future-state of CX, making better-informed decisions by gathering deep customer insights (optimally using digital data and translating these data into insights), evaluating the strategic insight on the basis of clear criteria (novelty, credibility, actionable), and engaging this way customers effectively at the key micro and macro moments. (Rao, 2018) Marketers know today that: analytics exist in customer analytics and marketing analytics; marketing scorecard (the control of the marketing scorecard is considered a CMO challenge) should be seen by everybody else in the same necessary time. (Esber et all., 2018) Within this context of the digital era, in order to target the right customers across the right channels and content CMOs must bridge the undesirable difference between customer insights and marketing insights, combining these marketing insights (ROI performance etc.) with customer analytics approaches (customer segmentation, churn analytics etc.) increasing the speed of insights with the help of artificial intelligence. (Moffett , 2018)

An eBook launched recently by digital experience analytics platform Decibel Insight invited businesses to discover their Digital Experience Score (DXS) which enables them to benchmark and report on CX at every digital touchpoint. (Decibel Insight, 2018) Decibel is recognized as the leader in digital experience intelligence innovation for enterprise businesses, the key assets of its platform including: Collect (website and native app experience data; modern, flexible, fast Application Programming Interface/API data); Enrich (comprehensive set of smarter experience metrics); Measure (experience score for each interaction type); Analyze (automatic surfacing of specific user behavior and unusual experiences); Activate (API for fast integration with other technologies and external sources). (Saville, 2018) The DXS is a complement to traditional Net Promotor Score (NPS) methodologies, building on what NPS offers, and allowing brands to understand the digital behavior and experience of every customer.

As shown in the above mentioned eBook: with the DXS (which is based on five pillars of digital CX: navigation, engagement, frustration, technical and form experience) companies have an universal metric ensuring immediate insight without having to questioning customers, capturing every moment of interaction within a session (these events being associating with the underlying context of the content being viewed by the customers), and processing all this experience data into smart experience metrics based on different categories (distance, velocity, movement, focus, and hesitation); the most effective way to improve experiences on websites and apps overall is to focus on improving the scores of each experience pillar mentioned above within this Digital Experience Framework (see the figure 5 below).



Figure 5: The Digital Experience Framework

Source: The Digital Experience Score (DXS): the Revolutionary New Metric for Measuring Experiences Online, Decibel Insight 2018 (work cited)

There is no doubt that the role of CMO is transformed by technology, because in order to successfully market goods or services to today's digitally savvy customers involves for marketers to be skilled at using the latest technologies and most adequate channels to create strong meaningful captivating and inspiring messages for these customers. (Gianatasio, 2018) From the viewpoint of the leadership, it is worth also underlining the necessary efforts to achieve sustainable enterprise-wide customer focus and organization success by using a strong set of leadership tools (aligned language, values, measures, power, assumptions and modeling), and separating customer priorities from the enterprise's within the well-known eight dimensions of excellence framework (as shown in the figure 6 below): (Lawton, 2018)

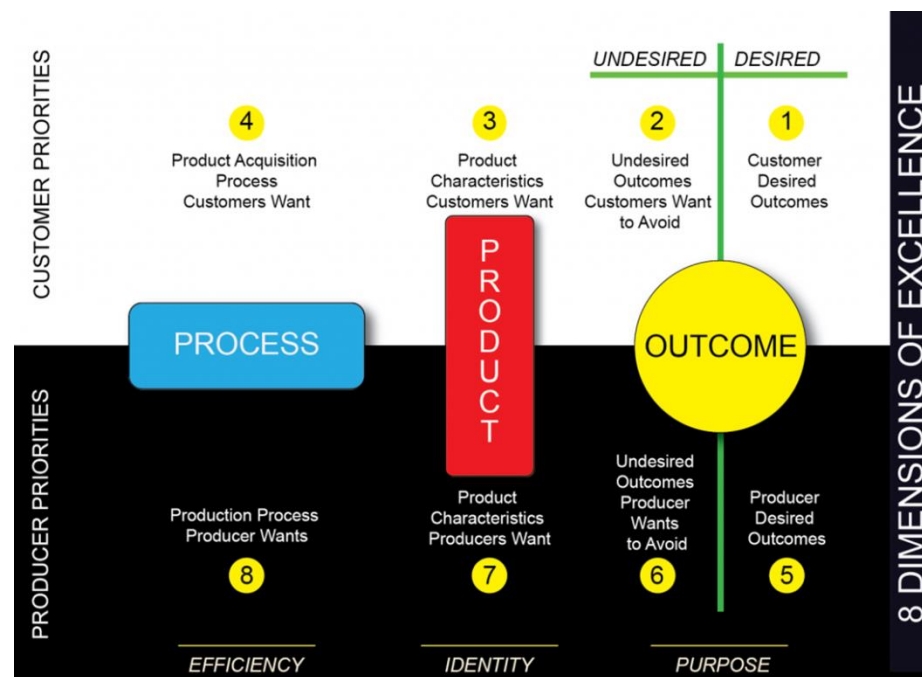


Figure 5: The 8 Dimensions of Excellence

Source: Lawton, R. (2018). *Six Leadership Levers to Create the Customer-Centered Culture*, CustomerThink, March 7 (work cited)

It is also worth highlighting among other aspects that only if all the above mentioned eight dimensions are well measured can a balanced scorecard (BSC) be considered as being balanced. (C3 Excellence, n.d.) And as shown by the Balanced Scorecard Institute, the editors of the reputed Harvard Business Review selected BSC as one of the most influential business ideas of the past 75 years.

Conclusions

We have shown before, in other issues, looking through the window of the digital age, at the confluence between humans and technology, at the new environments created by the virtual and real worlds coming together, seeing the new digital tools and new ways to drive change, better

understanding the difference between change and transformation, integrating people, technology and best practices, how important are the efforts made by marketers to enhance the customer journey, to achieve a complete customer view and better customer engagement, to encourage feedback from users and to take customers' insights and develop and deliver an improved CX and a seamless Omni channel CX. We also underlined the real need of talent and leadership to approach digital marketing challenges, integrating digital and traditional marketing, considering the social interaction accelerated by social media, and the already set triggers of the digital transformation, better understanding the significant role of digital intelligence as a continuous initiative transforming businesses and CX.

Today we can say that there is no doubt that Digital Marketers are really challenged to create excellence in accordance with the expectations of digitally savvy customers.

References

- Brown, M. (2018). Exploring New Marketing Mediums To Drive Better Engagement, Gartner Blog, May 29. Retrieved from <https://blogs.gartner.com/marc-brown/exploring-new-marketing-mediums-drive-better-engagement/>
- Elkin, N. (2017). Mobile Marketing Means Serious Business, Gartner Blog, December 07. Retrieved from <https://blogs.gartner.com/noah-elkin/mobile-marketing-means-serious-business/>
- Esber, D., Goffman, B. and Gregg, B. (2018). Discussions in digital: What's a marketing ecosystem and what does it mean for marketers? McKinsey Podcast March 2018. Retrieved from <https://www.mckinsey.com/business-functions/marketing-and-sales/our-insights/discussions-in-digital-whats-a-marketing-ecosystem?>
- Gianatasio, D. (2018). Tech Is Transforming the Role of CMO. Here Are 20 Execs Driving the Innovation, ADWEEK, March 11. Retrieved from [http://www.adweek.com/brand-marketing/tech-is-transforming-the-role-of-cmo-here-are-20-execs-driving-the-innovation/?](http://www.adweek.com/brand-marketing/tech-is-transforming-the-role-of-cmo-here-are-20-execs-driving-the-innovation/)
- Hinchcliffe, D. (2015). What Are the Required Skills for Today's Digital Workforce? February 17, Retrieved from <https://dionhinchcliffe.com/2015/02/17/what-are-the-required-skills-for-todays-digital-workforce/>
- Hinchcliffe, D. (2015). How Should Organizations Actually Go About Digital Transformation? June 10. Retrieved from <https://dionhinchcliffe.com/2015/06/10/how-should-organizations-actually-go-about-digital-transformation/>
- Hinchcliffe, D. (2016). The Hardest Lesson of Digital Transformation: Designing for Loss of Control, January 4. Retrieved from <https://dionhinchcliffe.com/2016/01/04/the-hardest-lesson-of-digital-transformation-designing-for-loss-of-control/>
- Hinchcliffe, D. (2018). Designing the Digital Workplace for the End-to-End Employee Experience, May 10. Retrieved from <https://dionhinchcliffe.com/2018/05/10/designing-the-digital-workplace-for-the-end-to-end-employee-experience/>
- Lawton, R. (2018). Six Leadership Levers to Create the Customer-Centered Culture, CustomerThink, March 7. Retrieved from [http://customerthink.com/six-leadership-levers-to-create-the-customer-centered-culture/?](http://customerthink.com/six-leadership-levers-to-create-the-customer-centered-culture/)

Moffett , T. (2018). Revolutionize Your Marketing Insights, Forrester Blogs, March 1. Retrieved from <https://go.forrester.com/blogs/revolutionize-marketing-insights/>

Negricea, C.I. & Purcarea, I.M. (2014). Digital Marketing and a Better Understanding of the Consumer Mobile Journey, Holistic Marketing Management, Volume 4, Issue 4, pp. 15-21

Rao, V.P. (2018). Reshape Customer Experience by Leveraging Digital Trends and Design Thinking, CustomeThink, April 4. Retrieved from <http://customerthink.com/reshape-customer-experience-by-leveraging-digital-trends-and-design-thinking/>

Saville, A. (2018). Decibel Launches New Digital Experience Intelligence Scoring Capability, Decibel, London and Boston – March 27, 2018. Retrieved from <https://www.decibelinsight.com/news/decibel-launches-digital-experience-score>

Schuuring, M., Vismans, D., De Bellefonds, N., Knox, S., Visser, J. and Marty Smits (2017). The Digital Marketing Revolution Has Only Just Begun, BCG in collaboration with Facebook, May 2017. Retrieved from BCG-The-Digital-Marketing-Revolution-Has-Only-Just-Begun-May-2017_tcm9-155449

*** Gartner Highlights Eight Critical Components of a Digital Workplace, Press Release, Egham, U.K., August 22, 2017. Retrieved from <https://www.gartner.com/newsroom/id/3788863>

*** The Digital Experience Score (DXS): the Revolutionary New Metric for Measuring Experiences Online, Decibel Insight 2018. Retrieved from DigitalExperienceScore_Decibel

*** 8 Dimensions of Excellence (8DX) Framework Creating the Customer-Centered Culture. Retrieved from <https://www.c3excellence.com/methodology/8-dimensions-of-excellence/>

*** Balanced Scorecard Basics. Retrieved from <http://www.balancedscorecard.org/BSC-Basics/About-the-Balanced-Scorecard>