

Marketing's Re-innovation in Terms of Will and Skill

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Abstract

There is clear evidence of the new role of marketing within the organizational reset, marketing being seen as a major driver of growth in today's environment of continuous disruptions and rapid technological change, and marketers being involved in driving the change by identifying the challenges and acting accordingly, creating a brand's long-term value, struggling to true engagement between brands and their target audiences, focusing on nurturing customer relationships by creating a positive CX at every stage of the customer journey, better linking customer and employee experience, and also better connecting with customers on an emotional level. Marketers do need to rediscover customer journeys within the data refinement process, making possible the company's guidance by CX insights in all daily decision-making, the adequately engagement with customers not only reactively, but also proactively, including ensuring a good post-conversion CX. They must master the continuous reevaluation of the customer journey from end to end, innovating and re-innovating.

Keywords: Marketing's re-innovation; Customer journeys; CX insights; Brand's long-term value

JEL Classification: L86; M31; O33

The New Role of Marketing within the Organizational Reset

There is clear evidence of: the positive relationship between companies' performance and their organizational health, including people practices; (Allas, Chambers and Welchman, 2019) the marketers' deliberate process of bringing technology into their organizations, the evolution of their martech stacks (including up-and-coming technologies such as AI/machine-learning, blockchain, chatbots, VR/AR, and IoT) being spectacular, and they being challenged to balance technology and creativity; (Mulligan, 2019) thanks to advancements in technology customer expectations of service have changed, new trends having great effect being revealed, for instance, by customer service software company Gladly 2019 Customer Expectations Report (see the figure below); (Sterns, 2019) the pressing marketers' problem of combining data from all sources into easily accessible customer profiles (from where the announcements made at mid-June this year by Adobe, Salesforce and Oracle regarding their Customer Data Platform products); (Raab, 2019) how all levels of an organization are benefitting from CX data (for example, one of the primary users being the marketing team, while the sales team can use these data in all three phases of sales activity, pre, during, and post), by focusing on the right interpretation, on using accordingly to advance organizational goals, and changing accordingly when underlying systems, apps, or processes are modified, among other aspects also knowing the imperative of having a set of automated tools for data integration and delivery (within the CX data-collection system). (HappyOrNot eBook, 2019)



Figure no. 1: Snapshot of insights gleaned from the Gladly report

Source: Sterns, J. (2019). *How Changing Customer Expectations Affect Churn, Customer Think*, June 20 (work cited)

Marketing can be a major driver of growth as revealed by a new McKinsey study, executives at leading companies globally thinking in terms of so-called “marketing with a capital M”, where the CMO is playing a role of “Unifier”, mastering at fostering cross-functional collaboration (in contrast to the: “Friend”, who is focusing on near-term activities like ad campaigns and social media; “Loner”, who is having limited responsibility for growth or CX; see the figure below), by forging partnerships across the organization so as its diverse areas – sales, product innovation, finance, technology, HR etc. – contribute to marketing’s success. (Boudet et al., 2019) An “Unifier” is developing a deep understanding of end-to-end customer journeys, is assuming co- ownership of the challenge (together with the CEO), is demonstrating that marketing is accountable, is ensuring the partnership between marketing and technology so as to develop capabilities for unlocking value in new ways, is bringing his contribution to a better understanding of marketing’s diverse talent requirements, and is unifying the C-suite, involving all of them in the success of the marketing agenda.

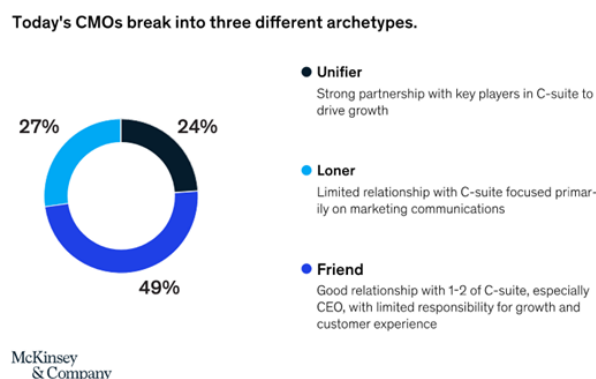


Figure no. 2: The three different archetypes of today’s CMOs

Source: Boudet et al. (2019). *Marketing’s moment is now: The C-suite partnership to deliver on growth*, McKinsey & Company, June (work cited)

The reputed Scott Brinker, President & CTO of ion interactive, who is chairing the marketing track at the Semantic Technology Conference and is writing the well-known Chief Marketing Technologist blog, reminded us in June this year that as marketing is often operating under much greater uncertainty in today's environment of continuous disruptions and rapid technological change it is reconfirming the so-called Martec's Law, according to which technology changes exponentially (fast) yet organizations change logarithmically (slow). (Brinker, 2019) Brinker underlined three years ago the paradox of the modern marketing improvement (see the figure no. 3 below), and recommended four ways to deal with this law: to not succumb to the Inverse Lake Wobegon effect; to strategically choose the few technology changes believed as having the greatest impact; to absorb changes by becoming a more agile organization (lean and agile marketing etc., including applying the agile thinking to the architecture of a marketing technology stack); to prepare for revolutionary change through an organizational "reset", which can be extremely disruptive (see the figure no. 4 below). (Brinker, 2016)

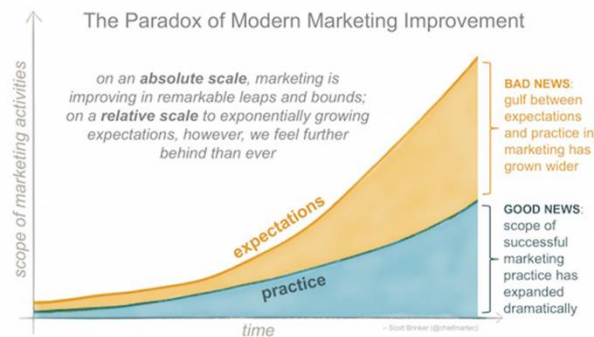


Figure no. 3: The paradox of the modern marketing improvement

Source: Brinker, S. (2016). Martec's Law: the greatest management challenge of the 21st century, Chief Marketing Technologist, November (work cited)

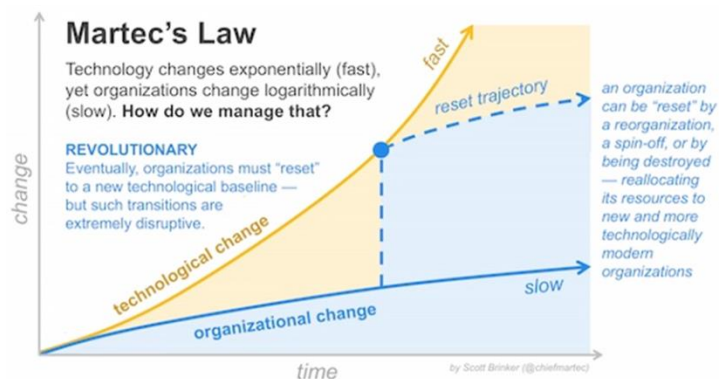


Figure no. 4: The paradox of the modern marketing improvement

Source: Brinker, S. (2016). Martec's Law: the greatest management challenge of the 21st century, Chief Marketing Technologist, November (work cited)

In June 2019, Brinker showed that the agile and waterfall approaches are blended in practice, the most software projects, for instance, happening along a continuum between these two models of technology adoption, in more circumstances being preferable an agile approach within the given today's uncertainty so as the reset to ensure the necessary competitiveness (see also the figure below).

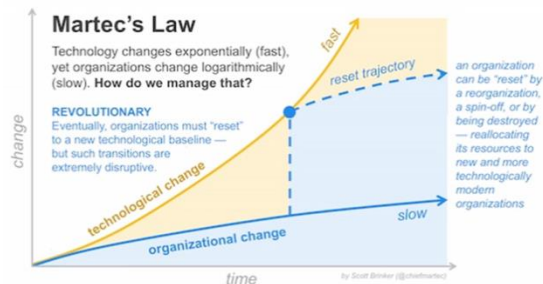


Figure no. 5: Preparing for revolutionary change through an organizational “reset”

Source: Brinker, S. (2019). *Of dinosaurs and meteors: 2 different (and contentious) models of technology adoption*, CustomerThink, June 17. (work cited)

It is worth mentioning within this framework that:

- immediately after the introduction by Brinker of the concept of Martec's Law, John Philpin redraw the organizational change curve introducing the new category of the so-called “acceptance change” curve fitting between Brinker's two curves, the organizational change and the technological change (as shown in the figure below), and invited to consider the mixture (giving eight examples of components) which can stay at the basis of the accelerant: (Philpin, 2016)

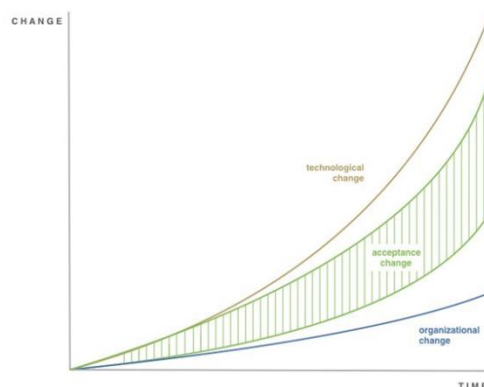


Figure no. 6: The “acceptance change” curve between the organizational change and the technological change curves

Source: Philpin, J. (2016). *MarTech, Beyond Bridges*, November 7 (work cited)

- according to the second annual State of Agile Marketing Report from AgileSherpas and CoSchedule there is no one right way to do agile, 54% of Agile marketers using a hybrid

approach, as shown in the figure below; (Georgieff, 2019) there are also other important aspects to take into consideration, such as: constant experimentation, review, and improvement are usual for an Agile process; a top driver of success for Agile marketing is the implementation of an Agile project management tool.



Figure no. 7: Methodologies used by Agile marketers

Source: Georgieff, M. (2019). Six Agile Marketing Myths That Need to Die, MarketingProfs, August 14 (work cited)

▪ in the opinion of Daniel Burstein, the Senior Director, Content and Marketing at MECLABS Institute, in driving the change it is necessary: to better understand where your team fits into the planned change; to cast a unifying vision for this planned change showing the value proposition (for the company, department, customers, and employees) of this change; to catalyze a transformation by offering special incentive to employees so as to gently and persistently persuade them through the change; to look for adequate ways to reduce friction for employees and to help them overcome friction; to know how much control can be given employees by making difference between essential and open to interpretation; to build trust through transparency (including by better understanding employee anxieties); it is known that in order to help marketing leaders increase the probability of any conversion (for example, the conversion goal can be the change attempted to be lead) MECLABS Institute is using a patented methodology so-called MECLABS Conversion Sequence Heuristic which was developed and refined from two decades of research into real-world customer behaviors (see the figure below with regard to conversion in the case of landing pages). (Burstein, 2019)

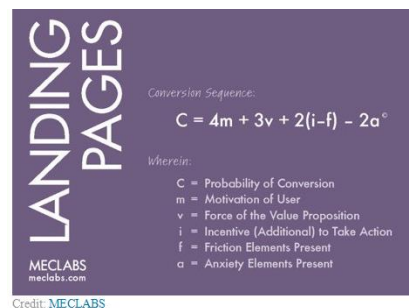


Figure no. 8: Conversion Sequences, Landing Pages

Source: Burstein, D. (2019). How Marketing Leaders Can Handle Change Management With Their Teams, Target Marketing, July 17 (work cited)

Marketers' challenges while creating a brand's long-term value

In the last Issue of our HMM Journal we discussed from the very beginning about the modern marketing within the context of the significant disruption, and marketers' future challenges including CX success. (Purcarea, 2019) We showed, among other aspects, that if marketers can't measure what they are doing as a process, they don't know what they are doing (paraphrasing Dr. W. Edwards Deming), and that marketers must keep in mind that all CX improvement happens project by project and in no other way (paraphrasing the Romanian - American Dr. Joseph Guran).

Challenged continually to putting themselves in their customer shoes marketers need to have a big picture, what is not so easy today. There is clear evidence of the significant percentage of the business losses of customers every year, and of the struggling to attract new leads to replace these losses. While trying to keep their existing customers (knowing how expensive is to get new customers), marketers can take the opportunity of better understanding the reasons of their business losses of customers and of making adequate changes so as to help extending their customers' lifecycle, clarifying why some of their customers leave (for instance because they don't feel they're seen as individuals, lose interest in company's offerings or don't like the way of communicating with them). (Ecrion, 2019)

As personalization is more and more seen as being essential to marketing success, marketers are giving priority to personalized messages and CX, for each customer interaction need to identify the right level of (more or less) personalization for each customer interaction, valorizing the right data to make personalization more specific, so as to adequately use it in Omni channel, without ignoring the privacy concerns of their customers. (Dodd, 2019) What presupposes to base this personalization on genuine insights, being aware that customers (B2C or B2B) are increasingly like, want, and expect personalized experiences, without feeling uncomfortable with the way of how companies are collecting and using their personal information.

Business practice showed that for the acquisition and retention of customers there are powerful tools such as the experiences leading to true engagement between brands and their target audiences, without interruption and pain, taking into account, among other aspects, the role of human connection in the experiential marketing, and the importance of the messenger (not only of the message). (Millward, 2019) In their struggling for the highest impact on relationship-building and ROI marketers are increasingly considering to better engage, entertain, and educate their customers.

As the customer is a vital part of the foundation of a strategy informing all crisis management tactics and communication responses, in order to ensure an effective organizational service recovery, marketers are forced to consider the rapidly change of today's wired customers' expectations, customers becoming more and more intolerant of mistakes, quickly

expressing their feeling of annoyance or disapproval with the help of their preferred social media channels. (Chip & John, 2019) And as we are witnessing businesses' digital transformation, while facing customers' short-term commitments, value choice, flexibility, and personalized service, marketers need to focus on nurturing customer relationships by creating a positive CX at every stage of the customer journey, and making their customers feel understood, valued, and acknowledged. (Jacobs, 2019) This customer-centered approach allows customers to play a vital role in updating, streamlining, and improving business's process, attracting the attention of other potential customers through a better value delivered to company's brand image.

A brand's long-term value to the business can be measured in context across *perceptual* (what people think: Brand awareness, KPIs including here Top of mind awareness, Brand recognition, and Advertising recall; Brand associations, KPIs including Functional and Emotive associations; Brand intent, KPIs including Consideration and Preference; Brand experience, KPIs including Net Promoter Score, Customer Satisfaction, Customer Effort Score, Sentiment, and Net Trust Score), *behavioural* (what people do: Engagement, KPIs including Website activity, Ad click through rate, Email performance, Social mentions, and Share of voice; Purchase, KPIs including Usage, Recency, Frequency, Value, and Conversion rate) and *financial* (company performance, KPIs including Market share, Sales volumes, Sales revenue, Cost per acquisition, and Customer lifetime value) *metrics*. (Medland-Slater, 2019) Marketers need to have this holistic view of brand health made up of qualitative and quantitative metrics, analyzing the above mentioned KPIs regularly, and finding out genuine insights necessary for the future strategy. There is no doubt that marketers are challenged to putting themselves in their customer shoes, focusing on better helping potential customers, understanding motivation with empathy, connecting with emotions and helping negative states move to more positive feelings (emotional resonance), building a trusted connection (sales conversion being the result of it) helping customers get what they were looking for. (Carroll, 2019)

At the beginning of August 2019 an Adweek contributor, Kristen Colonna, who is the chief strategy officer at OMD North America, argued that creating meaningful consumer experiences which drive real brand value represents the biggest challenge faced today by the advertising industry within the redefining brand discovery while avoiding people's disappointment by marketing. (Colonna, 2019) She revealed three critical insights to start with: in order to capture consumers' attention there is a real need to accept the economics of engagement and design experiences, time being precious and choice being limitless; making people feel happy, uplifted, rewarded, inspired, and renewed it is essential for driving the success of the work, positivity being the antidote to anxiety; in order to deliver personalization, utility and meaning at every touch brand stories must transcend the screen, consumers being placed at the center of the above mentioned experience design and brand stories being built for that world consumers choose to live in.

Modern marketing is also important in:

- building an adequate company's prospect profile by using tools such as progressive profiling and integrations between company's CRM, email marketing functionality, and company's website; (Schulkind, 2019)
- both taking the prospect much deeper into the process (of re-aligning company's lead-to-revenue framework for the so-called New Buying Funnel by Marketo) before sales engagement by deploying compelling content and a great website, and enhancing revenue performance by upgrading prospects' and customers' perception of the company, products, services, and employees; (Ryan, 2019)
- improving the validity of a test by tying it to the number of responses that marketers get from a sample (not choosing sample sizes based on tradition or convenience); (McLeester, 2019)
- avoiding brand reputation crises and moving the brand forward, by getting fast such difficult situations under control, what presupposes both to have a reaction plan in place, and to gather promptly all the facts, being prepared for and determining the best next steps in lessen the gravity of the damage caused by a crisis and advance accordingly; (PRWeek, 2019)
- elevating company's brand to a higher level by defining this brand's "life" purpose so as to help customers find their higher purpose, beyond happy transactions, by nurturing them, associating with their values, being the difference they want to be in the world they choose to live in with self-esteem; (McMurtry, 2019)
- humanizing company's brand, in the current age of Social Media and AI, through storytelling by spotlighting company's employees (first) and customers, impacting the community on the basis of this way created quality content; (O'Shea Gorgone, 2019)
- marrying AI with human intelligence and insights so as to balance personalization vs. intrusion; (Bhat, 2019)
- better understanding the potential of psychographics (the study of consumers based on their activities, interests, and opinions – so-called AIOs by marketers) to transform the way marketers influence decision-making; (CB Insights, 2018)
- better supporting internal marketing to employees, and better linking customer and employee experience; (MaritzCX CEO, 2019)
- transforming the way marketing teams get work done through automation, integrating solutions which can deliver on new expectations; (Bosché, 2019)
- better connecting with customers on an emotional level, by using new advanced technologies; (Mort, 2019)
- learning more about MarTech, taking into account the real need of a CMO's tech savviness. (Zimmerer, 2019)

Rediscovering customer journeys within the data refinement process

A live educational webinar (with Google and Looker) of the reputed American Marketing Association (AMA), which took place on June 20 this year, being entitled “Getting the Most out of your Marketing Analytics”, highlighted from its announcement that in its evolution from an art to a science marketing had data as the central source of the decision making. It was a challenging invitation to learn operationalizing marketing data, to think about the marketing stack keeping focused on hitting KPIs, to use data to track the campaign performance, and to create a full feedback loop between company’s departments, marketers, being held now more accountable.

Stephen H. Yu, a world-class database marketer, having a reach experience in best practices of database marketing, underlined recently that the data refinement process (including key steps such as: data collection from various sources, data consolidation around the key object, data hygiene and standardization, data categorization, data summarization, creation of intelligent variables, data visualization and/or modeling for business insights) is depending on the shape of the available data. The process of applying data-based intelligence to decision-making (using AI or machine learning) presupposes to have clean and error free data, what it involves an adequate data preparation. So, the data cleaning is necessary even if there is no human intervention. (Yu, 2019)

A performance momentum expert, Lynn Hunsaker, who led customer experience & marketing at Applied Materials and Sonoco attracted our attention recently on the vastly under-utilization of customer journey insights, despite the real need of companies to align their whole business to customers’ expectations with the help of CX insights. (Hunsaker, 2019) She commented a recent presentation of the Hootsuite’s Vice President of Customers, Kirsty Traill, revealing some significant aspects such as: when the whole company is guided by CX insights in daily decision-making there is the greatest marketing (field marketing, communications, brand & content, product marketing, partner marketing, sales enablement, demand generation, website & blog, Omni channel) impact; a deeper understanding for all of marketing is provided by ensuring that customer journey maps and personas incorporate customer insights from different sources (Customer Effort Score, NPS, Support Tickets, Win/Loss Analysis, Website Analytics, Social Media Analytics); it is very important not only to engage with customers reactively and proactively so as to drive positive sentiment (ensuring customer-aligned branding), but also to have a holistic approach in using customer journey mapping. Hunsaker also remembered, among other aspects, the importance of using customer journey insights to improve and to guide the employee experience (this last one being designed to improve CX), and of adequately using the customer insights within company’s processes so as to guide all daily decision-making.

There are current pledges for the real need of having short ideal customer journey maps as accurate representations of what customers go through at every stage of their relationships with a company, this way being provided the necessary invaluable insights from actual CX into

company's processes. (Mort, 2019) And as the best way to identify specific issues possible to damage CX is to work with unstructured (from voice, text and images) or relational data in the form of individual insights obtained with the contribution of the contact center agents, it is important to give them the opportunity of having a vital role in customer journey mapping by identifying self-service fails, managing online interactions, surveying customers, and gathering visual data.

In retail industry, for instance, one of the challenging issues today with the customer journeys is considered to be not being able to understand the triggers making consumers aware they have a need. Comments made recently by experts within a traditional RetailWire Discussion (on the basis of an article – first appeared on Forbes.com – from the blog of Nikki Baird, VP of retail innovation at Aptos) revealed among other aspects that (synthesizing): (Baird, 2019) while customers have not stood still, retailers' vision for customer journeys has stagnated, from where the need of a new retailers' focus on consumer objectives over triggers (a shift from a focus on a buying need to more values resonance) so as to be back on track (Nikki Baird); the need for every company to be a brand standing for something beginning with quality, value and a positive CX from purchase through continued use of the product (Art Suriano, CEO, The TSi Company); some companies don't realize where their journey starts (Shep Hyken, Chief Amazement Officer, Shepard Presentations, LLC); most people today have wants and choice, from where the role of the expected CX in driving what they buy (Andrew Blatherwick, Chairman Emeritus, Relux Solutions); shoppers' objectives have evolved as their lifestyles have, from where retailers' and brands' to keep up with shoppers' way of thinking (Ralph Jacobson, Global Retail & CPG Sales Strategist, IBM); the diagram of the path to purchase is a tangle of interconnecting, looping vines and the moments of influence were expanded by the digital era (James Tenser, Principal, VSN Strategies); in order to succeed in the current very fast changing retail environment retailers must seek to cultivate word of mouth as much as brand values (Mark Price, Managing Partner, Smart Data Solutions, ThreeBridge); we are witnessing the intertwining of retail trends and housing trends (Paco Underhill, CEO of Envirosell Inc., Speaker, NY Times Best-Selling Author); the customer journey is more complicated and fluid than ever before given to the retail disruption, the desire for a frictionless shopping experience being the only constant (Ken Morris, Principal, Boston Retail Partners) etc.

It is also worth mentioning within this framework the significant example of the self-promoted customer journey so-called "radical transparency" (as the core brand value) by the U.S.-based retailer Everlane (known as specializing in high-quality, timeless clothing pieces which are sold primarily online with brick and mortars in New York City and San Francisco, Everlane's "radically transparent" costs being disclosed on website, and its offering "Choose What You Pay" from three possible prices on overstocked items worth paying attention) which is one of the companies testing the theories outlined in the Mechanics of Trust report (according to which modern marketing practices promote consumer skepticism, not confidence) by Forrester. (Price, 2019) As revealed recently by the Vision Critical's Chief Technology Officer, this

transparent pricing model used by Everlane has proven itself to be a competitive advantage, and with regard to its impact on maintaining customer loyalty only time will tell if that is enough.

On the other hand, allow us to note that – according to Nicole Perrin, eMarketer principal analyst and author of the eMarketer “Customer Experience 2019 - Loyalty Marketing” report – “Marketers’ understanding of the customer journey doesn’t end at the conversion”, being important to investigate customers’ desire of reconnecting, finding out the best type of loyalty program communication for members. (eMarketer Editors, 2019) There is no doubt for marketers that loyalty marketing and ensuring a good post-conversion CX are key responsibilities. (Perrin, 2019) And there is clear evidence of the impact of the loyalty programs on consumer buying behavior from the viewpoint of both loyalty program operators and loyalty members worldwide, as shown in the figure below:



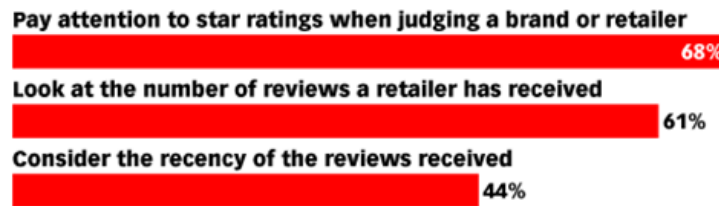
Figure no. 9: How much do loyalty members vs. loyalty program operators worldwide think loyalty programs impact consumer buying behavior

Source: Perrin, N. (2019). Customer Experience 2019 (Part 3)—Loyalty Marketing. The Building Blocks of a Better Customer Experience (A 4-Part Series), eMarketer, Jul 17 (work cited)

An interesting link (in order to have a larger picture of the customer journey) with the above mentioned impact on consumer buying behavior can be made with the three main factors US internet users do consider when judging a brand or retailer while making a purchase decision, as shown in the figure below: (Kats, 2019)

What Factors Do US Internet Users Consider When Judging a Brand or Retailer While Making a Purchase Decision?

% of respondents, March 2019



Note: ages 18+

Source: Brightpearl and Trustpilot, "Rise of the Review Culture," June 25, 2019

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www.eMarketer.com

Figure no. 10: What factors US internet users do consider when judging a brand or retailer while making a purchase decision

Source: Kats, R. (2019). How Ratings and Reviews Guide Consumers Positive Reviews? Check. 5-Star Rating? Sold, eMarketer, Aug 6 (work cited)

Instead of conclusions: Data, Information, Innovation and CX

Five years ago we discussed about “*Marketing’s continuous rise and shine*”, (Purcarea, 2014) while assuming its strategic and systemic leading role, creating and capturing customer value, mastering the latest technology, assimilating vast quantities of data, engaging and delighting their more connected and empowered than ever before customers, using technology and teamwork to listen accordingly, creating a vision for an exceptional CX and connecting everyone in the organization to the delivery of that seamless experience. We show within this framework, among other aspects, how important it is to ensure the right balance between creativity and analytics, constantly reevaluating the marketing strategies, confirming that innovation is the best friend on the way of marketing thinking change.

Next year, in 2015, we continued to pledge for “*Marketing as a center of constant improvement and change*”, (Purcarea, 2015) better understanding the marketing predictions and the direct relationship between marketing’s value and impact and marketing’s alignment to the business, taking into account that data and automation technology are driving seismic shifts in the industry. While in 2016 we paraphrased T.S. Eliot, (Purcarea, 2016) arguing that we strongly believe that it is marketers’ duty in relation with their organizational culture to pay attention to not losing the wisdom in knowledge, and to not losing the knowledge in information. Next year, in 2017 we underlined not only the need of “*Telling the truth about the difference made by data and analytics, bridging the gap between the marketing and technology, and improving data-driven results*”, (Purcarea, 2017) but also the need of “*Understanding emotion and connecting it to the brand, and the brand to results*”. (Purcarea, 2017) And in the first quarter of 2018 we highlighted the imperative of “*Developing marketing capabilities by mapping customer journey*

and employer journey, considering the blurring of boundaries between marketing, technology and management”. (Purcarea, 2018)

The continuous reevaluation of the customer journey from end to end made us to recall finally some significant quotes:

- *“The value of data is being recognized, mined, and monetized”* (MIT IDE 2018 Platform Strategy Summit);
- *“Don’t spend all of your time in places where the information you see is controlled by algorithms”* (Ian Myers, CEO, NewsPicks, a joint venture between News Corp. and the Japan-based business media company, Uzabase); (MIT IDE 2018 Platform Strategy Summit)
- *“Innovation is a function of architecture and organization amplified to the power of mechanisms and culture”* (from the slides dedicated to Amazon by Dirk Didascalou, Vice President of IoT at Amazon Web Services, slides presented at the MIT Platform Strategy Summit, July 12, 2019; cited by Scott Brinker, President & CTO of ion interactive); (Brinker, 2019)
- *“Whether it’s a trade show, 1:1 meeting, phone call, chat, email, direct mail, or a letter, no experience happens in a vacuum. There’s a physical, mental, and emotional context that shapes the client’s experience whether you plan for it or not”* (Megan Burns, CEO of Experience Enterprises, and a former Forrester’s representative); (Burns, 2019)
- *“Agile marketing has come into prominence because of a number of recent advancements. We have seen a shift in preference to being more agile, and greater ability for marketers to become more agile...”* (Greg Kihlström, SVP Digital at Yes&, a marketing agency in the Washington, DC region); (Kihlström, 2019)
- *“The connection is between the Creator and the Customer... Underlying this connection is the Community connection – the community of customers and creators, the local community impacted by the business, and society itself”* (Christian Sarkar, the editor of The Marketing Journal and Philip Kotler, the “father of modern marketing”). (Kotler and Sarkar, 2019)
- *“One way to think about trust is in terms of will and skill. In deciding whether to trust someone, we focus on two basic questions. First, do they have the values, conviction and courage to do the right thing? Second, do they have the capability and skills to do the right thing? ... As we move into more unstable times, the balance of trust shifts from skill to will.”* (John Hagel, Founder and co-chairman of Deloitte LLP’s Center for the Edge, a research center based in Silicon Valley with branches in Amsterdam and Melbourne). (Hagel, 2019)

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