

Building a Path toward Digital Marketing Maturity.

The impact of digital marketing in healthcare

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Abstract

There is an essential role assigned to digital transformation leaders in the increasingly digital competitive environment in which only a few companies are developing into more mature digital organizations. In order to deliver successful customer experiences organizations need to achieve digital marketing success on the way of the never-ending digital journey, reinventing marketing with this kind of journey. This involves a better understanding the impact of digital transformation on professional skillsets, and the disconnect and the divide in digital marketing which is an integral part of any business, improving digital marketing skills, and investing in ongoing skills training, and the last but not the least finding and keeping talent. Research provides true lessons to learn on the role of digital transformation in improving healthcare ecosystems, on the impact of digital marketing in healthcare.

Keywords: Digital transformation; Digital maturity; Digital marketing success; Marketing's continuous reinvention; Digital marketing skills; Digital marketing in healthcare

JEL Classification: L86; M15; M31; O33

Digital transformation, digital maturity, and digital marketing success

At the end of May 2017, Stijn Viaene (a Full Professor and Partner at Vlerick Business School in Belgium, being the Director of the school's Digital Transformation strategic focus area; also a Professor in the Decision Sciences and Information Management Department at KU Leuven), argued that in any business development leadership has been an indispensable factor, playing a crucial role for a successful digital transformation (which: involves rediscovering the nature of value creation, growing new core capabilities, and developing new skills) in the current digitizing economy. (Viaene, 2017) He underlined the role of digital transformation leaders in business' s leading with the help of Social, Mobile, Analytics, and Cloud and Internet of Things technologies (SMACIT), developing opportunities and capabilities more quickly than their competitors by connecting ideas and people (see the figure below).



Figure 1: Leadership personas enabling digital transformation

Source: Viaene, S., *What Digital Leadership Does*, May 25, 2017, retrieved on 06.09.2017, from: <http://www.europeanbusinessreview.com/what-digital-leadership-does/>

Despite the real need today to adapt to increasingly digital market environments and to take advantage of digital technologies in order to improve operations, few companies are developing into more mature digital organizations (only those applying key practices such as: increasing collaboration, scaling innovation, and revamping their approach to talent - according to the 2017 Digital Business Report, MIT Sloan Management Review and Deloitte, based on a global survey of more than 3,500 managers and executives and 15 interviews with executives and thought leaders). It is interesting to note that the co-authors of the above mentioned report use the term “*maturing*” instead of “*mature*” to describe the most advanced studied companies and that because they consider digital maturity a continuous and ongoing process of adaptation to a changing digital landscape. (Kane, Palmer, Nguyen Phillips, Kiron and Buckley, 2017)

It is also worth showing here that the first author of the above mentioned report, Gerald C. Kane (a professor of information systems and McKiernan Family Faculty Fellow at the Carroll School of Management at Boston College in Chestnut Hill, Massachusetts), made in April 2017 a clear distinction between “digital transformation” (understood as the adopting of business processes and practices to help the organization compete effectively in an increasingly digital world) - digital transformation being fundamentally about how the company responds to digital trends that are occurring (how it implements technology being only a small part of digital transformation) - and “digital maturity” (seen as a gradual process that unfolds across the organization over time, solved in the walking, being a natural process of learning how to respond appropriately to the emerging digital competitive environment). He recommended that in order to adapt to the increasingly digital competitive environment it is better to shift the focus on digital transformation to a focus on digital maturity. (Kane, 2017)

In the latest article published in this journal we showed that business success is depending on the digital transformation on the way of delivering improved experiences, being imperative to respond to the identified changes, interacting accordingly with technology, also looking at the new environments created by the virtual and real worlds coming together. (Negricea & Purcarea, 2017) In fact, we have constantly pledged for digital intelligence and digital marketing effectiveness. (Negricea & Purcarea, 2017) And this within a context marked by what the Senior Director of Strategic Marketing for the Digital Marketing Business Unit at

Adobe, Matt Langie, highlighted in February 2014: “Today’s marketer must move the enterprise to a point where resources are aligned and optimized to achieve maximum results from digital marketing practices”. (Langie, 2014)

And as we agree with the opinion expressed by Professor Kane (and not forgetting that digital maturity, as highlighted in the above mentioned report co-authored by him, is achieved through commitment, investment, and leadership), allow us to remember that Adobe *Digital Marketing Maturity Assessment* – that helps to identify organizations’ strengths and areas for improvement so as to build new revenue streams –was launched at the 2014 Adobe annual Summit conference, being introduced by Matt Langie. *Digital Marketing success*, according to Adobe, is dependent upon an organization’s focus and investment (in its People, Processes, and Products necessary to deliver successful customer experiences), being identified *seven Digital Marketing dimensions* (Channels, Audiences, Context, Content, Assets, Campaigns, and Data). Danielle MacInnis, a customer centric marketer (MacInnis, 2015) and the owner of MacInnis Marketing (a company which creates sales and marketing systems to attract customers and employees to companies that they love), showed – after reading the book co-authored by Lars Birkholm Petersen, Ron Person, and Christopher Nash (Birkholm Petersen, Person, and Nash, 2014) – how necessary it is in today’s marketing landscape controlled by customers to *connect all the company’s activity to a maturity model based on the customer experience* (see the figure below).

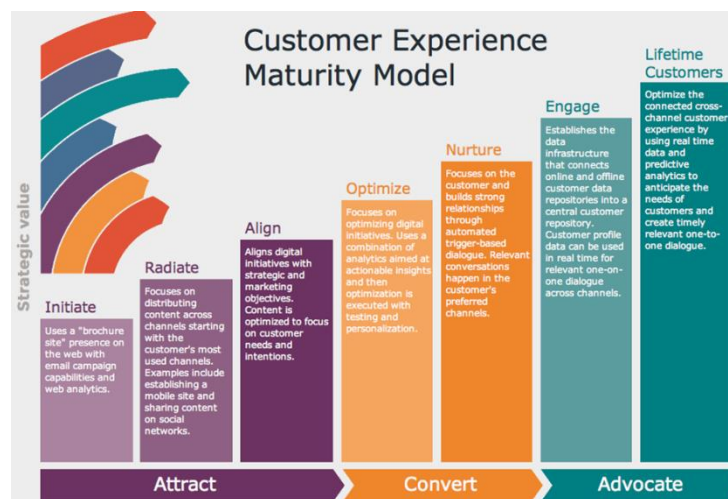


Figure 2: Customer Experience Maturity Model

Source: MacInnis, D., *How mature is your marketing?* 15 May 2015, retrieved on 04.09.2017, from: <http://www.macinnismarketing.com.au/blog/how-mature-is-your-marketing->

She also recommended Adobe Digital Marketing Maturity Self-Assessment Tool (see the next figure below).



Figure 3: Adobe Digital Marketing Maturity Self-Assessment Tool

Source: MacInnis, D., *How mature is your marketing?* 15 May 2015, retrieved on 04.09.2017, from: <http://www.macinnismarketing.com.au/blog/how-mature-is-your-marketing->

And as digital maturity (view here as the organization’s capacity to deliver seamless, digital brand experiences) is constantly changing, the companies achieving the highest digital maturities are those having an adequate digital strategy including four essential components: Data-Driven Marketing, Optimal Customer Experience, Mobile Marketing, and Cross-Channel Marketing. (Lindsay, 2016)

Marketing’s continuous reinvention

In the first day of spring 2008 a challenging book was published, entitled: *“The Age of Engage: Reinventing Marketing for Today’s Connected, Collaborative, and Hyperinteractive Culture”*. (Shiffman, 2008) The author was Denise Shiffman, today Senior Vice President, Product Management & Strategy, Juniper Networks, and at that time Founder & Principal, Venture Essentials (a business strategy and digital transformation consultancy), her commentary being featured in The New York Times and BusinessWeek, and on CNET. In an editorial review, Eric Schmidt, CEO, Google, said that *“...To master the profound changes in marketing forged by the evolution of the Web, every marketer must read this book!”* On the other hand, the book was introduced as a *“forward-thinking guide to marketing in the Live Web age...,”* the author explaining *“why and how CEOs must throw out the 'Four P s of Marketing' and replace them with a new paradigm of marketing in which email, viral buzz, search mechanisms, social aspects, widgets, avatars, authenticity, and story play major roles.”* (amazon.com)

Eight years later, in February 2016, to come closer to our times, another challenging book was published, entitled: *“The Never-Ending Digital Journey: Creating new consumer experiences through technology”*, (Angelani, Englebienne, and Migoya, 2016) the authors being three Globant’s representatives, Andres Angelani, Guibert Englebienne, and Martin Migoya. Globant (NYSE: GLOB) is well-known as a digitally native technology services company which creates digital journeys for its customers, having more than 5,600 professionals in 12 countries working for companies like Google, LinkedIn, JWT, EA, and Coca Cola, among others. Globant

was named a Worldwide Leader of Digital Strategy Consulting Services by IDC MarketScape Report (2016), its client work being featured as business case studies at Harvard University, Massachusetts Institute of Technology and Stanford University. (globant.com/)

The reputed Daniel H. Pink, author of “Drive and To Sell Is Human”, (amazon.com/) said in an editorial review that this book “...contains cutting-edge thinking about how to wed engineering and design to create digital experiences that will thrill a new generation. This is a must-read book.” On the other hand, also in February 2016, a Forbes Contributor, Jason Bloomberg, President of industry analyst firm Intellyx, (Bloomberg, 2016) approached the topic of “Reinventing Marketing with Consumer Journeys”, showing that Globant is, in the opinion of Martin Migoya, an engineering company for the brand, what represents a new paradigm, Globant’s customers not recognizing marketing in what this company is doing.

Better understanding the impact of digital transformation on professional skillsets

At the end of 2010 – while approaching the challenging topic of “*The CMO’s Imperative. Tackling New Digital Realities*” (Busby, Field, Forth, Harsaae, Rose and Salha, 2010) – The Boston Consulting Group (BCG) anticipated a significant skills-based battle over the next five years to define the next generation of marketing leadership. Five years later, in September 2015 – while approaching another challenging topic, *The Talent Revolution in Digital Marketing*” – BCG’s representatives (Field, Visser and De Bellefonds, 2015) showed the findings of the research (commissioned by Google and supported by digital-training experts The Knowledge Engineers and a team of marketing industry organizations) assessing the current state of digital skills in marketing organizations (the survey being focused on companies in the UK and Germany). The 1,100 digital marketers were asked to assess their organizations’ capabilities across a digital-marketing framework including *nine categories of skills* (planning: *marketing and brand strategy, partner management, and critical organization enablers*; execution: *digital targeting, digital-content development and distribution; expertise in seven digital channels - search, websites, display media, mobile advertising, mobile Web - and applications - social media, and video*; measurement: *metrics and measurement, marketing analytics, and testing*). The average digital-skills score for all marketers was 57 (on the well-known BCG’s 100-point Digital Capabilities Index with 100 indicating best practice). The analysis underlined among other aspects: the need of making the development of digital capabilities a top business priority, and significantly boosting longer-term learning and development (L&D) programs to produce these needed skills; the shortage of digital talent (better talent leading to better business performance).

In March 2017, BCG’s representatives (Field, De Bellefonds, and Friedel, 2017) approached again a challenging topic – “A Disconnect and a Divide in Digital-Marketing Talent” – analyzing the new BCG research (late 2016, in collaboration with Google Digital Academy), some 2,200 marketers (at 141 advertisers, and 2,900 employees at 126 advertising agencies) being surveyed on their organizations’ digital-marketing capabilities and learning and

development efforts. The findings revealed among other aspects that: consumers' purchase pathway for companies in all industries are reshaped by digital and mobile channels and advanced marketing techniques; digital marketing is already moving toward new capabilities (many companies struggling to develop digital content and employing social media), but marketers are still using new and advanced tools in old-fashioned ways; there is more inertia than action at the level of advertisers (being identified a lack of: understanding at senior levels of marketing management about the strength of companies' digital capabilities; vision; organizational support in attracting and retaining critical digital talent; of assessment); one of the biggest advantages that digital technologies provide marketers is the ability to test and adjust creative content and campaign formats and methods; it is important to build long-term digital-marketing partnerships that work.

According to the *point 5* ("Roundtable Discussion: The impact of digital of transformation on professional skillsets") of the *Digital Marketing Institute Industry Advisory Council Minutes, April 2017*, (digitalmarketinginstitute.com/) various aspects of *digital transformation in relation to its impact on business to the skillsets needed in the future* represented the focus of the roundtable. It is well-known (digitalmarketinginstitute.com/) that this Industry Advisory Council (formally called the Syllabus Advisory Council) ensures that the Certified Professionals have learned the most up to date necessary digital skills, core competencies and knowledge (certifications from the Digital Marketing Institute's Certification Framework being implemented in over 90 countries by Universities, Colleges, Training companies and Employers, being a compatibility with both the European Qualifications Framework/EQF, and the European Higher Education Area/EHEA).

Within the context of the above mentioned roundtable, Olivia Kearney, CMO at Microsoft, underlined that it is essential to be an influencer and authentic while using the opportunity of digital transformation to disrupt, engaging accordingly with the customer. On the other hand, Ciaran O'Muirthile, Head of New Customer Onboarding EMEA at Google, highlighted the need of having specialisms in particular fields, taking into account the fragmented approach for customers.

Digital Marketing Institute (founded in 2008) considers that: there is a global crisis in digital skills, the organization's ability to successfully leverage digital being hindered by this lack of skilled professionals; digital marketing is now an integral part of any business in today's digital economy. (digitalmarketinginstitute.com/) The findings of its Digital Skills Report 2016 revealed (digitalmarketinginstitute.com/) that the actual level of marketers' skills is equally low across USA, UK and Ireland (38% on average), despite the fact that they perceived themselves as very or fairly competent in digital marketing (USA, 59%; UK, 47%; Ireland, 51%). 908 marketing professionals across a variety of industries were tested, but only 8% of these marketers achieved entry level skills according to the competency-based tests (the majority of these marketers failing to achieve entry level competency in digital marketing ;skills, as shown above - 38%). The research also revealed that: the leading skills gap in organizations is strategy

and planning (58% in USA, 55% in UK and 42% in Ireland); becoming more digitally focused will be critical to marketers' organization in the next two years (USA, 63%; UK, 52%; Ireland, 72%); marketers feel that there is a lack of urgency to develop a focus on digital transformation in their organization (in the case of 59% of American marketers this being the primary point of anxiety), and that *to remain competent in their current role in the future they need to improve their digital marketing skills* (69% in UK and USA, and 86% in Ireland). (O'Brien, 2016)

As shown on February 22, 2017 by AMA's Marketing News Weekly, (Qaqish, 2017) marketing's ability to generate revenue is negatively impacted by the lack of digital marketing skills, being a real need for companies to invest in ongoing skills training (see the figure below), the importance of this training to the performance of the company needing to be recognized by HR. Finding and keeping talent is the no. 1 issue for any CMO, followed closely by keeping skills current. Within this framework, the education and knowledge (required to be a successful digital marketer) provided by the Modern Marketing University was highlighted, launched by Microsoft in 2015.

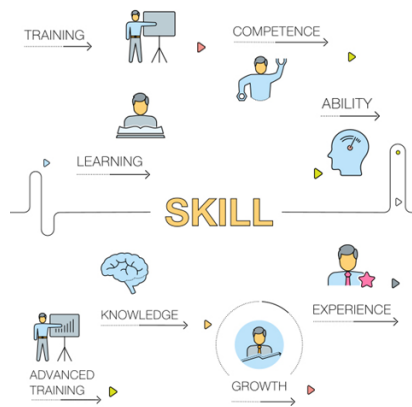


Figure 3: Marketing leaders must present a business case for investing in ongoing skills training for their people

Source: Qaqish, D., *Who Should Close the Digital Skills Gap, Marketing or HR?* AMA, Marketing News Weekly, Feb. 22, 2017

Aligning marketing with the patient decision journey. The role of digital transformation in improving healthcare ecosystems

There is no doubt in the digital era that person-to-person relationship in healthcare is becoming increasingly essential, healthcare marketers being convinced that patients are more and more eager to access information that empowers them, digital health tools boosting patients' awareness and control of their own health. That is why building an adequate patient experience framework - including a patient decision journey map, so as to better understand all the touchpoints with patients and to improve the quality and consistency of all these touchpoints - represents a real challenge. (Purcarea, 2016) In fact, as shown on the site of our journal at the beginning of June 2016: "...creating superior patient experience is a balance of art (including

considering the marketing technology landscape to meet the increasing patient expectations) and science (including integrating marketing budgeting, planning and analytics). Patient experience (defined by The Beryl Institute as the sum of all interactions, shaped by an organization’s culture, that influence patient perceptions across the continuum of care) is considered a macro issue, while transforming the patient experience is one of the imperatives of the relevant market, and contextualized patient experience across touch points is one of the priority areas in which patient-obsessed healthcare companies are investing.” (holisticmarketingmanagement.ro/)

In May 2016 McKinsey’s representatives argued how important it is for pharma marketers to engage with patients in ways that feel natural and personal, which translates into better understanding how consumers make healthcare decisions, and introduced a so-called CareFlow (see the figure below) whose points of interactions are vital in (re)allocate investment and attention accordingly. (Fox, Hofmann and Paley, 2016) This map can be designed on the basis of electronic medical records, surveys of patients and physicians, analysis of the data available on social media and from web-engine search trends, consumer data etc.

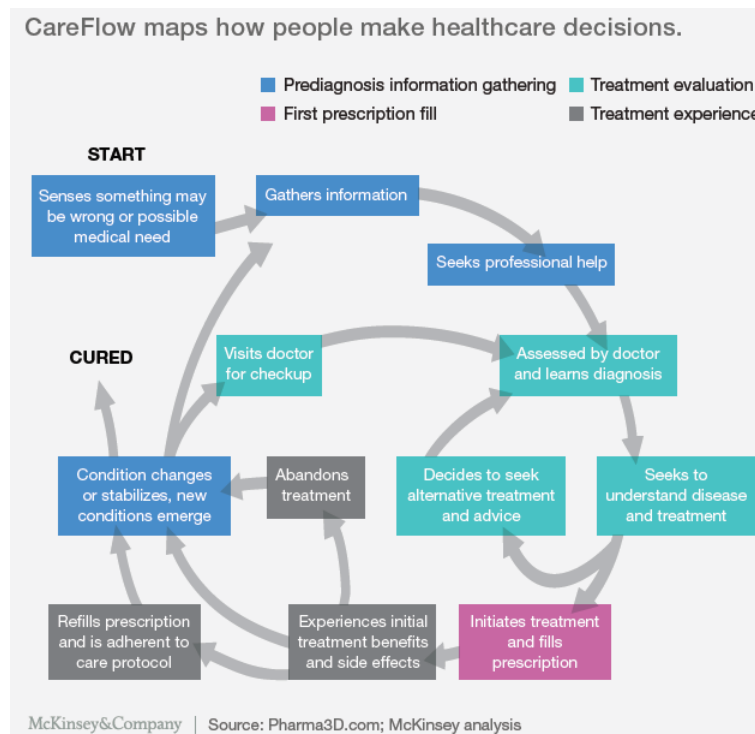


Figure 3: CareFlow maps how people make healthcare decisions

Source: Fox, B., Hofmann, C., and Paley, A., How pharma companies can better understand patients, May 2016

It is well-known that marketing programs are guided by researches creating the so-called “sales funnel” (sales process, revenue funnel) – understanding touch points through this metaphor of a “funnel” – in which possible customers can experience as they go from prospect

to lead to customer to repeat buyer, in generally being identified seven phases: awareness, interest, evaluation, decision, purchase, reevaluation, and repurchase. McKinsey's representatives introduced in June 2009 the "consumer decision journey" concept, taking into account that the funnel concept failed to capture all the touch points and key buying factors because of both the explosion of product choices and digital channels, and the emergence of an increasingly well-informed, knowledgeable consumer. (Court, Elzinga, Mulder, and Vetvik, 2009) They argued that this approach of the consumer decision journey is applicable to any geographic market (having different kinds of media, Internet access, and wide product choice), and all companies will be force to adopt new ways of measuring consumer attitudes, brand performance, and the effectiveness of marketing expenditures across the whole process, because of the increasing complexity of the consumer decision journey.

In February 2017, on the occasion of an interview for McKinsey, Frank Westermann, the CEO and cofounder, and Anton Kittelberger, the COO of mySugr (a start-up that designs apps for diabetes management), on the topic of the reshaping of healthcare with the help of patient apps, starting from the fact that innovation in digital health will be driven by the patient and by patient-centric solutions. (Biesdorf, 2017) According to mySugr's vision, technology can enable more touchpoints with a physician in order to improve patient's well-being. For instance mySugr launched in the USA a coaching product linking patient to a certified diabetes educator who has full access to patient's data and can give him advice at any time.

In April 2017, during a conversation with McKinsey's representatives, Stuart McGuigan, the CIO of Johnson & Johnson (J&J), described how this health-technology innovator is supporting faster development of smart healthcare products and improving customer and patient experiences with the company. (Chilukuri and Van Kuiken, 2017) McGuigan showed among other aspects that J&J can compare treatment plans and outcomes, and measure treatment efficacy (by using data lakes, analytics, machine learning, and other emerging technologies to understand what type of patient in what type of condition responds best to which messages and care protocols).

In June 2017, Roberto Pucci, Executive Vice President for Human Resources at Sanofi, argued in an interview for McKinsey that the relationship between technology and medicine will continue to evolve rapidly, healthcare being at an inflection point. (Meaney, 2017) A month later, in July 2017, also on the occasion of an interview for McKinsey, Jared Josleyn, the global head of corporate development at Alphabet-owned Verily Life Sciences (a data healthcare company that extracts high-fidelity data from the healthcare ecosystem and applies it to patients' lives to improve human health), underlined the importance of the convergence of data from every part of the healthcare system, this kind of convergence being demanded by a holistic approach to patients. (Raviscioni, 2017) In order to enable better management of health and disease, Verily collects and integrates massive and disparate data sets, observes new patterns, extracts insights, and provides those insights to clinicians and patients. For example, in the case of medical-device hardware, Verily uses data and technology to improve healthcare ecosystems

monitoring for patients who are diabetic, by starting with the problem first (continuous glucose monitor or the diabetic-retinopathy screening), doing the assessment, and if an available wearable or other sensor doesn't collect the right data (because, for instance, of the applications currently available which are not wholly effective for patients with type 2 diabetes, not being user-friendly, being too narrowly focused, or overlooking other important behavioral aspects of diabetes management; Verily is developing with Nikon a diabetic-retinopathy screening tool) it can provide inputs back to the patient, the providers, and the clinicians. On the other hand, in order to give visibility to operational inefficiencies in hospitals and to reduce negative patient outcomes and healthcare costs, Verily is using together with 3M, for example, machine learning (used to learn and predict) and the so-called "Performance Matrix". Verily is also well-known for its scientific team involved in building first-in-class systems-biology programs and analytical tools and associates these tools with things like digital pathology, which Google Brain (the mission of the Brain team being "Make machines intelligent. Improve people's lives").

Also in July 2017, in the work paper cited above and entitled "Adapting Your Company to a Changing World", some important examples were given such as: Cardinal Health (a global, integrated health care services and products company), which established in 2014 its Fuse innovation lab (a new innovation center) to bring together partners (physicians, patients, pharmacists, and providers) in order to deeply understand issues, craft solutions, and try them out (the ideas proposed regularly by customers and employees being screened and tested using agile one-week sprints), framework in which maintaining a digitally supportive culture is considered to be critical; Cigna, the global health care services company, well-known for formal education initiatives both inside and outside the organization, by making learning a priority for both leaders and employees, one hand, and for health care professionals, sales brokers, and consumers (to help keep them healthy), on the other hand, also going beyond traditional training initiatives (considering the principle of meeting users where they are).

At the end of August 2017 we remarked an interesting signal coming from Australia under the title "*Big Data Analytics and IoT can solve some of the hardest medical problems*". Within this context it was shown that doctor's notes and prescriptions, imaging results and laboratory and pharmacy data, data in EPRs or electronic patient records, machine generated or sensor data, social media feed, including blogs, tweets and Facebook status updates etc. (data of the medical information of a patient) are all included in Big Data and the Internet of Things healthcare. For example, wearables and sensors (BP monitors, electronic scales, SpO2 sensors, and proximity sensors) can collect health data on patients in their homes, pushing then all data into the cloud (cloud-based Big Data services have the potential to lower costs by approximately 45%). There a lot of benefits: diseases could be prevented or treated at the early stages, unnecessary hospitalization, visits to emergency rooms and increase in ailment severity could be easier prevented. (Mehta, 2017)

According to "*The State of Digital Marketing in Healthcare Moving Toward 2017. Industry Perspective: Where We Are, What's Changed in a Year*" - an annual report, released in

November 2016, sharing the results of the second annual healthcare digital marketing survey administered by Greystone.Net and Klein & Partners - *digital marketing has become more prevalent and sophisticated in healthcare*. The *Healthcare Marketing Leadership Index* (respondents grading the effectiveness of their marketing efforts in the areas of CRM, social media, website strategy and development and digital marketing) was a new feature in the 2016 survey (compared to the 2015 survey, the first one). In the figure below it can be seen this report's findings with regard to online/digital marketing currently used at Hospital/System:

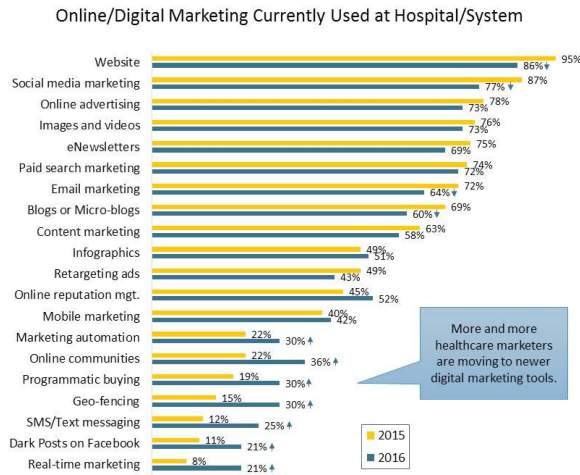


Figure 4: Online/Digital Marketing Currently Used at Hospital/System

Source: *The State of Digital Marketing in Healthcare Moving Toward 2017. Industry Perspective: Where We Are, What's Changed in a Year*, Greystone.Net and Klein & Partners, November 2016

Other findings were in relation with the main purpose of the consumer mobile app, and of physician mobile app, as it can be seen in the figure below:



Figure 5: Main purpose of the consumer mobile app, and of physician mobile app

Source: *The State of Digital Marketing in Healthcare Moving Toward 2017. Industry Perspective: Where We Are, What's Changed in a Year*, Greystone.Net and Klein & Partners, November 2016

Other interesting findings were related to:

- the mapping (as the first step in understanding and optimizing the customer experience) of the “mobile” and “digital” customers’ journey, being revealed that the proportion of the healthcare organizations which have mapped their mobile and digital customers’ journey has increased significantly in 2016 (mobile, 49%; digital, 62%), compared to 2015 (mobile, 35%; digital, 46%);
- (another new question) the embracing of digital transformation by healthcare organizations, being revealed that is still a long way to go in fully embracing throughout organization (completely 29%; mostly 46%; somewhat 23%; not at all 2%);
- (another new question) the pressing issues in healthcare marketing, as shown in the figure below:

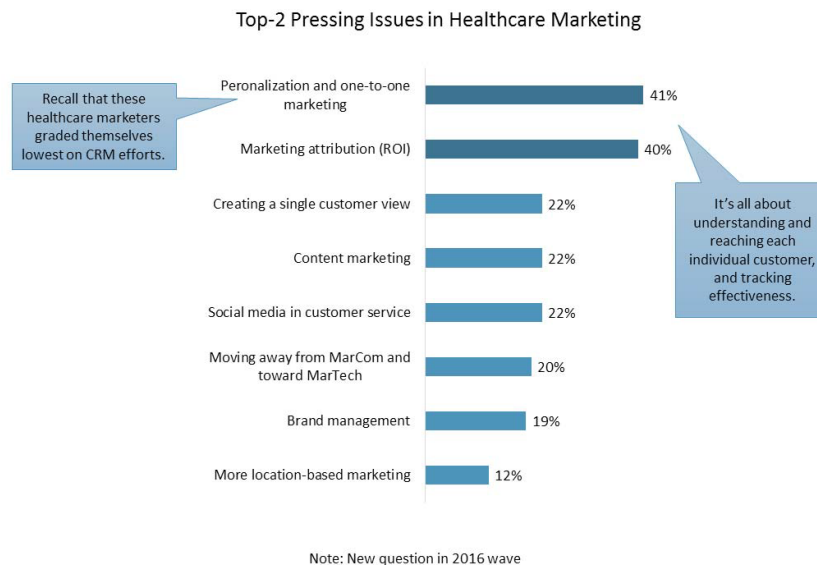


Figure 6: The pressing issues in healthcare marketing

Source: *The State of Digital Marketing in Healthcare Moving Toward 2017. Industry Perspective: Where We Are, What’s Changed in a Year*, Greystone.Net and Klein & Partners, November 2016

It is worth mentioning within this framework that on 11TH & 12TH October 2017, in London, UK, the Conference “Digital marketing in healthcare” will take place with the theme “Embracing Digital Transformation in the Pharma and Healthcare Sectors”. (wplgroup.com/) The Agenda is highlighting the real need of improving the quality of disease detection and management by the growing adoption of personal medical devices, social media, and electronic medical records, arguing that only if companies can translate “big data” into actionable business intelligence that will revolutionise healthcare delivery will be realized the potential of “big data” to transform the industry.

Conclusions

There is no doubt that one of the main barriers to company success in the digital age are the *digital culture deficiencies*, such as those identified by the 2016 McKinsey Digital survey of global executives: *functional and departmental silos, a fear of taking risks, and difficulty forming and acting on a single view of the customer*. (Goran, LaBerge and Srinivasan, 2017) The most significant self-reported barriers to digital effectiveness – after cultural and behavioral challenges (33% of respondents) – according to this research were: lack of understanding of digital trends (25%); lack of talent for digital (24%); lack of IT infrastructure (22%); organizational structure not aligned (21%); lack of dedicated funding (21%); lack of internal alignment - digital vs traditional business (19%); business process too rigid (16%); lack of data (13%); lack of senior support (13%). McKinsey's representatives expressed the opinion that *risk aversion, customer focus, and silos* (identified by respondents as the critical cultural intervention points) *constitute a valuable road map for reshaping an organization's culture*.

Understanding digital transformation correctly is a real business problem. Experts are continuously exchanging opinions on digital experience, fear of digital experience, digital experience survival strategies. (Seebacher, 2017) Customer experience of mobile apps, for example, is continuously evolving: wearables and integrated mobile apps have deeply penetrated the industries; customer experience in Augmented Reality mobile apps is enhanced by contextual response to external information, responding dynamically to user's environments, and real time interpretation of gestures with minimal to no special commands from users; user experience is connected with Internet of Things (IoT) Apps; voice assistants are operational in smartphones (Apple's Siri; Google Assistant for Android phones); the chatbot app landscape is in full evolution etc. (Mishra, 2017)

Paraphrasing some ideas resulting from the analysis provided by the above mentioned 2017 Digital Business Report, MIT Sloan Management Review and Deloitte, we can say that in order to build a path toward digital marketing maturity organizations should consider some principles such as: commit to and make digital marketing a core part of their culture; to ensure the digital marketing skills and resources needed to scale digital marketing initiatives; recruiting, retaining, and developing staff with digital marketing skills; putting the digital marketing advocates to work on various digital marketing experiments and initiatives, and advance their skills proven by different contributions to the wanted/necessary digital marketing shift. And...

... the last but not the least, focusing on new market-maker, the dynamic digital customer, knowing that nobody can afford to lose the today's dynamic digital customer, starting from its digital journey map, continuously aligning digital capabilities with operations, technology and digital marketing strategy, innovating and confirming this way organization's ability to react to digital marketing trends and to become more digitally mature as an ongoing process.

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