MARKETING'S FUTURE: AUTOMATION AND THE UPENDING OF CONVENTIONAL WISDOM

Kenneth Alan Grossberg[1]

Abstract: Marketing is experiencing dramatic change in the way it is being performed by companies and NPOs alike. In particular, marketing automation（MA）is revolutionizing the practice of marketing in three major areas: software, strategy and execution. MA software enhances and improves the productivity of those in an organization who are involved in marketing, sales, logistics and customer fulfillment, but it also taxes their traditional ways of doing things and — like much automation — forces them to work harder than ever. Chief marketing officers（CMO）have a rapidly growing array of MA tools at their disposal to help implement their strategies, but while execution has gotten a boost from the plethora of software solutions now available, there are also some aspects of marketing which cannot yet be improved simply by applying the artificial intelligence of algorithms.

Introduction

"The intersecting trends of social, local, and mobile（SoLoMo）are rapidly changing the face of marketing, and marketing platforms are evolving along with them."[2]

This quote sums up some of the major influences that are transforming the way we market goods and services today. The marketing funnel concept remains the same, but

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[2] Jon Miller, *The Definitive Guide to Marketing Automation, © 2013 Marketo, Inc,* p. 90.

The New Marketing & Sales Funnel

Then…

…Now

Marketing

Sales

Awareness

Interest

Consideration

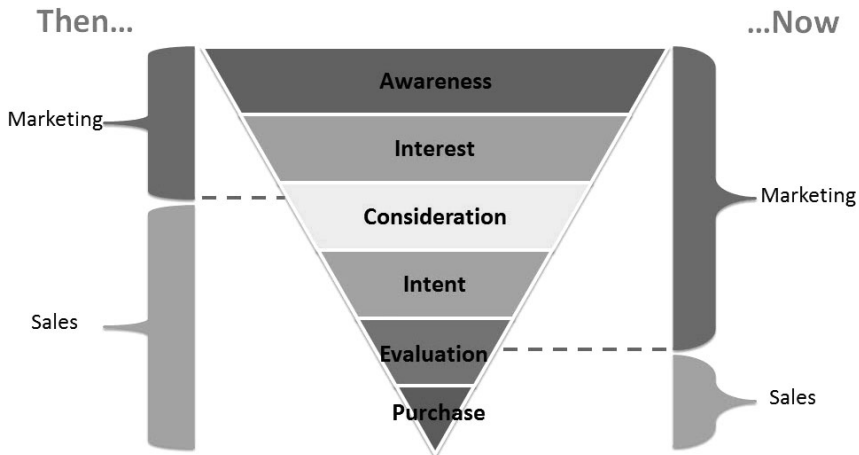**Intent**

Evaluation

Purchase

Marketing

Sales

Fig. 1   Content's Crucial Role in The New Marketing and Sales Funnel（Source: relevance. com）

marketing's role in it has expanded now that marketing automation（MA）has teamed up with content marketing to become a mainstream activity of many corporations.

Beginning about fifteen years ago with CRM（customer relationship management）companies like Salesforce. com promoting software as a service（SaaS）, the field of MA has mushroomed to become an entire ecosystem of different types of software platforms located in "the cloud" designed to help firms improve their efficiency and effectiveness at 1）gathering and deploying marketing intelligence, 2）generating and cultivating sales leads, and 3）automating routine workflow that guides a potential customer down through the marketing funnel from first contact or inquiry to final sale. Driving home the penetration of marketing by information technology tools and methods was a 2014 blog headlined, "Marketers: It's Time to Make Nice with Your CIO" which asserted that:

Technology has transformed how accounting, finance, operations and sales teams operate. It's also changed marketing more in the last 5 years than in the last 25. … As technology increasingly becomes a central component to marketing, senior marketers and technologists will find themselves spending more and more time together. This relationship has long been one of client-provider, but this can no longer be the way things run. … Companies with integrated technology are better able to put customers at the

center, operate more efficiently, and offer a consistent customer experience at more touch points.[3]

In other words, software solutions are increasingly invading the hitherto intuition-driven world of marketing management. Not only has marketing become more metrically-driven and quantitative, but the ways in which the digital world has upended traditional marketing practice to date implies further revolutionary developments. Inklings of these revolutionary developments began in the 1990s when organizations saw the potential of the internet for reaching their client populations and target markets through web pages and email, but that realization soon expanded from the traditional unidirectional command-and-control scenario in which a firm does all the communicating. The two-way, and very soon thereafter the multi- and omni-directional nature of marketing communications that arose early in the new millennium thanks to the growth of the social network is significant in this revolution. The social network promised a new playing field for executing marketing strategy by embracing the input and participation of those very customers who had previously not been able to have a significant say. New techniques, such as crowdsourcing product development, using social means to solicit positive customer reviews as a real-time endorsement vehicle, and applying data analytics to activities such as e-mail opens, forwards, and click-throughs which can be tracked and analyzed to provide insight into campaign effectiveness, have empowered marketers by helping them to more accurately find and service their potentially profitable clients. MA has also forced a major increase in the creation and distribution of compelling and relevant content because of its ability to automatically send out a variety of message types to attract prospects, generate leads, and retain customers. So the marriage between MA and content marketing stimulates marketers' growing need for both. Applying MA tools has greatly improved market segmentation, targeting and positioning. The rapid growth in the ability to collect, store, sift and analyze huge quantities of raw data is one of the benefits gained as a result of Intel co-founder Gordon Moore's prediction that the number of transistors on a

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[3] Christy MacLeod, "Marketers: It's time to make nice with your CIO," Percolate Blog, December 9, 2014. https://blog.percolate.com/2014/12/marketers-its-time-to-make-nice-with-your-cio/Percolate sells web and mobile marketing software which addresses governance, planning and content creation to audience acquisition, social relationship management and analytics, Percolate claims that its products unite users' brand, data and stories "across every team, location, and customer interaction".

chip would double approximately every two years.[4] This growth does not yet give any indication of slowing down. Once the data is collected and analyzed, it is used to increase sales and profits, but the human brain needs help in making this a reality, in particular to make sense of what the data means, and what to do with it. As if to drive home the point of the radical changes coming to marketing, a recent report issued by SiriusDecisions stated categorically that "By 2020, the marketer who doesn't understand how marketing automation should be used to drive demand creation will be an endangered species."[5] Recent statistics that currently "the most mature users of marketing automation achieve 32% greater revenue than average companies — and a whopping 79% more than the least mature companies" add force to this prediction.[6]

The changing definition of marketing automation

As the main instrument responsible for making the social network and the mobile phone channels so effective in improving marketing's track record, marketing automation （MA） deserves special attention. So what is marketing automation? MA is the catch-all name given to a new field that is upsetting the traditional ways in which organizations build and implement marketing strategies. The impact of big data and the software available to tabulate and manipulate that ever-growing mountain of information and statistics means that strategists can no longer ignore the importance of automation and artificial intelligence in formulating business plans. But because the ascendancy of MA is so recent, it is still a work-in-progress and organizations must struggle to keep up with constant changes even though they are already enjoying the increased productivity derived from the use of existing MA software tools. The value of MA for fine tuning sales leads, enhancing customer engagement and boosting profits was initially recognized by firms that are active primarily in the business-to-business （B2B） arena, but MA has proven to be so irresistibly effective that firms whose major product lines are consumer goods and services sold in the business-to-consumer （B2C） channel have jumped on this bumpy and fast-moving band wagon, too.

To comprehend where these developments are leading us we must first try to

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[4] "Moore's Law Inspires Intel Innovation-Bold forecast drives groundbreaking new technologies and more power-efficient processors," Intel home page. http://www.intel.com/content/www/us/en/silicon-innovations/moores-law-technology.html

[5] SiriusView: Marketing Automation Platforms 2014, SiriusDecisions, Inc. 2014, p. 3

[6] Jon Miller, *The Definitive Guide to Marketing Automation,* © *2013 Marketo, Inc,* p. 60.

understand what marketing automation consists of — its definition and its various component parts. Only after examining a few different definitions of marketing automation can we truly get a sense for how much this phenomenon is still in flux, and how many different aspects of marketing strategy and operations are being affected by it. Wikipedia defines MA as:

software platforms and technologies designed for marketing departments and organizations to more effectively market on multiple channels online (such as email, social media, websites, etc.) and automate repetitive tasks ... Originally focused on email marketing automation, marketing automation [now applies] to a broad range of automation and analytic tools for marketing — especially inbound marketing. Marketing automation platforms are used as a hosted or web-based solution, and no software installation is required by a (targeted) customer. The use of a marketing automation platform is to streamline sales and marketing organizations by replacing high-touch, repetitive manual processes with automated solutions.

Wikipedia's definition identifies three categories of MA software.

Marketing intelligence software uses tracking codes in social media, email and webpages to track the behavior of anyone interested in a product or service to gain a measure of intent. It can record which social media group or thread they followed, which link was clicked on in an email or which search term was used to access a website. Multiple link analysis can then track buyer behavior. Following links and multiple threads [by a prospect] related to···product A but not B will show an interest only in A. This allows more accurate response and the development of a nurturing program specifically targeted towards their interest [in product A].

Marketing automation software has a focus on moving leads from the top of the marketing funnel through to becoming sales-ready leads at the bottom of the funnel. Prospects are scored, based on their activities, and then presented drip campaign messaging via email and social channels, thus nurturing them from "first interest" through to "sale". Commonly used in business-to-business (B2B), business-to-government (B2G), or longer sales cycle business-to-consumer (B2C) sales cycles, marketing automation involves multiple areas of marketing and is really the marriage of email marketing technology coupled with a structured sales process.

Advanced workflow automation software handles the automation of internal marketing processes. These include budgeting and planning, workflow and approvals, the marketing calendar, internal collaboration, digital asset creation and management, and essentially everything that supports the operational efficiency of the internal marketing function. Typically these systems require an administrator to set up a complex series of rules to trigger action items for internal sales and marketing professionals to manually

process (e.g., designing files, sending letters, sending email campaigns). This type of system increases the marketer's ability to deliver relevant content to relevant individuals at relevant times.[7]

Despite the comprehensive nature of Wikipedia's definition, it does not tell the whole story. And some other definitions of MA are less detailed and relegate the

Fig. 2. *The Path to Marketing Automation Success* (Source: LoopFuse, *2011, p. 6*)[8]

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[7] http://en.wikipedia.org/wiki/Marketing_automation

[8] LoopFuse describes each of the factors included in Fig. 2 as follows: **CRM Integration**: For aligning Marketing and Sales-bi-directional CRM integration allows for CRM data to be easily manipulated from within the Marketing Automation platform. **Web Analytics**: Incorporating web analytics data allows you to segment, score, and qualify prospects based

phenomenon to a more limited sphere of activity than does Wikipedia. Such is the *Marketing Automation Times*, which considers MA no more than a subcategory of CRM (customer relationship management) which is largely sales oriented:

Marketing automation is a subset of customer relationship management (CRM) that focuses on the definition, scheduling, segmentation and tracking of marketing campaigns. The use of marketing automation makes processes that would otherwise have been performed manually much more efficient and makes new processes possible. Marketing automation reduces repetitive tasks associated with the marketing process. There are two tasks, among many, for which the software resolves. There are customer segmentation and campaign management. Marketers use such factors as sex, age, and education to divide and classify customers. Performing this task is called customer segmentation. This makes it easy for marketers to create a target population and measure the efficiency of allocated resources. On the other hand, marketers also use the software to inform potential customers of business products and services. By employing an email management campaign, marketers send pre-formatted messages about products to a list of email contacts. marketing automation software has become the best solution for developing email marketing and sales campaigns and driving revenue.[9]

Webopedia also considers MA just a part of CRM:

Marketing automation is a component of customer relationship management (CRM) that uses software and applications, often SaaS (software as a service) or hosted applications, to automate marketing processes. The benefits to using automation is that it removes the time-consuming tasks associated with manual customer data management for list segmentation and campaign management.[10]

And so does *Whatis. com*.[11] Marketo, however, one of the leading MA software

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on their website-viewing habits. **Lead Nurturing**: Automates the process of qualifying leads and increases the upsell-rate by keeping current customers engaged. **Lead Scoring**: Applies metrics to each lead and prospect, relative to that of others in your database. **Email Marketing**: A platform designed to launch email campaigns to targeted prospect groups. **List Management**: Ability to segment your database of leads and target them with focused campaigns and programs. **Reporting**: Helps tune your marketing initiatives by measuring the response-rates. *The Path to Marketing Automation Success,* LoopFuse, 2011, pp. 5-6

[9] http://marketingautomationtimes. com/about-us/marketing-automation-definition/

[10] http://www.webopedia.com/TERM/M/marketing_automation.html

[11] Margaret Rouse, "Marketing automation," http://searchcrm.techtarget.com/definition/marketing-automation

providers, defines MA more broadly as follows:

Marketing automation is a category of software that streamlines, automates, and measures marketing tasks and workflows so companies can increase operational efficiency and grow revenue faster.[12] Features include email marketing, landing pages and forms, campaign management, lead nurturing/scoring, lead lifecycle management, CRM integration, social marketing capabilities, and marketing analytics.[13]

Dave Chaffey and Jordie van Rijn in Smart Insights' *Marketing Automation Best Practices Guide* tout the advantages of MA in their definition of the phenomenon and give us a better idea of why there is such a frenzied rush by companies to implement these new tools:

Marketing Automation enables businesses to automate customer communications activities as part of the marketing and sales process. The use of marketing automation services makes new, more sophisticated, processes and relevant communication and experiences possible across a range of touch points across the customer lifecycle. More relevant contextual experiences and offers promise an increase in return-on-investment from customer communications and increased efficiency in marketing teams with time savings from manual campaign activities.[14]

And an even more expansive definition is given by Don Dalrymple:

Marketing automation is the automation of the process a buyer takes to buy your services or goods. It is both relevant and indispensable in today's economy where buyers have very little attention and too many choices. Furthermore, the attention economy has been further exacerbated by the enormous amount of advertising and mediums for marketing. To connect with the buyer in a personal, relevant and timely way each step s/ he takes requires automation — automation which is predictable, consistent and outperforms sales people that struggle to keep up with the sophisticated buying process.[15]

SiriusDecisions also defines marketing automation in a sweeping way as:

a technology solution that helps enable the seeding, creation, nurturing and acceleration of demand among prospects and customers. SiriusDecisions has identified 16 minimum requirements that an application must satisfy to be labeled a MAP（marketing

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[12] Jon Miller, *The Definitive Guide to Marketing Automation,* Marketo Inc., 2013, p. 6

[13] Op. cit., p. 7

[14] Dave Chaffey, "10 features defining the scope and opportunities of marketing automation," *SmartInsights. com http://www.smartinsights.com/lead-generation/marketing-automation/definition-marketing-automation/*

[15] Don Dalrymple, "What Is Marketing Automation?" *AscendWorks,* October 14, 2010 http://ascendworks.com/what-is-marketing-automation/

automation platform), spanning three areas: campaign management, lead management and platform management.[16]

With the rapid expansion of the areas affected by MA, so too does the description of what it encompasses, illustrated in a blog by Chris Bolman:

The marketing landscape continues to evolve by leaps and bounds. Mobile is now the first screen, social has reached unprecedented scale and diversity, brand experiences are increasingly native and content-driven, and people consume digital media on their own terms... . This raises two questions: *how much does the traditional definition of marketing automation still align with marketers' needs?* [italics mine] And what about B2C marketing? We need to expand the definition of marketing automation to align with a new world.[17]

The question raised by Bolman is highly relevant to our understanding of MA Because the ultimate goal is now to integrate *all* marketing-related activities via MA so that they support each other's contribution to the sales effort, the original CRM-related conception of MA is already obsolete. Since this is a rapidly growing arena, it becomes increasingly necessary for the providers of MA solutions to integrate their offerings or lose out to competitors, as was pointed out in a recent Forrester Research white paper:

As channel-focused marketing technology becomes commoditized, vendors that can deliver capabilities that unify data, content, and workflows to harness customer context will lead the pack. Why? Marketers need them to deliver more contextual, useful brand

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[16] *SiriusView: Marketing Automation Platforms 2014*, SiriusDecisions, Inc. 2014, p. 1

[17] Chris Bolman, : Why the Definition of Marketing Automation Is Bigger Than Ever", *Percolate Blog,* June 5,2014 https: // blog.percolate.com/2014/06/new-marketing-automation-definition-2014/ Bolman continues: The first workflow area where marketers' needs are clearly evolving is content. Even as recently as three years ago content marketing for most companies — particularly in the B2B space — meant blogging and creating gated written content to generate leads. While these content areas are still relevant and effective, every marketing team is in on the game, contributing to extensive content noise and intense keyword competition for search rankings. What makes content marketing stand out from the crowd? Rich visuals, unique insights and fresh, relevant data. For content marketers, more and more value will need to be captured through technology tools and platforms that make image creation and editing faster, provide marketers with timely, accurate content recommendations, and give them access to unique data science and collection capabilities.

experiences, which requires a well-integrated portfolio as part of a broader BT agenda.[18]

The Forrester report stresses the need for an effective "enterprise marketing software suite", which it defines as

an integrated portfolio of marketing technology products that provide analytics, automation, and orchestration of insight-driven customer interactions to support inbound and outbound marketing.[19]

In many ways "marketing is the integrator in that complete end-to-end chain," according to Deborah DiSanzo, CEO of Philips Healthcare. "You could have the best R & D in the world. You could have the best operations in the world. You could have the best finance in the world. But if you don't have a world-class marketing enterprise, your solutions won't meet the market."[20] And marketing automation is making that integration ever more efficient. It has smoked customers out of the fog of traditional demographic and psychographic profiling and increased the payback from sales and marketing efforts.

A second, related area ripe for marketing automation advancement is brand management. At the current scale and pace of digital, managing brand guidelines and assets spread over separate systems like Dropbox, Box, Google Docs, Adobe Creative Cloud — then relying on completely manual processes to collect, organize and create content with them — creates inefficiencies and drives up marketing costs. The larger a brand becomes — and the more agency relationships the team needs to collaborate with — the more important it becomes to centralize and streamline the process for ensuring brand consistency across email, social, dot-com and the rest of its digital presence.

Third, marketers need to increasingly think about how mobile can automate key marketing tasks. For example, if an event marketing team takes photos at a conference, then has to get written media releases from photo subjects, download images from a memory card, edit them, and finally upload them to a DAM so their teammates can create content with them, it renders real-time marketing next to impossible (or, best case scenario, expensive and resource-intensive). For the first time, mobile is providing marketers with opportunities to leapfrog slower, traditional marketing workflows.

Over the last five years marketing automation has grown from a blip to an impactful marketing technology space; expect it to continue to evolve over the next five to address the needs of a marketing landscape being disrupted by mobile, social fragmentation, heightened content marketing competition and globalization.

Segmenting and targeting a market using marketing automation

For building a successful operation that culls prospects using up-to-the-minute segmentation tools a company needs to focus on the social network as never before. Janet Driscoll Miller, President of Marketing Mojo, suggests that we can obtain information about intent via search engines and about identity via social media. This means one can now build customized audiences using Google Adwords and Facebook.[21] From customized audiences we can then generate prospects that have a greater probability of responding to a marketing appeal than in the past when it was not possible to wed purchase intent to identity except along relatively rough demographic and lifestyle parameters. Even for the B2B world a more profitable matching of search with social can now yield richer sales prospects than was ever possible in the pre-marketing automation era. As the algorithms become more sophisticated, they will be able to distinguish between a prospect's superficial surfing of the internet versus purposed search that reveals real interest, and that will make it easier for companies to push a lead down through the marketing funnel to the ultimate
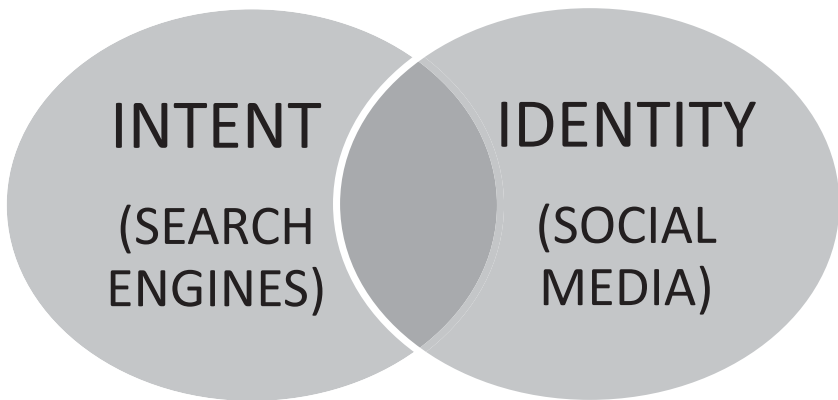

Fig. 3.   (Source: Janet Driscoll Miller, 2014)

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[18] Cory Munchbach and Rusty Warner, "The Forrester Wave™: Enterprise Marketing Software Suites, Q4 2014", October 21, 2014

[19] Op. cit. Munchbach & Warner, p. 2

[20] David Edelman & Fabian Hieronimus, "Discover, Design, Deliver: 3D Marketing for Above-Market Growth," McKinsey & Co., 2014, p. 7

[21] Janet Driscoll Miller, presentation at B2B Marketing Forum Boston, Oct. 9, 2014.

successful closing of a sale.

The key lies in inbound marketing

For marketing automation to be truly effective, an organization must first have a good steady source of new leads from which it can cull the most promising potential customers. To do this, in addition to sophisticated segmentation encompassing both search and identity factors, a well-developed inbound marketing program is required, as illustrated in Fig. 4 below.[22] And this means a well-developed and executed content marketing strategy.

HubSpot is a marketing automation software provider, and its home page declares that "by publishing the right content in the right place at the right time, your marketing becomes relevant and helpful to your customers, not interruptive."[23] The average person now consumes twelve hours of media, checks their phone close to 110 times and sees an estimated 5,000 marketing messages each day.[24] This cries out for efficient, compelling and appropriate content marketing to feed the system that MA enables. A recent prospecting email generated by a content marketing firm reproduced in Fig. 5 illustrates just how much and how varied is the content a company may be expected to produce in one year:

This email is an example of inbound marketing designed to entice the recipient to click-through and read the content offered, which would push him down the funnel from prospect to lead and（if Kapost succeeds）to ultimately turn him into a paying client. The power of content marketing is such that, in concert with the social network, it is transforming businesses as varied as retailing and journalism.[25] Since engagement is so essential to moving potential customers down through the marketing funnel we can expect

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[22] Jeffrey Russo, *A Practical Guide to Getting Started with Marketing Automation,* HubSpot, 2014, p. 3. HobSpot's home page states that "Instead of the old outbound marketing methods of buying ads, buying email lists, and praying for leads, inbound marketing focuses on creating quality content that pulls people toward your company and product, where they naturally want to be. By aligning the content you publish with your customer's interests, you naturally attract inbound traffic that you can then convert, close, and delight over time."

[23] HubSpot, "Inbound Methodology", http:// www.hubspot.com/inbound-marketing? source＝hspm-lnguide

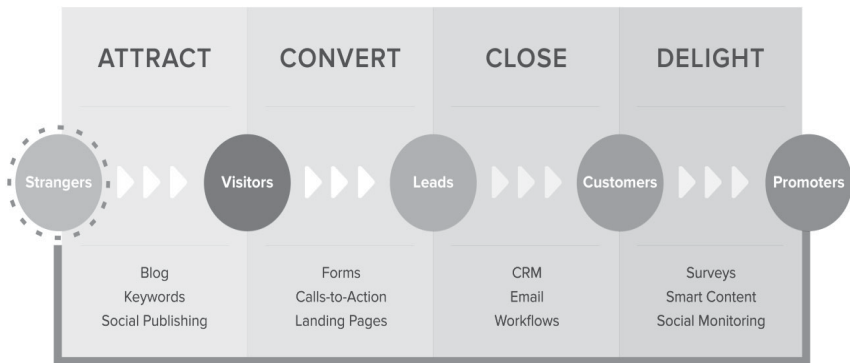[24] Dec. 17, 2014 email from Percolate. com. Copyright © 2014 Percolate Industries, Inc.

Fig. 4. *Inbound Marketing* (Source: HubSpot, 2014)

prospects to be deluged by a growing avalanche of communications of many different sorts（emails, blogs, tweets, clips, etc.）.

What to expect in the future

   Inevitably marketing automation software will become more sophisticated but the key driver of success will still be the quality of the human-created strategy backing up the artificial intelligence that performs the myriad MA functions for an organization. And as the volume of automatically-generated communications on social media channels increases, the imperfect nature of such messages will come to be resented by many of the prospects and established customers being targetted. Nurturing will involve more than just

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[25] The challenge for the newspaper business is illustrated by this column from *The New York Times* by Ravi Somaiya:

   Though other services, like Twitter and Google News, can also exert a large influence, Facebook is at the forefront of a fundamental change in how people consume journalism. Most readers now come to it not through the print editions of newspapers and magazines or their home pages online, but through social media and search engines driven by an algorithm, a mathematical formula that predicts what users might want to read.

   It is a world of fragments, filtered by code and delivered on demand. For news organizations, said Cory Haik, senior editor for digital news at The Washington Post, the shift represents "the great unbundling" of journalism. Just as the music industry has moved largely from selling albums to songs bought instantly online, publishers are increasingly

This is what our year of content looked like in 2014:

400	20	12	30	100s	1000s
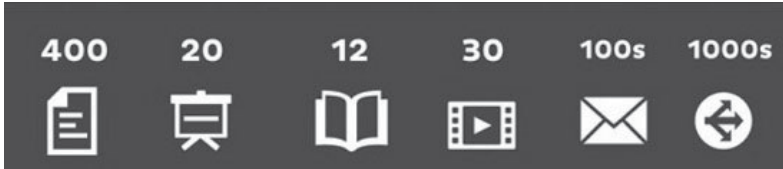
Hi kenneth,

400 blog posts. 20 SlideShares.12 full-length eBooks. 30 videos. Dozens of landing pages. Hundreds of emails. Thousands of social posts. 365 days of Kapost content.

Wow. That's a lot of content. There must be some learning in there, right? Right. After digging through all of it, a few universal lessons emerged. We'd like to share them with you. Read my blog post "What We Learned From a Year of Content" to see what Kapost content succeeded this year and what that means for your content.

Cheers! Andrew J. Coate, Sr. Community & Content Manager, Kapost

Fig. 5.　Marketing automation generated email from Kapost, 2014.

reaching readers through individual pieces rather than complete editions of newspapers or magazines. A publication's home page, said Edward Kim, a co-founder of SimpleReach, will soon be important more as an advertisement of its brand than as a destination for readers……

　The shift raises questions about the ability of computers to curate news, a role traditionally played by editors. It also has broader implications for the way people consume information, and thus how they see the world….

　Roughly once a week, he and his team of about 16 adjust the complex computer code

bombarding individuals with increasing volumes of "content" to engage them, because the sheer volume of messages will raise their threshold for responding, not unlike the way humans adapt to light or sound stimuli so that a stronger signal is often needed to elicit the same strength of response. No doubt the algorithms will get better and allow for more nuanced messaging, but in the meantime marketers must still design their MA strategy to avoid alienating their target markets. Just being able to target them better does not eliminate the need to use analog reasoning to mold truly compelling and informative communications that can secure positive engagement by the prospect or customer. Caution in the use of artificial intelligence applies here. Sales and profit gains achieved by use of MA can be lost if its practitioners do not realize that human beings are far too nuanced in their preferences to succumb to crude automated communication. The use of MA for segmenting a market and increasing the efficiency of the process of interacting with a target population will continue to progress but the subtle psychological elements in making a sale will still require the steadying hand of the human marketing strategist.

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that decides what to show a user when he or she first logs on to Facebook. The code is based on "thousands and thousands" of metrics, Mr. Marra said, including what device a user is on, how many comments or likes a story has received and how long readers spend on an article.

The goal is to identify what users most enjoy, and its results vary around the world. In India, he said, people tend to share what the company calls the ABCDs: astrology, Bollywood, cricket and divinity.

If Facebook's algorithm smiles on a publisher, the rewards, in terms of traffic, can be enormous⋯.. Social media companies like Facebook, Twitter and LinkedIn want their users to spend more time, or do more, on their services-a concept known as engagement⋯. Mr. Marra, the Facebook engineer, agrees that a human editor for each individual would be ideal. "But it's not realistic to do that at scale for every person on the planet," he said, "and so I think we'll always have these hybrid systems like News Feed that are helping you find the things that you care about." It is simply, he said, "a personalized newspaper."

Ravi Somaiya, "How Facebook Is Changing the Way Its Users Consume Journalism," *New York Times*, Oct. 26, 2014