MARKETING᾽S MOMENT OF TRUTH — IN SEARCH OF A NEW SOLUTION

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Abstract: The field of marketing is experiencing growth pains as a result of the effects of several trends that have brought it to the forefront of management decision-making. The first of these is marketing automation, where artificial intelligence and algorithms are used to support predictive analytics that enhance an organization᾽s chances of winning a customer and of optimizing the search for such potential customers. The second trend is the explosive growth of social media as a tool of business which blends the personal and the businesslike and provides myriad opportunities for engagement with the client and for the customer to become an advocate for products or brands. The third trend is related to the first two and involves the manipulation of huge quantities of "big data" to increase the efficiency and effectiveness of traditional means of marketing, which always relied on written communications and the distribution of compelling visual content to attract and retain customers.

Keywords: Marketing, social media marketing, marketing automation, digital marketing, innovation

Introduction

Years ago Peter Drucker wisely wrote that marketing is so basic that it cannot be considered a separate function, but rather is the whole business seen from the point of view of its final result, — from the customer᾽s point of view. Concern and responsibility for marketing must, therefore, permeate all areas of the enterprise. Drucker also said that "because the purpose of business is to create a customer, the business enterprise has two — and only two — basic functions: marketing and innovation. Marketing and innovation

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produce results; all the rest are costs. Marketing is the distinguishing, unique function of the business."[2] It was quite unusual for a management authority in his era to declare so openly marketing's critical importance for an organization's success. But even so, because marketing was considered a 'soft' profession where results could not be counted or quantified easily, its prestige and standing within the corporation always seemed to take a back seat to finance or sales. But that is no longer the case.

The rapid development of software solutions, many based in the cloud rather than on individual company servers, has created a revolution for marketers in all the sectors of their work. Their responsibilities include customer relationship management (CRM), search engine optimization (SEO), exploitation of the social network to achieve marketing objectives, and the various areas which marketing research traditionally mined to obtain needed information about target markets that enabled sales staffs to lead prospects down the "funnel" to a purchase decision, and beyond that to brand loyalty. Although we are still in the early stages of the development of digital marketing, companies are embracing the new technologies frantically — perhaps more out of fear of being left behind than out of enthusiasm *per se*. Nobody wants to be a follower, and as artificial intelligence and algorithms intrude into more and more marketing functions, enterprises want to be at the front of the learning curve rather than at the rear looking at how far they have to run to catch up. A recent McKinsey report asserted that:

Advances in data, modeling, and automated analysis are creating ever more refined ways of targeting and measuring the returns on marketing investments, while generating powerful new clues about why consumers behave as they do. Long gone is spending guided mostly by intuition and focus groups. Instead, organizations are seeking greater precision by measuring and managing the consumer decision points where well-timed outlays can make the biggest difference.[3]

Among other things, so-called "attribution tools" have become essential. Accurate attribution enables search marketers to invest in the right channels to ensure a smooth brand experience for prospects and customers. Consumers now expect consistent brand experiences across different devices, be they laptop, tablet, smartphone or wearable. Nearly 75% of consumers who are "connected" online feel negatively toward brands that offer

[2] Jack Trout, "Peter Drucker on marketing," *Forbes,* July 3, 2006.

[3] Jonathan Gordon and Jesko Perrey, "The dawn of marketing's new golden age." *McKinsey Quarterly,* Feb. 2015, p. 3.

inconsistent experiences on their desktop versus smartphone versus tablet.[4] Given this fact, marketers must not only create compelling content to attract potential clients and retain existing ones, but they must make sure that those communications with one's target market(s) are seamlessly consistent across delivery channels and devices. This is not easy to maintain and makes the marketer's task more difficult than it has ever been. Still, as marketing authority Philip Kotler unequivocally put it, the battle cry has become "digitize or die."[5]

In the brutal competition to attract social media adherents and fans, Facebook so far seems to be the undeclared winner. More than eight of every ten social shares from publisher websites are on Facebook, according to ShareThis research, leading to a nearly 85% share of the "sharing" market. In comparison, Facebook's closest competitor in the "sharing" stakes is Twitter, with just 5.8% of that market.[6] Although Facebook, Twitter, and YouTube still garner the lion's share of social media traffic and marketers' attention, image-based sites such as Instagram, Snapchat, Vine, and Pinterest have also captured the interest of younger consumers — and more marketers are trying to reach them through these networks as well. As social media usage increases internationally, marketers are expanding their presence on other networks such as China's Renren, WeChat, and Sina Weibo, as well as Russia's VK.[7]

Automating Marketing

In a previous article in this publication I described how automation has penetrated many different aspects of the marketing process, from lead scoring, nurturing and capture, to list management, email marketing, CRM integration and web analytics.[8] All of these areas are no longer activated by humans alone and all have seen human marketers

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[4] "The New Path-To-Purchase: The Connected Consumer's Cross-Device Journey, conducted by Forrester on behalf of Tapad," cited in Marketing Land Martech Intelligence Report, *Enterprise SEO Platforms: A Marketer's Guide-SIXTH EDITION*, p. 10.

[5] Richard Smart, "Tell the story, make it digital," *The Journal,* Dec. 2015, vol. 52, p. 14.

[6] Brian Kelly, Laura Whiteman & Karen Burka, *Market Intelligence Report: Enterprise Social Media Management Software 2015: A Marketer's Guide*, ©2015 Third Door Media, Inc., p. 8.

[7] Ibid., p. 9.

[8] Kenneth Alan Grossberg, "Marketing's Future: Automation and the Upending of Conventional Wisdom," *Waseda Business & Economic Studies*, No. 50（2014）, pp. 1-15.

surrender decision making on the micro level to software programs that utilize mountains of data to trigger outputs. These are all operations that support what is called "predictive marketing". Predictive marketing combines marketing and data science to help users define their target audience, optimize conversion, and generate more revenue.[9] To leverage predictive marketing requires a customer data model that paints a picture of the organization's ideal potential customer. To build such a model, you need to use data from your marketing automation and CRM tools and combine that data with intelligent insights from around the web. Such data model (s) then are used to define three core characteristics of a "best customer." Firstly, "fit", meaning how much a prospect looks like your best customer. Second comes "engagement", the interactions between a prospect and your organization. And the third characteristic is "intent", to wit, key actions across the web that indicate buying intent for both known and unknown accounts.[10]

Using predictive demand generation technology you can leverage your customer data model to fill your top-of-funnel with the "right" accounts that have the highest probability of being turned into paying customers. Once you know who you should be targeting with your marketing efforts, the reasoning goes, your demand generation strategy can be much more focused and precise. For example, a company called Everstring markets itself as having the capability to study fit, engagement, and buying intent signals from a directory of over 11 million B2B companies by capturing over 20,000 signals and characteristics from each one of them.[11] Interpreting the signals involves scoring the prospects. Scoring is the process of ranking the level of interest and sales readiness of a lead by using a defined methodology between sales and marketing. This might only include current behavior or it might take into consideration the historical profile of the best customers. Predictive scoring applies the company's predictive customer model to the accounts and leads already in their database — providing a predictive score that then allows them to focus on the prospects most likely to convert into customers.[12]

Advertising now uses automation in a big way, calling it "programmatic advertising". Programmatic advertising refers to the use of automated technology to buy and sell digital media across millions of websites, as opposed to relying on human interactions to manually secure digital ad placements. In other words, anytime a machine is used to purchase and

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[9] "What is predictive marketing?" Everstring, 2015, p. 1

[10] Ibid., p. 2

[11] Ibid., p. 3

[12] Ibid., p. 4

deliver a digital ad, it is considered programmatic. The statistics tell us that this phenomenon will become more widespread in the future: 54% of B2B marketers are currently buying advertising programmatically; 65% of B2B marketers are planning to spend more money on programmatic in 2016; and 78% of B2B marketers intend to spend up to half of their annual budgets on programmatic in 2016.[13]

As you probably realize from your own experience, consumers no longer move down a straight "buying path". Rather, they zig-zag across channels, between devices and locations. Mobile technology now allows marketers to capture consumer attention at various points along the customer journey, whether it is at the initial search on a tablet while watching TV, or on a smartphone that is being used in a store to compare prices. National advertisers can now combine location, search, and behavior targeting to deliver more relevant mobile ads and offers to consumers on-the-go.[14] Despite the fact that B2C marketers have embraced programmatic advertising earlier and faster, more than half of B2B marketers already believe programmatic is just as valuable for them.[15]

This capability seems almost too good to be true, but the utilization of marketing automation has received substantial endorsements from many professionals. Some observers believe that one of the most common developments in the near future will be for chief marketing officers（CMOs）to require less time to move from analysis to action, transitioning from an era of what is referred to as "people speed" to "machine speed". This will work best, according to the prediction, if those companies utilize their own data first, before they try to include third party data. It will be more cost effective to combine their clickstream data with their enterprise data to analyze real time customer behavior. Sharing so-called "actionable intelligence" from machine to machine, the process then can advance from being simply diagnostic to becoming predictive and finally prescriptive. Most companies are still at the very basic level of diagnostic analytics, but it has been forecast that this will evolve quickly.[16]

Marketing automation makes it possible to track a visitor's behavior after they click

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[13] "Programmatic advertising & the B2B marketer: 2015 benchmarks, budgets and trends," Dun & Bradstreet, 2015（DB-4490 10/15）, p. 3.

[14] "The new customer journey: think local, act mobile," Digital Marketing Depot Whitepaper, ©Third Door Media, Inc., 2015, p. 2.

[15] Op. cit., "Programmatic advertising & the B2B marketer..," p. 7.

[16] Jay Marwaha, CEO of Syntasa, quoted by Kimberly A. Whitler, "CEO＋CMO Predictions For Marketing Leaders In 2016," *Forbes,* Dec. 2015.

and to subsequently build behaviorally-based follow up campaigns. This involves not just a single landing page but a vast array of sites and pages that a prospect/customer has visited. By customizing the message based on a visitor's history and behavior, it is claimed that marketing can become more persuasive. In search marketing, all you know about a visitor is the key phrase that brought them to your landing page, but with marketing automation, you can track individually identifiable visitors across your search data, website, email campaigns, and social content to gain a richer history of what they have done — and what they are likely to want to see next.[17] There is no question that this has made it more feasible to guide a prospect to a purchase decision more favorable to the marketer. Some examples of high-value behaviors that demonstrate interest to buy include: 1）length of time on a site, 2）frequency of visits to a website, 3）number of brand-specific social channels followed, and 4）level of content engagement across channels.[18] Traditional data-driven marketing using solely demographic or psychographic information tends to limit marketers' chances of success. The new so-called adaptive marketers develop a fuller view of their customers by utilizing these multiple data sets, gathered and activated across different channels and touch points.[19]

There are several reasons why a firm would want to automate its marketing despite the major investment in time, human and financial resources required. Automating social media marketing with an enterprise social marketing management system（ESMMS）platform can improve efficiency, compliance, and productivity by providing the following benefits: 1）better legal and creative compliance across the enterprise, 2）improved time management, and 3）near real time reporting capabilities across different channels.[20] For example, as the generation of content becomes faster and more complex, automated checks to make sure that what is being published does not break any laws or result in contradictory messages will be very useful. For both output and feedback of information, marketing automation speeds up the process. Without question, there are hurdles to overcome when automating marketing. Knowing exactly what can be automated, when judgment is required, and where to seek and place new technical talent are problem areas

[17] "8 Ways Marketing Automation Can Expand Your Search Marketing Practice," Act-On Software 2015, p. 10.

[18] "Becoming an Adaptive Marketer: Drive Meaningful Customer Experiences Using Behavioral Data," Lytics 2015, p. 3.

[19] Ibid., p. 4.

[20] Op. cit., Kelly, Whiteman & Burka, p. 12.

that have become central to effective marketing leadership. The organizations that learn how to do this intelligently will be able to seize competitive advantage.[21]

Socializing Marketing

A recent report published by NetBase breathlessly announced that "social media data opens a new, unsolicited, uncensored, and real-time view into billions of consumers' hearts and minds. This intimate look...offers an unprecedented opportunity for smart marketers to get ahead of the game and understand their consumers as individuals with unique needs, behaviors, emotions, and affinities..."[22]. Inextricably linked to the automation of marketing functions is the rapid ascendancy of social networking over traditional modes of generating marketing messages. In place of batch-based traditional communications, the social network has insinuated itself as an always-on, always-connected, always-responding worldwide system of messages and symbols. These social media are impacting brand marketing strategies to the degree that marketing is no longer based entirely on planned campaigns. The most effective strategies are now powered by real-time moments that require brands to be agile and creative on the spot, almost as if they were "ad-libbing" instead of using a prepared script. In an age where "real-time marketing" is increasingly called for, brands are looking to respond to consumer actions with highly personalized content as quickly as possible, but what the most successful tactics behind this concept are, still remains unclear.

There is currently little concerted research or industry data available to provide insight into the tactics, goals and strategies that power these real-time efforts. Even with guidelines on best practices and capabilities to put some of these efforts in place, many marketers have difficulty tying them to real return on investment.[23] They do know one great thing, however, and that is that today's impatient customer will not wait for satisfaction. Yet most marketers still feel that they lack the proper resources to use consumer-generated content in real time and in a meaningful way.[24] To make matters even more difficult for marketers, a majority of these professionals think of "real time marketing" as requiring a response within minutes (see Figure 1 below).
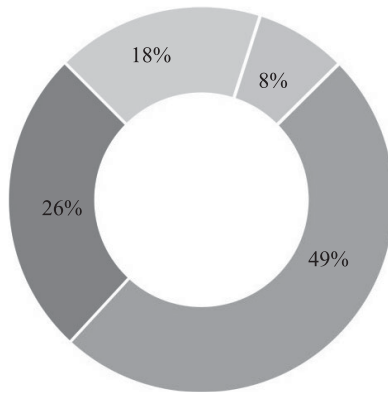
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[21] Op. cit., Gordon & Perrey, p. 4.

[22] NetBase, "The New Normal: Audience Marketing in the Age of You," p. 4.

[23] "Social Media Marketing in 2016: Incorporating Real-Time Moments," Wayin, June 2015, p. 2.

[24] Ibid., p. 6.

49% Within Minutes　　26% Within Seconds　　18% Within Hours　　8% Within Days
Source: Wayin Real-Time Marketing Report, June 2015.(Due to rounding, percentages may add up to more than 100)

Figure 1.　How would you define real-time marketing in terms of response time?
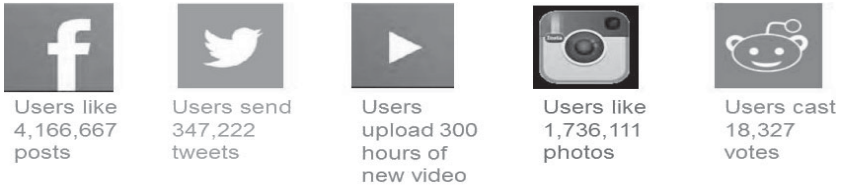
Marketers express a desire to use rapid-response "real time marketing" to achieve a broad range of objectives（percentages in parentheses refer to the percentage of the sample surveyed who chose each function）: form customer relationships（56%）; promote events（55%）; complement existing content（51%）; increase social media engagement and reach（49%）; complement e-commerce strategy（48%）; identify new customers and audience segments（47%）; identify brand advocates and influencers（40%）; and complement website search engine optimization（SEO）strategy（39%）.[25] What we do know is that the new media dictate that marketers need to relinquish control of the story as digital interactions with customers become more frequent. Customers want to interact with stories and modify them on social media.[26] That is one of the strengths — and also one of the hazards — of relying on the social network to support your brand and product strategy, because the public tends to be judgmental and quick to respond. This goes hand in hand with the call for "hyper-personalization" in engaging the individual customer. Essentially, target segments of one are being advocated.

No generation is more concerned with engagement and honesty than the millennials（born between 1981 and 1997）upon whom marketers will inevitably become increasingly dependent as previous generations age. Because marketing is no longer a

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[25]　Ibid., p. 7..

[26]　Op. cit., Gordon & Perrey, p. 9.

| Users like 4,166,667 posts | Users send 347,222 tweets | Users upload 300 hours of new video | Users like 1,736,111 photos | Users cast 18,327 votes |

Source: DOMO, Data Never Sleeps 3.0, 2015, as published by NetBase.

Figure 2. Social Data Created Every Minute

"batch" process in a digital economy but instead a continuous one, consumer preferences change with stunning velocity, as do the dynamics of markets and product life cycles. This culture of urgency means that marketers need a new agility, plus the management skills and organizational clout to bring other functions together at a higher clock speed.[27] The three social dimensions that are most relevant to building strong brands and unlocking the full picture of consumers as humans remain: a) emotions, b) behaviors, and c) affinities.[28] But unlocking those important indicators at warp speed remains an expensive and difficult process to manage. Increasingly, marketers believe that real-time marketing needs to be almost immediate and understand that it is providing value across a number of broader business goals. However, most still feel that they are lacking the resources to use consumer-generated content in real time and in a meaningful way.[29] Only 4 per cent of brands said they can respond to breaking news and events on social media in less than a minute. More than half say they can respond within 30 minutes and almost one in four says it takes them an hour or more.[30] If this sounds fast when compared to traditional corporate reaction times, it is. But the digitally-enabled customer keeps raising the bar by expecting ever faster reactions from those soliciting his custom. As the culture has become more high-tech and reliant on mobile devices, the importance of tracking secondary actions such as phone calls, coupon redemption, enquiry e-mails etc. and measuring lift in-store visits has also gone up. Consumers want to talk on the phone with a sales rep before making a purchase, or visit a store as a result of a Google search on their way to a birthday party. The new customer

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[27] G & P., pp. 9-10.

[28] Op. cit., NetBase, p. 5.

[29] Op. cit., "Social Media Marketing…," p. 6.

[30] Ibid., p. 13.

Figure 3.　Marketing today vs. the social marketing future

journey involves a combination of high-tech and high-touch.[31]

So change is being driven from both directions; the customer is expecting better and faster response from the marketer and the marketer is discovering new ways to achieve a better understanding of the target customer. "Discovering the new contextual consumer understanding enables new segmentation, a more personalized approach, and … new growth opportunities. And social audience marketing is … delivering value and … results for leading companies."[32] "Segmenting target audiences is not new. What's new is marketing to individual consumers in real time and at scale. In the Age of You, the consumer voice is larger than that of the brand, and as a result marketers now need a more human level of consumer understanding than before."[33] This constitutes a major challenge to a marketing profession that grew accustomed to focusing on the brand and to planning campaigns with a confidence that they could get their message across to a broad audience. The nature of the conversation between them and their prospects has been transformed. （See Figure 3 below） For millennials those conversations can take many forms. This includes offering feedback directly to brands through social media, "tweeting" on Twitter about specific experiences involving a product or service, writing a product review, referring friends to a brand page or program, or posting pictures of their favorite products on Pinterest.[34]

Such short bursts of online activity have been called 'micro-moments' by Google. It has been asserted that the brands that thrive in future will be those that excel at capturing

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[31]　Op. cit., "The new customer journey: think local, act mobile …," p. 3.

[32]　Op. cit., NetBase, p. 7.

[33]　Ibid., p. 11.

[34]　*Demystifying Brand Loyalty Among Millennials*, The 2015 CrowdTwist Loyalty PROGRAM Report: Part 1 of 3, p. 19.

customers' attention and trust by delivering the right content, in the right dose, at the right moment, informed by the right data. Customers today seek engagement on their terms, which means marketers must both pull and push correctly. They must 'pull' customers in by offering: a) valuable, searchable content; b) dynamic social media engagement; and c) compelling visuals, including video and infographics. At the same time, they must "'push' out their messages (through tasteful, personalized communications), and "create opportunities to shake hands (though we're on the go, we are human)."[35] The emphasis on continual engagement is important because brands can motivate action and keep customers active. Engagement-based loyalty programs reward customers for interacting with a brand by completing various activities such as watching a video, visiting a website, writing a product review, often in order to earn points for future purchases. These programs not only help companies build stronger relationships, but they identify the most dedicated customers and can create a "community of loyalists."[36]

The Impact of "Big Data" on the Marketing Function

In the brave new world of marketing that the internet and the digitization of information has brought about, the same functions remain, but their fulfillment and the degree of effectiveness that big data makes possible have caused the need for reassessment and restructuring of the marketing effort. First, CRM inaugurated a culture of "instantaneous responsiveness" that changed the way business is conducted. The challenge presented by needing to quickly and accurately discern what customers wanted and to then offer it in an efficient manner was at the heart of CRM, mandating 1) complete understanding of the customer, 2) aligning the organization to better deliver enhanced value and 3) facilitating the immediate accessibility of information.[37] This changed marketing's contribution substantially. Traditionally, marketing's role was to generate leads for salespeople to follow up and qualify, but now marketing had to prequalify leads prior to sending them to the sales force by providing more accurate information about potential opportunities and good prospects. This put pressure on marketers to acquire

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[35] Juliet Daum, Executive Director, Communication & Marketing, University of Virginia Darden School of Business as quoted in Kimberly A. Whitler, "CEO + CMO Predictions For Marketing Leaders In 2016," *Forbes,* December 2015.

[36] *Demystifying Brand Loyalty Among Millennials*, p. 13.

[37] Stanley A. Brown, *Customer Relationship Management: A Strategic Imperative in the World of e-Business,* John Wiley & Sons, 2000. pp. 308-309.

better data analysis tools and skills in order to become a reliable and constantly learning conduit for information throughout the organization.[38] As mentioned earlier, in an always-on digitally connected world, the customer buying process is no longer linear. Because of mobile devices and social media, customer buying journeys are increasingly made up of self-directed and erratic micro-moments. Buyers search for product information and recommendations anytime they have a spare moment. The change represents a fundamental shift from push to pull marketing.[39] The ability to understand who a user is and what their interests are gives marketers more signals to help them construct better and more relevant ads. An example of audience-based ad buying is Microsoft Bing's launch of remarketing in paid search in Bing Ads, which allows advertisers to target users who have previously visited their site.[40]

Always-on and ubiquity are two characteristics that have made managing workflow among diverse enterprise groups, departments, teams, and locations a critical feature of marketing, and in particular of enterprise social media management systems (ESMMS). Social media marketing is now a horizontal endeavor, with editorial, marketing, legal, sales, and customer service all involved. These platforms provide some degree of workflow management that includes a hierarchical permission structure to limit or allow access to social content or campaigns based on assigned roles. This may include role-based triggers, alerts, dashboards, and automation tools. Platforms that target highly regulated industries, such as the financial services or healthcare sectors for instance, may provide more stringent controls that comply with regulatory guidelines.[41] Yet, corporate organizations have been sluggish in restructuring to meet the new demands of the digital marketplace. It has been said that the traditional marketing funnel no longer exists. Charlie Metzger, executive vice president and chief marketing and communications officer for Palace Sports & Entertainment is only one of many executives who express the opinion that "customers aren't moving along linear paths anymore. Marketers need to be where customers are searching and sharing." Nevertheless, the vast majority of marketing organizations are still structured around the silos that hail from the mass marketing era. To address the

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[38] Ibid. pp. 311-312.

[39] Sanjay Dholakia et al, "Designing a marketing organization for the digital age," Harvard Business Review Analytic Services Report, 2015, p. 4.

[40] Brian Utter, General Manager for Search Network and Demand at Bing, as quoted in Kenshoo, "The future of digital," January 2016, p. 7.

[41] Op. cit., Kelly, Whiteman & Burka, p. 11.

challenges of the digital age, marketing may have added new departments such as Web, mobile, and digital, but paradoxically, these new departments sometimes add more silos and slow things down further, making marketing even less equipped to meet customers in their micro-moments.[42] In the case of Palace Sports & Entertainment, which markets the Detroit Pistons professional basketball team, it faced significant change as digital communications replaced ads and reviewers as the firm's primary sources of customer information. Marketing still has departments, but they are fading into the background as standing cross-functional brand teams take on the lion's share of the work. Brand teams include members from marketing, sales, IT, finance, and operations. Detroit Piston season ticket holders, for example, are segmented by lifestyle and the brand team will then determine content strategies, merchandising offers, special perks — and how it all will be implemented. Brand teams are supported by an administrative team drawn from IT,
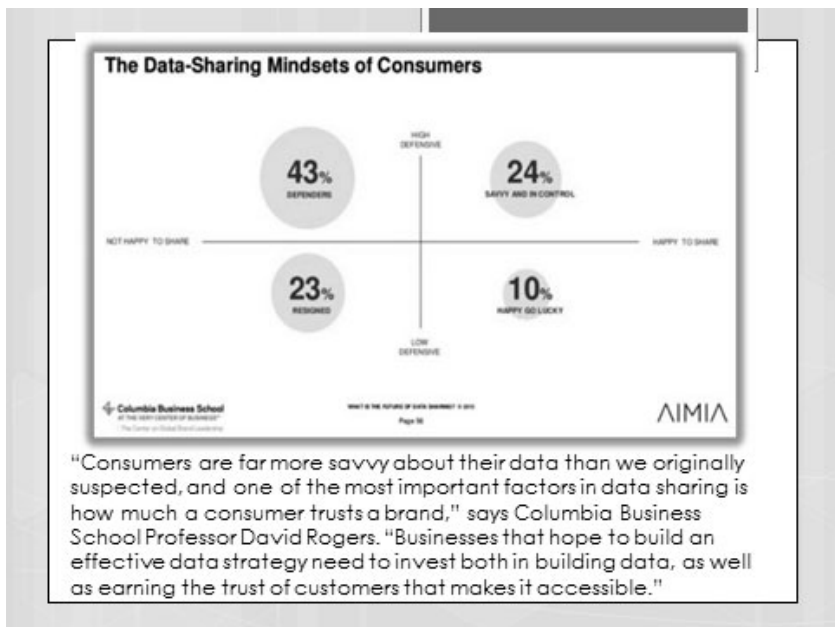

Figure 4.   The Data-Sharing Mindset of Consumers
Source: *Columbia Business School Newsroom,* "Study Shows that Consumers are Willing to Share Personal Data if the Benefits — and Brand — Are Right," Oct. 29, 2015.

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[42] Op. cit., Dholakia et al, p. 4.

finance, and HR.[43] Under such new scenarios, the marketer's job becomes more complex and more central to the life of the corporation. And consumers welcome the digital intrusion into their lives because — and only to the extent that — the engagement brings them better service and a more satisfying offering. Research done at Columbia Business School（see Figure 4 below）attests to the fact that a substantial percentage of the public is not averse to having data about them used by marketers.

Conclusions

"Marketing success, it appears, increasingly lies in a combination of digital expertise, data analysis and creative excellence — the challenge is delivering on all three."[44] To stay ahead, marketers will need to pay attention to both 'art' and 'science'— looking upon data and content as a symbiotic relationship.[45] To accomplish this combining of very different talents and abilities, marketing organizations in a digital age will need a new blend of talent. Expertise in areas such as television, digital, and ecommerce will give way to what have been called "thinkers," "feelers," and "doers." "Think" marketers excel at data analysis and modeling. "Feel" marketers are experts in customer behavior and interactions, especially online. "Do" marketers create content and manage projects.[46]

Such are the predictions for the near term future of marketing. The new solution involves a subtle integration of automated processes with unique, human-instigated creative initiatives. And these will have to be managed in such a way that they can occur almost immediately in response to digitally traced human behavior. Many brands, including big names such as Johnson & Johnson, recognize this new challenge and are seeking to identify those specific 'micro-moments' mentioned earlier — brief opportunities to put the right message in front of the right consumer. This interest in moments is driven by a number of factors, including more sophisticated consumer behavior data and targeting opportunities. If brands can identify micro-moments, then programmatic buying and location-based targeting offer opportunities to serve online ads so that consumers see them at that moment."[47]

But measuring qualitative social data, i.e., the sentiment or tone of social content, is

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[43] Ibid., p. 5.

[44] "Toolkit 2016 Executive Summary," Warc. com in association with Deloitte Digital, p. 3.

[45] Ibid., p. 6.

[46] Op. cit., Dholakia et al, p. 9.

[47] Ibid., p. 8.

still a challenge for digital marketers and providers of enterprise social media management software platforms.[48] Many such software tools use keyword filtering or natural language processing（NLP）to identify whether user content is positive, negative, or neutral. More advanced social listening capabilities analyze influencer outreach and community sharing to look at the types of content that resonates with the brand's social audience.[49] Still, determining the sentiment of a Facebook comment or tweet is not an exact science, at least not yet and not for the foreseeable future. That makes engagement with social network fans, followers, and community members the difficult task marketers are finding it to be. Progress is steadily being made, of course. Companies like Heineken and Pernod Ricard have used path-to-purchase analysis to identify common triggers for a purchase decision — for example, in Heineken's case, shopping for meals versus shopping for parties. If they are able to identify common purchase moments, that can help companies prioritize marketing investment for their specific brands.[50]

The theme that runs throughout this discussion of the forces altering marketing is

Figure 5. The New Marketing Funnel

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[48] Op. cit., Kelly, Whiteman & Burka, p. 9.

[49] Ibid., p. 11.

[50] Ibid., p. 8.

the need to combine data analysis and creativity. That is leading some, such as Frito-Lay, to rethink the skills they need internally. There is a growing call for 'marketing technologists', but also an emerging and equally urgent need for content production and distribution expertise."[51] The funnel still exists (see Figure 5 below), but drawing prospects down through it to a purchase decision and subsequent loyalty has gotten quite a bit more complicated. And following the Millennials is Generation Z (those not yet 18 years old). They are being given greater financial independence than previous cohorts of children and are maturing into 'grown-up' product categories more quickly, thereby influencing a greater share of family purchases…. This generation has been named the 'swipe generation' with good reason: tablets (from an early age) and smartphones (in teenage years) are core to their media consumption…. The rise of 'microcelebrities', on YouTube in particular, is a key development for marketing to this age group."[52] So the learning curve for marketers is likely to remain a very steep one. In all of the emphasis on data and automation, however, it would be wise for marketers to remember Albert Einstein's cautionary epigram: Not everything that counts can be counted, and not everything that can be counted, counts.

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[51] Ibid., p. 9.

[52] Ibid, p. 13