

FROM RESEARCH TO PRACTICE

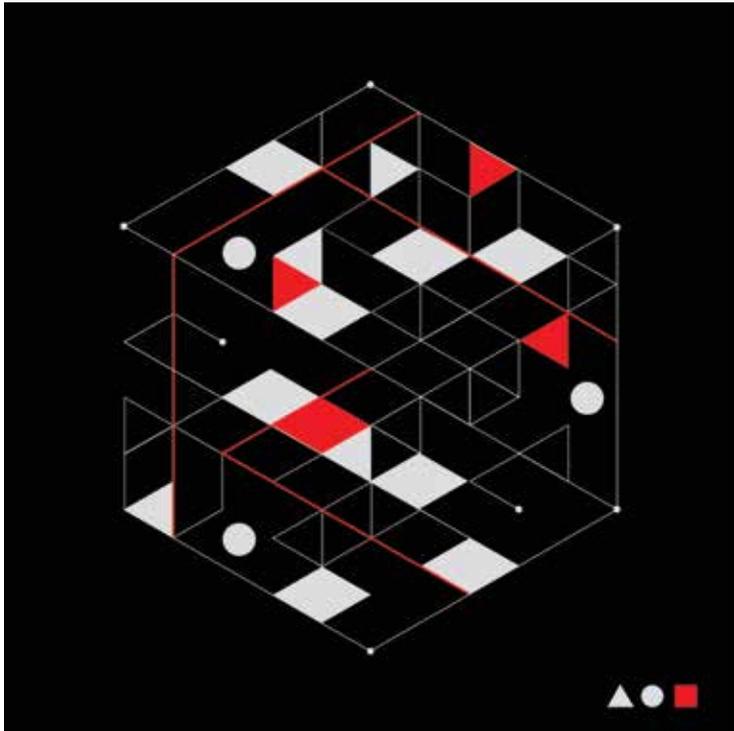
# Digital CMO

AUGUST 2016

## Digest

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# B2B MARKETING

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# HELLO

If there is one message that comes across clearly in the study conducted by Regalix on *The State of B2B Marketing 2016*, it is that digital marketing is the new face of marketing.

In this issue of the Digital CMO Digest, we bring to you the latest research findings in digital marketing and share stories of how CMOs are adapting to the new reality.

S Rajendran, the CMO of Acer India, shares with us his vision for the future of digital marketing and some truths that he has learnt along the way. Arun Pattabhiraman, VP and Head of Marketing at InMobi, tells us how we can run a digital marketing program on a zero dollar budget.

Harsh Dadhich and Rajesh Nanarpuzha, both doctoral scholars from IIM-Ahmedabad, guide us through some significant research studies and the implications they have for practitioners in the field. And on a lighter note, Anshul Tripathi, Juniper Networks' India and South Asia Marketing Head and Director, talks to us about the three books that he has recently read and what he found inspiring in them.

We also have featured in this issue the work of Aniruddh Mehta, a promising young artist from Mumbai, whose artistic expression explores the boundary between art and graphic design. We carry 6 of his 'minimalistic' artworks here.

Digital marketing is evolving at a brisk pace. It is our endeavor to keep track of and share with you the most recent advancements in the field, be it at the researcher's lab or the enlightened practitioner's work space.

Happy reading!



Arunh Krishnan  
Editor

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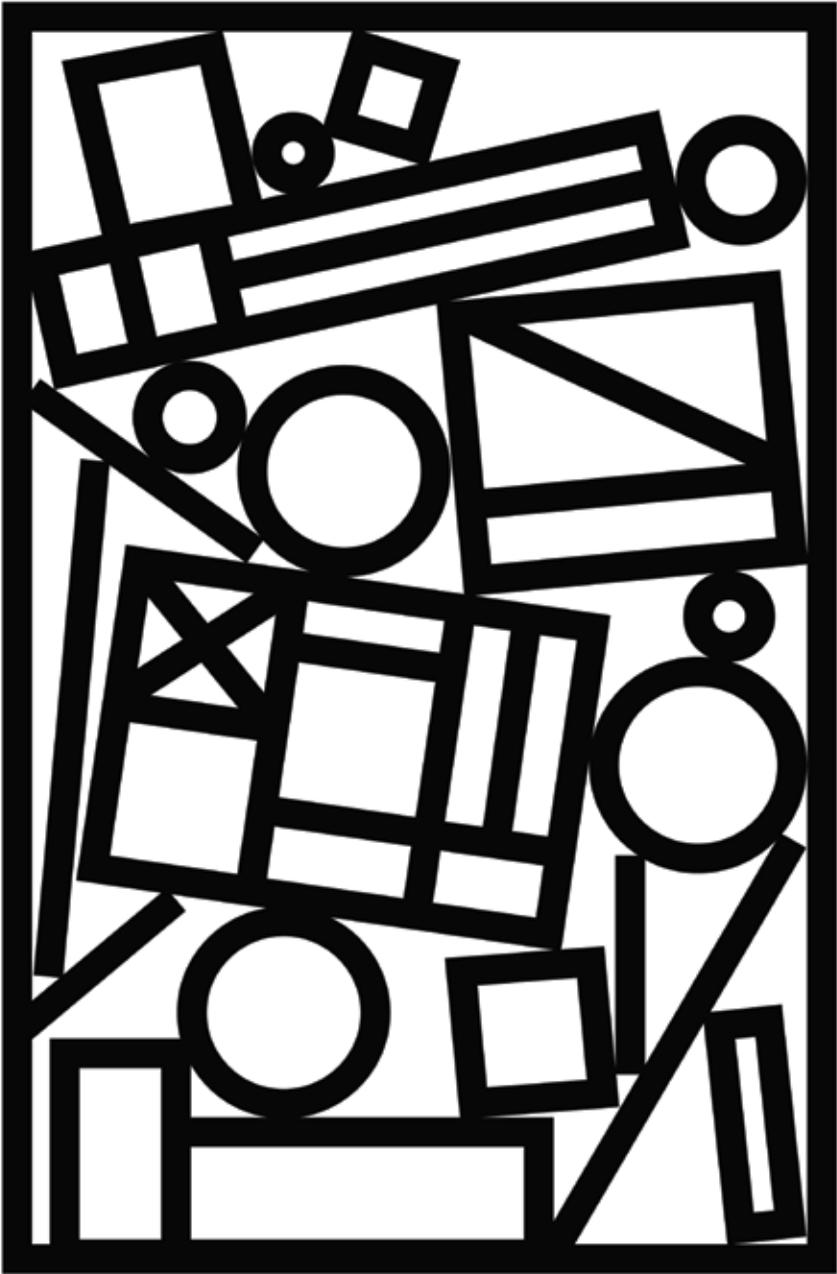
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Aniruddh Mehta is an artist based out of Mumbai, India. Trained in graphic design from the London College of Communications, Aniruddh is a self-taught illustrator and currently works as an independent freelance designer. He believes in finding the right balance between art and graphic design. He has worked closely in collaboration with Bhavishyavani Future Soundz, Qilla Records, Taxi Fabric, Adidas, Dell and United Colours of Benetton. He also goes by the moniker, 'thebigfatminimalist' and his style ranges from bold minimal forms to more intricate pieces exploring patterns and geometry.



**'Do Not Touch'**

# B2B MARKETING AND THE TRANSITION TO DIGITAL: RESULTS FROM THE 'STATE OF B2B MARKETING 2016' SURVEY

Digital is now mainstream, and marketing has long since passed the point of maintaining a distinction between online and offline worlds. This is the key insight emerging from the State of B2B Marketing 2016 survey by Regalix Inc., which reveals that 77 per cent of marketers place the highest priority on digital marketing in 2016, and more than 80 per cent claim full or partial integration of their digital and traditional marketing activities.

Regalix has compiled these trends from a survey of senior marketing executives and business leaders from a variety of sectors including software and internet, computers and electronics, telecommunications, business services and others.

The only offline marketing channel that continues to retain its importance is event-based marketing, with over 70 per cent of those surveyed planning to increase their spending on events such as conferences, trade shows and exhibitions. Other traditional strategies such as direct mail and print media advertising have drastically receded on the list of priorities.

But, even as digital marketing has grown in importance, digital strategies are yet to explore the enormous new possibilities opening up. Marketers continue to focus their priorities on increasing revenue and lead generation, betting highly on pre-sale marketing activities. The rise of the digital offers unprecedented opportunities for a seamless integrated customer experience, creating increased value through customer retention, brand loyalty and advocacy. Such focus on the entire customer life cycle continues to lag.

However, the fact that 78 per cent of marketers gave the highest importance to understanding the customer journey, and 77 per cent to mapping the right content asset to each step of that journey, indicates that these priorities are likely to change in the near future. Marketers are also beginning to grasp the importance of context-specific brand narratives in the digital world, as content marketing emerges as the marketing initiative with the highest impact.

Exploring these possibilities will require leveraging newer digital channels, newer forms of digital assets and newer technologies. Such transitions are yet to take place, with most marketers still placing their trust on traditional channels such as the website, email, and SEO, though social marketing is showing signs of healthy engagement too. Social marketing emerged as a much stronger option in 2015, with 52 per cent of those surveyed testifying to its effectiveness as against only 41 per cent in 2014.

Newer channels such as video marketing and mobile marketing still haven't found their take-off moment. But marketers have begun to show some cautious optimism about video marketing, mobile marketing and big data, which could indicate an emerging maturity of digital marketing in the marketing arena.

The bottom-line continues to remain the same, as the report's authors point out: understanding the customer journey, producing quality content and regular and sustained engagement with the customer are still key to marketing success. What remains to be seen is how well marketers integrate newer media and strategies to these fundamental priorities.

# MARKETING AUTOMATION WILL BECOME REAL TIME

S Rajendran, CMO, Acer India

In the past two years digital has made its way into B2B marketing so deep, that the line between digital and non-digital marketing has blurred. The overlap between online and offline strategies is quite evident and marketers aren't shying away from recognizing that.

In fact, in a study done by Regalix, over 80% of marketers have said that their digital and traditional marketing activities were already either fully integrated or partly integrated and only 6% chose to keep the two activities separate.

To understand the evolving digital reality, we got in touch with Acer India Chief Marketing Officer, S Rajendran who very heartily said buyers want transparency and clear information—something that digital is adept at doing. Resonating with the Regalix survey results he said, "Hybrid marketing is the term marketers will adopt this year."



**Q: 'DIGITAL IS THE NEW MARKETING': HOW FAR DO YOU AGREE WITH THIS STATEMENT?**

The world is changing fast and it is going digital. Consumers have moved from traditional to social and omni-channel marketing mediums to engage with companies and individuals. Digital marketing offers invaluable opportunities to assess which element of a company's strategy is working and which is not—in real-time.

Compared to traditional marketing, digital has always been deeply rooted in numbers; nevertheless data now plays a truly pivotal role for two reasons.

First, interpolating data from different sources in real time has become mainstream and easily accessible even to complex organizations where data is usually "siloeed". Secondly, we now have sophisticated algorithms at our disposal which allow us to spot cause-effect relationships among different, often non-homogenous data points.

Such a combination is putting powerful computational power into the hands of marketers and forever changing our go-to-market strategy.

**Q: AMONGST VARIOUS DIGITAL TOOLS THAT ARE AVAILABLE, WHICH ONE WORKS BEST FOR ACER?**

Technology has evolved dramatically and so have consumers. They are now less loyal, more informed and no single approach can adequately address their pre and post purchase journeys. For marketers, complexity has risen to a point that is not manageable any more with conventional, rule-based marketing approaches. But marketers can setup and control tools capable of managing such complexity on their behalf.

For Acer, we feel tools such as sentiment analysis, listening tools, programmatic marketing, re-targeting mechanisms, mobile app based targeting, etc. work best for us. For instance, sentiment analysis helps us to derive the opinion or attitude of the customer towards the brand. Programmatic Marketing gives advertisers a more intelligent way to connect with consumers on a one to one basis. This marketing technology helps us in automating our buying and selling of online advertising, thus delivering stronger business performance.

**Q: HOW IMPORTANT IS AUTOMATION IN MARKETING?**

Marketing automation will become fully real time and will make extensive usage of predictive modeling, reaching an unprecedented level of go-to-market and post-sale sophistication. Content marketing, a huge trend in 2015, will continue to grow in 2016. It will benefit dramatically from real-time multi-variate testing as marketers will be able to fine-tune creative and copy automatically.

Programmatic media will grow significant shares over other digital media and clients will be more in control on how and where the money is spent, lifting a critical barrier to adoption.

**"Digital marketing offers invaluable opportunities to assess which element of a company's strategy is working and which is not-in real-time."**

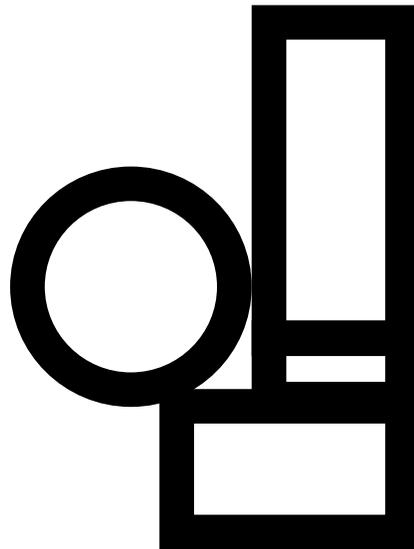
**Q: WHAT ARE THE STRATEGIC STEPS YOU ARE TAKING TO ADAPT TO THE EMERGING DIGITAL REALITY?**

Our marketing strategy is completely hybrid. Businesses are increasingly relying on digital marketing to increase sales and make the brand relevant. Most of the big companies have opted for digital marketing campaigns and seen big successes. All brands are trying to do a better job of tracking the return on investment (ROI) for their marketing efforts. Digital marketing campaigns are no different. There is a thin line between online and offline which is blurred—and in some ways, have disappeared entirely—digital marketing has evolved into a much larger, and much more exciting space. Now, for any live event we can have more people-reach than ever before. And just as offline events can drive social chatter, digital community insights can inspire real-life promotions.

Digital campaigns create an environment in which the consumers are moved to share what they're experiencing, feeling, seeing or touching—often via their smartphone or tablet devices. Thus, effective digital efforts today are mobile by design. It's important to note that digital will continue to grow into its own identity. Forget all the trend words—buzz marketing, engagement marketing, impact marketing, digital marketing—hybrid marketing is the term marketers will adopt in 2016.

**Q: WHAT ARE THE CHALLENGES YOU ARE FACING, IN TERMS OF PEOPLE, SKILL SETS, AND TECH KNOW-HOW?**

The younger sets of employees we have are really tech savvy. They are heavy users of social media and are always connected. It is easier for them to adopt new technology and tools which a company deploys. Due to their regular interaction with gadgets and the internet they come with a lot of tech know-how. We also have training and workshops for employees to improve and upgrade their technical knowledge. It is important for every employee to be equipped to handle the digital revolution and accept newer and more efficient technologies. We are also encouraging company spokespersons to use social media like Facebook and Twitter to have regular engagement with external stakeholders.



**Q: FROM B2B MARKETING PERSPECTIVE, WHAT DO YOU SEE BECOMING STRATEGICALLY CRITICAL IN THE COMING YEAR: MOBILE, SOCIAL MEDIA, BIG DATA, VIRTUAL REALITY, ARTIFICIAL INTELLIGENCE, ETC.?**

We are looking forward to employing or activating different channels to see how we can get our range of products displayed, how brand values can be portrayed, how to use social/digital media as a powerful platform for addressing the causes of grievance of customers within a short time span. Social media and mobile marketing play a very important role in today's life. Even in B2B marketing we are still addressing an individual like an IT head, CIO or CXO. Hence a lot of consumer marketing tactics are relevant even in B2B space.

Our social media strategy is not confined to simply making it a means of promoting a product, it goes beyond that. It covers different aspects of support, experience with the brand and also increase the potential of refining our products.

Mobile advertising has quickly evolved from simplified SMS campaigns, to video, interactive, and experiential campaigns. In today's marketing environment, marketers must consider all formats when crafting a mobile campaign. Almost all

of our B2B target audiences are heavily engaged on their mobile devices. It is important to reach this audience through effective targeting and right positioning of our products and solutions and mobile advertising goes a long way in reaching them.

In our experience, we have found that these platforms have helped us to respond much faster as it cuts through the clutter and brings about an immediate change in the consumer's mindset based on the experience he gets from the service delivered by Acer.

**“Digital has turned the marketing world upside down by keeping things simple and getting to the root of the matter.”**

**Q: IS THE DIGITAL REALITY SIGNIFICANTLY DIFFERENT BETWEEN B2B AND B2C MARKETS?**

The categories of B2B and B2C have fallen by the wayside, largely without any fanfare. It was assumed that selling to corporate accounts involved larger deals and longer sales cycles. It was sales and marketing's job to generate leads, build the pipeline and grow relationships. Conversely,

selling to consumers was believed to be more transactional in nature, with shorter sales cycles loaded with impulse purchases. Consumer marketing was less about relationships but a higher focus on loyalty to the brand.

These separate tracks led to complicated messaging and convoluted buying paths as marketers started to plan different tactics and strategies to address each segment. So much time wasted. This artificial dueling banjos approach of the past ignored that both groups were simply buyers. There was always a common denominator. Simple is smart. Here are some universal truths about all buyers:

- # Buyers want to feel like they are in control of the buying process
- # Buyers seek the best information
- # Buyers want transparency

Digital has turned the marketing world upside down by keeping things simple and getting to the root of the matter. Digital has put all buyers in control of the buying process. Information is instantly available.

**Thoughts about the digital world which will drive ROI and revenue without false dichotomies:**

- All sales start with a personal connection. It's important to be unique and personal with customers so you stand out amongst the noise and your competitors online.
- Create easy access to information that is simple to understand and easy to use, so that buyers can research and inform themselves. If they stay on your digital properties, you can convert them to revenue.
- Invest time and money to get smart on what your customers actually care about.
- Figure out how to be immediately responsive wherever you exist. Customers have always had a choice, but now that choice is seconds away on their phone.



' Monotone '



# DIGITAL MARKETING ON A ZERO DOLLAR BUDGET

Arun Pattabhiraman, VP and  
Head of Marketing at InMobi

The past few years and the coming years would be an interesting phase for B2B marketers. During this period marketers are transitioning from using traditional ways to learning tricks from new age tools.

This is the phase where we are talking about the importance of old age email marketing and virtual reality in the same breath. Fact is, like in previous years, email marketing proved to be one of the most effective tools (next only to website) that helped marketers meet their goals in 2015. And 61% of marketers in the Regalix study plan to increase their spend on email marketing in 2016.

Arun Pattabhiraman, VP and Head of Marketing at InMobi who thinks virtual reality will become big in the future, swears by the impact of email marketing. We got in touch with Pattabhiramam to understand new age tools and how marketers can put them to their use.

**Q: BETWEEN DIGITAL AND OFFLINE, WHAT WOULD BE YOUR PRIORITY? OUR RESEARCH SAYS MARKETERS WILL CONTINUE TO PRIORITISE DIGITAL MARKETING OVER OFFLINE CHANNELS.**

The evolution of marketing has been happening since the last four to five years. But in the last couple of years the role that digital and mobile play in marketing has significantly improved. The marketing folks, be it B2B or B2C, are looking at digital and mobile as serious channels to focus on in their marketing strategy. Especially for the B2B marketer, content marketing has been the key to get customers.

As we are a mobile ad platform, many brands work with us and run video ad campaigns. For many marketers mobile has become an additional or a complementary channel to consider.

**Q: IN OUR SURVEY, 82% OF MARKETERS SAID THEIR DIGITAL AND TRADITIONAL MARKETING ACTIVITIES WERE EITHER FULLY-INTEGRATED OR PARTLY-INTEGRATED. HOW EAGER ARE COMPANIES TO MAKE THIS INTEGRATION HAPPEN?**

People have begun to realise that you can't look at your marketing channels as being different. You have to figure out the way to integrate your end customer's marketing experience across multiple channels. Your customers are alive across online, offline and mobile. An effective marketing campaign should effectively be able to tie up these three. A lot of people are beginning to think about how to do this.

We do a lot of events. My worry is to make sure that every conversation I have with my clients at an offline event helps me connect with them later digitally and eventually turn them into customers. Another way consumer marketers are converting offline customers into digital consumers and be able to capture their information is by making them use QR codes.

Even a B2C advertisement on television can now be leveraged on digital platform by just putting a Twitter handle or putting a hashtag topic to make people talk about it. Efforts like, asking viewers to answer a question with a specific hashtag increases the traffic during those hours when the ad is airing.

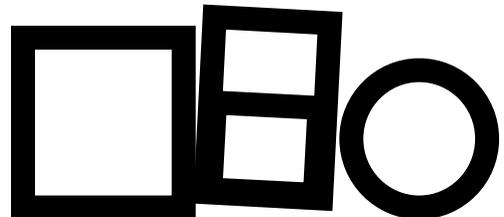
**Q: HOW MUCH OF THE MARKETERS' EXPERIMENTS WITH NEW TOOLS HAVE RESULTED IN ANYTHING SUBSTANTIAL?**

There are several tools that are becoming useful on a day-to-day basis. At InMobi, we use 'HootSuite'. A platform that allows you to manage all your social media communications. Right from scheduling, posting and seeing reactions, you can do everything from there.

Another tool that is emerging and probably has a good chance to last long is 'BuzzSumo'.

A very important tool for marketers in content marketing, it helps in trying to understand what kind of content will appeal to the customer. As a company in the mobile ad space, we have a bunch of keywords around which we create content. But everyone is creating content around the same topic. BuzzSumo finds out what type of content a specific user likes to read or know about.

'Mention', another tool, does the opposite of this. It tracks social media and finds out who all are talking about your brand and what is being said; thereby helping marketers to create content accordingly.



**Q: CONTENT MARKETING WAS POINTED TO AS THE MOST IMPACTFUL TOOL BY 63% OF MARKETERS WE INTERVIEWED. WHY IS IT SO IMPORTANT?**

For B2B marketers, credibility is built by showing your readiness in understanding customers' problems and your ability to solve it. That has to be visible through your content marketing or other channels you use to communicate with your customers. As a company, InMobi wants to be a technology innovator. How do we tell this to our customers? If you see our blog, it's full of white papers, info-graphics, case studies, etc. around it. It reinstates our customer's faith in us. Content marketing plays a huge role.

Obviously there are other subtle aspects. Like what are people talking about you, what kind of PR coverage have you received? How many awards have you won as a company and product? When customers get to know you through these things they will automatically come to you.

**Q: YOU LAUNCHED MIIP LAST YEAR. HOW IS THAT DOING?**

It's doing pretty well actually; we have some new announcements coming next month. The reason to launch MiiP was to reimagine advertising. We wanted to change the experience of the kind of ads that pop up on your mobile.

We built it on three tenets: Design—how does the ad look; second was data—how much time is the viewer spending on seeing it and if it's relevant; and third was fulfillment—we said let's not just show them ads but enable consumer and seller to complete a transaction, then and there. MiiP was our first attempt to enter into mobile commerce. Some of the biggest retailers, e-commerce players in India, China and the US are using MiiP as a platform to drive transactions for their products through mobile advertisements.

**Q: HOW HAS BEEN THE PERFORMANCE OF OLD MULTI-NATIONALS IN INNOVATING AND BRINGING NEW MARKETING TOOLS IN THEIR MARKETING ENDEAVOURS?**

They have realised that they can't anymore ignore new age marketing. A lot of them have invested heavily in building large digital marketing teams in-house and they are recruiting people who are well versed in new age technology.

Digital and mobile marketing have become such a sought after group in the market today that anyone who has these skill sets is wooed by both start-ups and multinational companies. Many companies have 20-25 member teams of digital marketers that work on experimenting with new tools.

**THERE IS A COMMON REALIZATION THAT YOU CAN'T IGNORE DIGITAL AND MOBILE. GOOD THING IS THAT EVERYONE IS TRYING TO UNDERSTAND HOW TO USE MOBILE TO REACH CONSUMERS.**

**Q: ACCORDING TO OUR RESEARCH ONLY 12% OF THE MARKETERS WERE ABLE TO REDUCE THEIR COST OF OPERATIONS THROUGH DIGITAL MARKETING.**

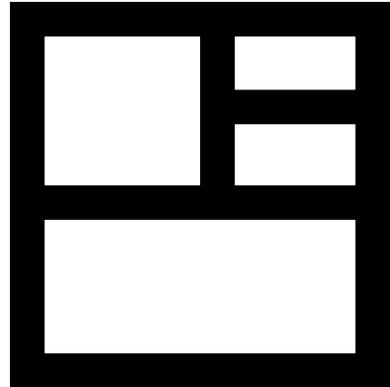
I would disagree with that. Today digital marketing has helped you run marketing programmes at zero dollars. If you look at content marketing, it is basically about getting some good writers who understand the field. With social media pages and your content you can get a lot of people to like your page and get talking about it. Of course there is paid social media marketing but you don't have to do that. The only thing that is going to cost you is the man-power.

In email marketing, the trick is to know your customer and accordingly send content or announcements. Just sending an email reminder or mailing subscribers relevant content does the work for you.

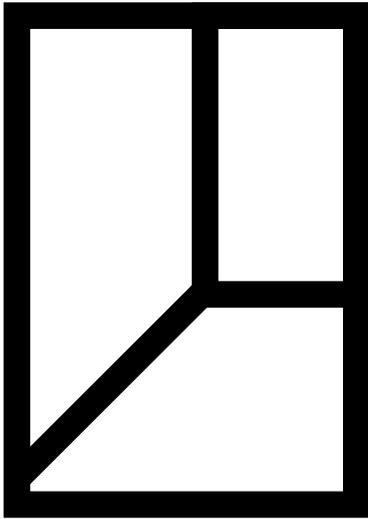
You can do a lot of B2B marketing at a very low cost today. Now marketers want to take their video ads from television to where the customers are, that is online. Many of them who have already spent money on TV commercial are now bringing those commercials to web platforms such as Youtube and Vimeo.

**Q: NEW AGE TOOLS THAT WILL BECOME BIG AND RELEVANT IN THE FUTURE?**

Internet of Things (IoT) is something that will become big in the next couple of years. Now is the period when different companies are trying to solve it differently. You are already seeing a bunch of companies who have rolled their products in this space. Second thing I see where a lot of innovation will happen is Virtual Reality (VR) and Artificial Reality (AR). A few companies have already started advertising on VR platforms. It is still not mainstream yet; depends really on how consumer behavior evolves.



**BELIEVE IT OR NOT, THE MOST EFFECTIVE MARKETING THAT STILL WORKS IS EMAIL MARKETING.**



# GOING DIGITAL!

## HOW B2B FIRMS CAN BENEFIT FROM THIS TRANSFORMATION

Harsh Dadhich

*The author has a doctorate in marketing from IIM Ahmedabad. He is currently working as a marketing analyst at Forbes Marshall.*

While B2B transactions account for as much value as B2C, it lags behind in digital transformation. B2B companies that have succeeded in their digital marketing prove its value to the rest. The digital revolution is happening at a pace that most businesses are finding difficult to keep up. Axioms such as digital is for the younger generation or for FMCG products are no longer applicable.

Today, a marketer must act fast. Digital marketing has the potential to provide new direction for future growth, but it is also replete with challenges. Two things that each marketer must do before starting this journey is to decide what role digital marketing will play vis-à-vis traditional marketing; and what results digital marketing should deliver to the organization.

### DIGITAL VS TRADITIONAL MARKETING

For a B2B company, going digital is not a question of 'if' but 'when.' The answer is usually yesterday. Does it mean that they should create a separate function for digital marketing since it requires people with different skills and exposure than traditional marketers?

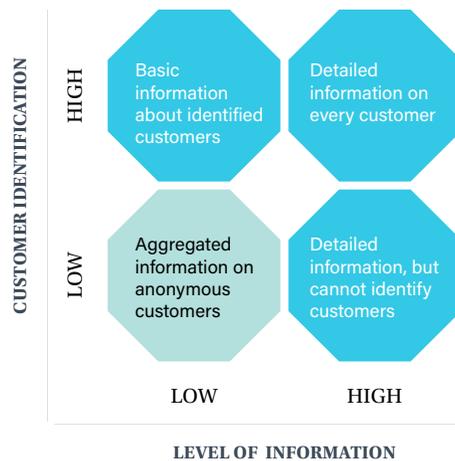
An article in *Journal of Marketing*<sup>1</sup> advocates that a brand gains maximum benefits by synergistically pursuing various marketing channels. They find that firm-generated content on social media results in enhancing spending, cross-buying and customer profitability. They also find that these results are further boosted in the presence of other means of promotion including traditional marketing. Having a coalition between traditional and digital marketing strengthens company-wide marketing and builds on each other's performance.

## PURPOSE OF DIGITAL TRANSFORMATION

Creating a digital presence is the first step. The true capabilities of digital transformation are not in reaching customers but in generating customer insights.

As researchers note in their paper published in *European Management Journal*<sup>2</sup>, there are several low hanging fruits when a firm decides to go digital, including price transparency and online targeting. At the same time, a company can utilize these platforms to generate customer insights and breakthroughs.

Customer insights can give granular and nuanced information to marketers that can guide future products and services, open up newer approaches to customers and strengthen their relationship with customers. The efficacy of these insights will depend on the depth of the data. As shown in the matrix below, the authors provide practitioners an easy tool to decide what data is required for them to arrive at useful insights.



Given the industry and nature of business, a company may pursue any combination of depth and detailing when collecting customer-based information. This can be used to measure performance, improve activities and create new offerings.

Digital transformation is a long and usually overdue process for most companies. Starting it with clear goals enables the firms to capitalize on their strengths and building capabilities that can offer long-term benefits.

<sup>1</sup>Kumar, Ashish, et al. "From Social to Sale: The Effects of Firm-Generated Content in Social Media on Customer Behavior." *Journal of Marketing* 80.1 (2016): 7-25. <http://journals.ama.org/doi/abs/10.1509/jm.14.0249>

<sup>2</sup>Leeflang, Peter SH, et al. "Challenges and solutions for marketing in a digital era." *European management journal* 32.1 (2014): 1-12. <http://www.sciencedirect.com/science/article/pii/S0263237313001576>



**'Closing In'**

# MARKETING IS INTEGRATED - IT HAS TO BE!!

Rajesh Nanarpuzha

*The author is currently a doctoral scholar in Marketing at IIM Ahmedabad. Previously, he has worked as a brand manager in Dabur, and as a business consultant in the retail and consumer goods domains at Cognizant and Tata Consultancy Services. Rajesh is an MBA from IIM Indore.*

Academic research in marketing increasingly extols the benefits of an integrated marketing approach. As the lines between online and offline marketing strategies continue to blur, marketing researchers have described the benefits inherent in bringing digital marketing to the strategic forefront.

As Edelman (2007) states, digital marketing is no more the periphery but the core, and organizations need to be cognizant about this fundamental change in approach. In integrating digital marketing into the overall marketing framework, marketing scholars have suggested broad directions, which are discussed next.

## **FREEING DIGITAL MARKETING FROM SILOS**

Aaker (2008) has decried the organizational penchant to view marketing in silos. In describing marketing silos primarily as product silos and country silos, Aaker (2008) cites the silo based approach to marketing as replete with problems and a major determinant of lost opportunities. Particularly with respect to digital marketing, the author describes the silo based approach as a reason for under-allocation of resources to the digital marketing function and a cause for effort duplication. In describing it as a CMO challenge, Aaker (2008) envisions digital marketing as a centralized marketing function driven by broad brand and marketing strategies.

The key implication of this view is that, digital marketing should have a centralized, overlying role in the organizational marketing strategy.

## DIGITAL INTERACTIVITY AT THE CENTER OF MARKETING STRATEGY

Edelman (2010) considers an understanding of the consumers' decision journey and the tools needed to facilitate it, to be the cornerstone of marketing's future. In discussing the role of digital marketing within marketing strategy, Edelman (2010) points to four key focus areas. First, digital marketing should help to coordinate customer activities in their digital purchase journey. Second, it should allow the customer to build their unique digital identity within the organization's syndicated digital content. Third, organizations need to organize their digital content using a single portfolio approach, or risk escalating production costs and unnecessary duplication across product portfolios. Finally, organizations need to master intelligence gathering by gathering actionable insights on what customers are seeing, doing, and saying about their products.

## COMBINING CONTENT MARKETING AND B2B SELLING PROCESSES THROUGH MARKETING AUTOMATION

Jarvinen and Taiminen (2016) cite the large number of marketing leads that fail to be followed up by sales departments in organizations as an example of the lack of coordination between the two functions content marketing and B2B selling. Especially in B2B settings, Jarvinen and Taiminen (2016) describe the benefits possible from a closer integration between content marketing and B2B selling processes using marketing automation software. The authors studies a large scale manufacturer of industrial goods where this integration has been achieved. Marketing automation software was typically used for lead classification, lead scoring, and for content development. Content marketing made use of external content delivery channels and internal content creation to move potential customer leads through the sales funnel. As potential customer leads moved through the sales funnel from suspects to prospects to leads and finally to deals, marketing automation software helped the organization to direct the leads to appropriate personnel in the sales organization. This in turn, allowed reduced lead losses and improved lead conversions significantly.

## CONCLUSION

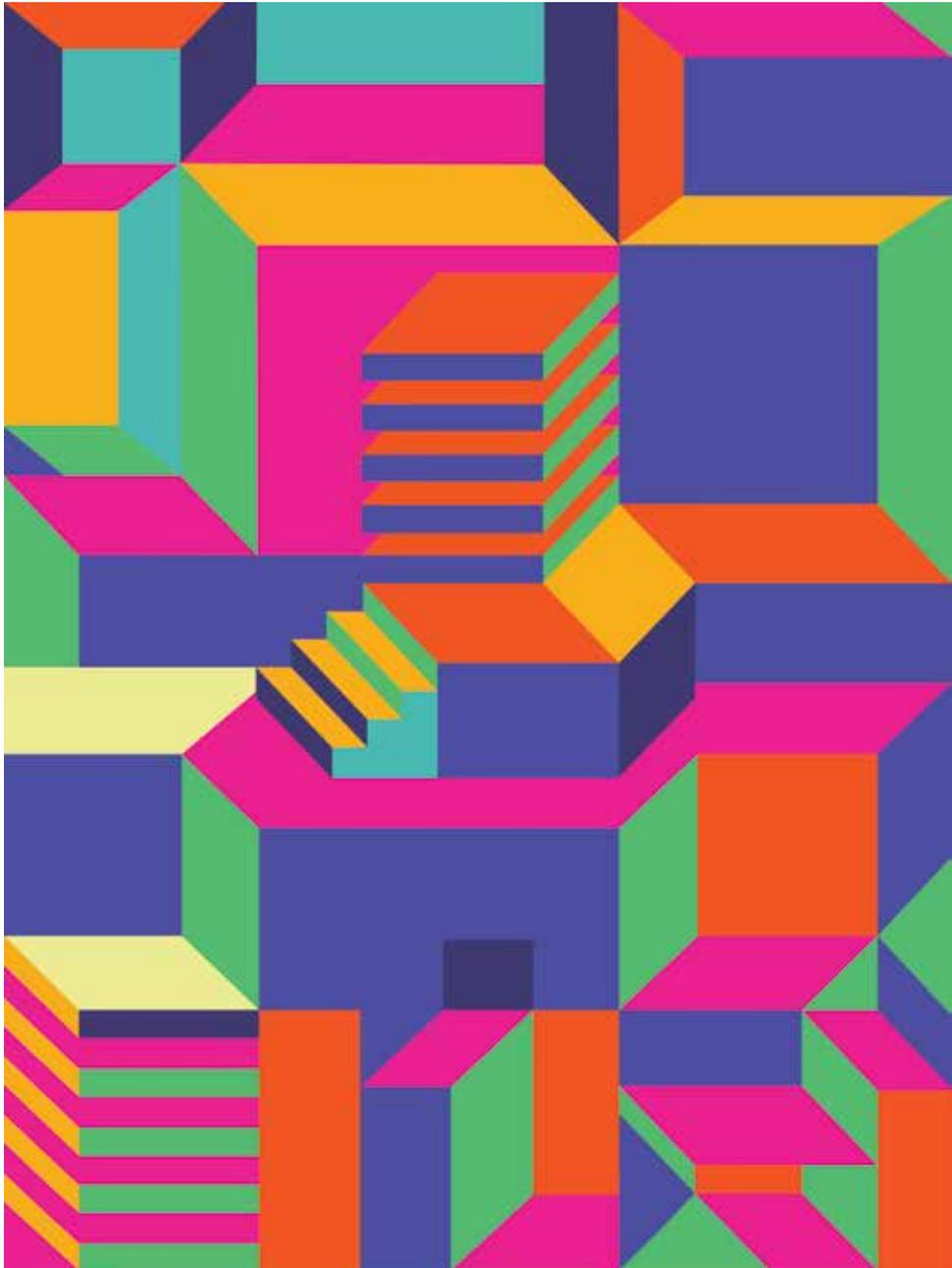
In summary, marketing scholars provide a compelling argument for bringing digital marketing center stage. From a CMO perspective, they point to the need for an integrated marketing strategy with digital marketing at its core. In doing so, especially in B2B settings, there is a need to operationalize digital marketing processes as a bridge between the sales and marketing functions. Going forward, digital marketing could well drive marketing strategies in organizations and CMOs will need to drive this change.

1. Aaker, D. A. (2008). *Marketing in a silo world: The new CMO challenge*. *California Management Review*, 51 (1), 144-156.

2. Edelman, D. C. (2007). *From the periphery to the core: As online strategy becomes overall strategy, marketing organizations and agencies will never be the same*. *Journal of Advertising Research*, 47 (2), 130-134.

3. Edelman, D. C. (2010). *Four ways to get more value from digital marketing*. *McKinsey Quarterly*, 6.

4. Järvinen, J., & Taiminen, H. (2016). *Harnessing marketing automation for B2B content marketing*. *Industrial Marketing Management*, 54, 164-175.



'Maze'

# BOOK CORNER

## India's Broken Tryst - Tavleen Singh

We travel a lot these days and what amazes me is that countries smaller, with much lesser resources are better managed than our country. This book is a follow-up of her last book- "Durbar" and gets to the heart of what has been ailing India for the last few decades. What makes her observations credible and the book interesting is that she gives a first-hand account and has known the Delhi elite personally.

## Leading - Alex Ferguson with Michael Moritz

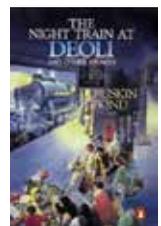
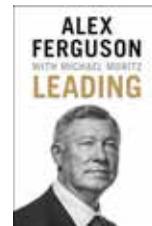
I am a Manchester United Fan and that's what drew me to this book initially. However, it's a great insight into what passion for your job can make you achieve. Alex Ferguson is the most successful manager in the history of sports and there is a lot to learn from him both on a personal and professional front.

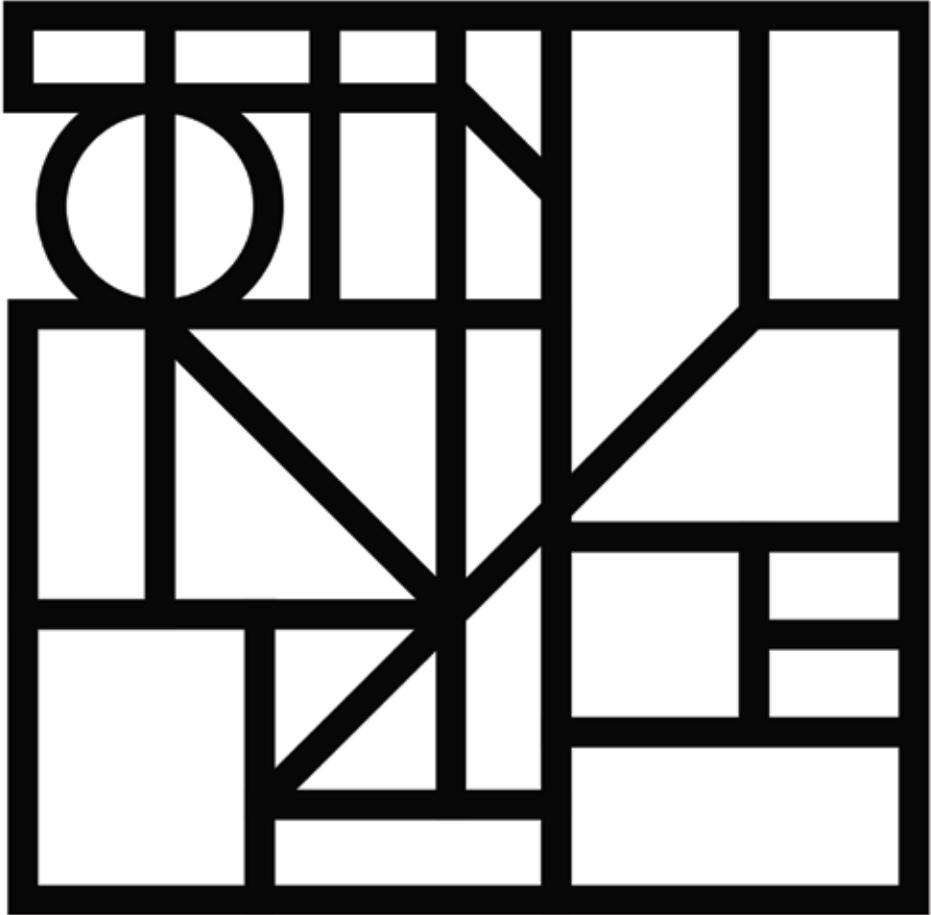
## The Night train at Deoli and other stories - Ruskin Bond

Ruskin Bond is one of my favourite writers and I keep going back to his simple but thought provoking short stories. And this collection is no different. He has woven magic into words that are certain to send the reader into a time warp and beg for the romanticism of the old days to make its appearance again.



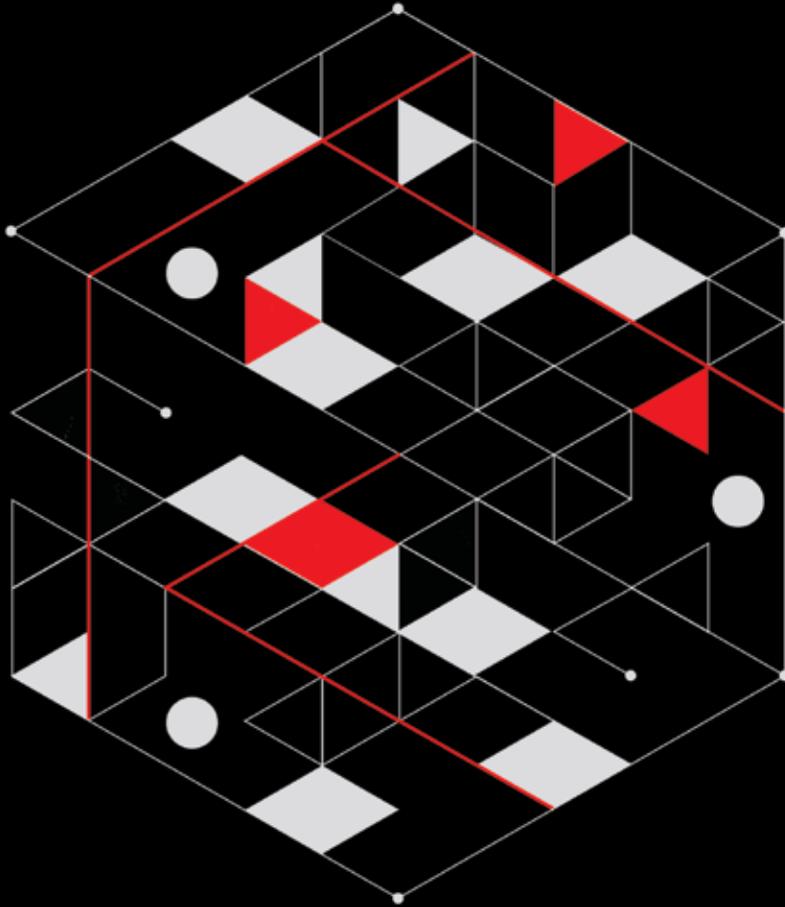
The US based Juniper Networks' India and South Asia Marketing Head and Director, Anshul Tripathi talks about the three books that he recently finished reading.





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