EXPERIENCE ERA & MARKETING 4.0: THE FOUR PRIMARY MARKETER' ROLES

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ABSTRACT: *This theoretical paper aims to approach the 'new' era in which experience and content marketing are integrated to add value to the customer, the key elements for customer experience management programmes and primary roles for marketers to become innovators. Over three decades marketing practices have transformed and absorbed innovation techniques to understand customer's behaviour, improve services quality and gain customer satisfaction and loyalty. Then, experience, contents, data-driven, customer journey, service design, digital technologies and agile methodologies were included in the marketing vocabulary. Marketers became innovators inasmuch they need to handle and integrate these concepts, techniques, methodologies, and technologies. In general, four new roles have required marketers, such as Scientist, Strategist, Storybuilders and Socialisers performing in cross-organizational teams as well as multichannel platforms. Marketers have pushed for design and organising outstanding experiences to engage customers to share their energy, passion and contagious enthusiasm for products, services, or brands.*

KEYWORDS: experience, content, marketer, customer, innovation.

INTRODUCTION

Since the 19th-century marketing has transformed over the decades. There are groups of authors who describe the marketing history according to periods: one group calls the marketing trajectory by eras and others by marketing thought. On the one hand, for marketing authors, marketing evolved over seven eras: Simple Trade Era (1850 – 1900), Production Era (1900 – 1920), Sales Era (1920 – 1940), Marketing Department Era (1940 – 1960), Marketing Company Era (1960 – 1990), Marketing Relationship Era (1900 – 2014), and Marketing Collaboration (or Experience) Era (Since 2014). Then, the Experience Era is known as the 7th Era of Marketing. On the other hand, authors as Kotler, Kartajaya & Setiawan (2017), state that marketing progressed by four thoughts, named 1.0, 2.0, 3.0, and 4.0. Marketing 1.0 was based and centred around the idea of product and production; Marketing 2.0 focused on the information age due to evolution and development of the communication and information technologies; Marketing 3.0 was governed by the value-driven era, understanding consumers as human beings, that have a mind, heart, and feelings; and, finally, Marketing 4.0 approaches and combines the online and offline interaction between organisations and consumers.

Then, Experience Era and Marketing 4.0 arrive to combine and change da dialogue between marketers and customers. Generally speaking, social network, innovation, design thinking, service design, experience, co-creation, collaboration, contents, a customer-centric philosophy, buying journey and data-driven has proven to be powerful tools for marketers to undertake, create, and deliver value for both companies and

clients (Parasuraman, Zeithaml & Malhotra, 2005; Payne, Storbacka & Frow, 2008; Prahalad & Ramaswamy, 2004; Voorhees, et al, 2017). For Pine and Gilmore (1998), experience marketing is regularly approached by experience economy theory and represent the fourth economy offering. They state the progression of value from commodities to experiences by depicting how experiences alter from products and services. For them, while commodities are fungible, goods tangible, and service tangible experiences are memorable. Verhoef et al (2009) argue that the experience economy is also noticed as the primary element for customer experience management (CEM). The CEM strategies evoke the customer's involvement at different levels: rational, emotional, sensorial, physical, and spiritual. Sujata et al (2015) state that the challenge is how to remodel marketing from a subservient area that designs the value of goods and services into an area that knows how to prepare, handle, and manage the delivery of creative contents and valuable and memorable experiences for customers.

For the last three decades, marketing professionals have discussed changing consumer and buyer behaviour. Few organisations have implemented little changes in the marketing department to manage the customer experience considering this 'new consumer behaviour' (Puccinelli et al, 2009). Marketers have spent too much time promoting products instead of promoting enriching experience to customers using brands, products, and services to deliver value and, also, creating escapist events inviting customers to be part of these moments. In the current days, marketers need to handle and manage a set of tools and improve skills that allow them to drive changes. Innovation, data-driven, technology – software, artificial intelligence (AI), social networks, etc – design thinking practices, the journey of the customer, empirical approach, thinking tactical and strategically and communications are skills and abilities which shape the marketing in this new era which integrate experience and digitalisation (Kotler, Kartajaya & Setiawan, 2017). This theoretical article aims to approach the 'new' era in which experience and content marketing are integrated to add value to the customer, the key elements for CEM programmes and the primary roles for marketers to become innovators. The 7th Era of Marketing and Marketing 4.0 have increasingly absorbed and inherited techniques and practices derived from innovation principles such as human-centricity, the journey of users and agile methodologies in order to achieve better results.

Experience Marketing

Experience is a subjective chapter in the construction or changing of the individual, with, however, focus on the emotions and senses lived during the immersion at the expense of cognitive perspective (Grundey, 2008). Experience is related to consumer behaviour theory. Same & Larimo (2012) state that experience is, first of all, a personal event, often with relevant emotional implication, based on the interaction with stimuli which are the goods or services offered. This event may lead to a shifting of the individual in the experiences defined as extraordinary. Consumer behaviour theory considers experience as a core factor of the life of current days' consumer, a consumer that is a regular user social networks and who has a social conscious. Kuehnl, Jozic & Homburg (2019), experiences may result in transforms in attitude or behaviour. Customer attitude encompasses three components: (i) cognitive: mental images, understanding and interpretations; (ii) affective: feelings and emotions; and (iii)

conative: intentions, actions, and behaviour. Generally speaking, the common sequence cognitive, affective, and conative can produce meaningful experience embedded in feelings, knowledge, and beliefs (Kuhfeld, Tobias & Garratt, 1994; Same & Larimo, 2012). It worth saying that a meaningful experience is larger than a particular which is primarily concerning emotions and feelings. It notices that feelings may lead to shifts in the personal view and attitudes of a customer concerning products, services, and brands.

In studies produced by Same & Larimo (2012) and Kuhfeld, Tobias & Garratt (1994), they state that experimental marketing is tactical and experience marketing is strategic. On the one hand, experimental marketing focuses on emotions, feelings, and senses, and has less to do with cognitive and human intentions. Then, experimental marketing emphasises consumer-brand relationships, in other words, a process of mapping and satisfying customer needs and expectation profitably, engaging them through two-way interaction that bring brand personalities to life and deliver value to the target segment. For Cantone & Risitano (2011), experimental marketing allows a customer to engage and interact with brands, goods, and services in sensory ways. On the other hand, experience marketing aims to request the marketing team to focus on the entire experience quality for consumers passed by brands, including rational decision-making and sentimental consumption experience. According to Hipwell & Reeves (2013), experience is relevant in business and technology because of the mind every economic offering is experienced. Under these circumstances, the experience is largely speaking of communication between a company and a customer. Desmet & Hekkert (2007) approach that all actions and stages that are involved, such as physical actions and perceptual and cognitive stage will contribute to the experience. Experimental marketing depicts us the way how marketers can design experiences. Therefore, experimental marketing is connected to particular experience and affection and experience marketing is connected to meaningful experience: cognition, affection, and conation.

Companies are progressively improving the value of their goods by design customer experiences. Some deepen the customer relationship by leveraging what they know about customers to personalise offerings. Others focus on the scope of the relationship by including touchpoints. Rose & Johnson (2014) argument a high-performing brand provides what it has named as 'total experience'. They state that the most relevant marketing measure will soon change from 'share of wallet' or 'share of voice' to 'share of experience'. Content is certainly at the core of many, if not most, of these experiences for brands. They understand that the new objective of marketing will not be simply 'create a customer'. For Fuller (2010), the new objective for marketing is to evolve a customer using differentiating content-driven experiences. Content, and creating content-driven experiences has proven to be an extraordinarily powerful tool - experimental marketing - for marketers to create value and experience marketing for business and customers. Content marketing and the idea of providing education, enjoyment, and usefulness – as a brand's approach to involving its customers – provide a new form to enrich communications with customers at every step of the purchase journey. Rose & Johnson (2014) believe that the challenge is how to change marketing from a subservient department that creates content-only to describe the value of goods

or services into an area that knows how to design, handle, and manage the creation of valuable experiences over the next years. By understanding and inducing the experiences that organisations create for customers with a shared brand purpose, it creates critical moments of truth about what the brand truly stands for, rather than what it trying to sell. For instance, do not approach the soap that a company sells, explain how a customer has real beauty. Or do not approach the gas mileage and the power windows, explain how a customer may experience the ultimate driving car. Marketers who first focus on 'function' ultimately involve, delight, and inspire customers by experiences.

The Key Components of CEM
Customer experience is based on interpretation and interaction between the consumer and a product and/or service within a given context originates the consumption experience and companies benefit from a set of interactions (Lemon & Verhoef, 2016; Meyer & Schwager, 2007). By and large, the experience encompasses a temporal dimension created from a set of touchpoints between a given subject and a product and/or service. Experience is personal, then each consumer has his/her own experience and it involves rational, emotional, sensorial, physical, and spiritual levels (Epp & Price, 2011). Experience is not restricted to purchase, use and post-purchase processes. In general, the consumption experiences include four sequential steps over time (Gentile, Spiller & Noci, 2007; Rowley, 1999; Schmitt, 2003; Verhoef et al, 2009): (i) pre-consumption: expectation, search, planning and foreseeing of an experience; (ii) purchasing: selection, payment and packaging and interaction with services; (iii) core consumption: includes sensations, satisfaction levels and behavioural transformation; (iv) remembered consumption and the nostalgia: classification of memories, used to re-live and remember past experiences. Schmitt (2003) pointed out in his studies that experience offers guidance to add and deliver value to customers to achieve high levels of satisfaction. Thus, context, environment, and contents together with communication through cross-channel are key drivers for encouraging and engaging customers at interaction with product, service, brand, and company.

The CEM is a customer-centric process of handle all the experience a customer might have with a product, service or brand in a strategic way considering they can be meaningful to the customers' life. The CEM has an integrated practice in order to add value to customers by handing out information, contents, service, and interaction with them at every touchpoint. Gentile, Spiller & Noci (2007) highlight six components that support a CEM plan: (i) sensorial stimulates the human senses like sight, hearing, taste, smell and touch to offer aesthetical pleasure, satisfaction and beauty; (ii) emotional stimulates feelings, emotions and moods achieving the affective system to create an emotional synergy and connection with product, service or brand; (iii) cognitive stimulates thoughts, conscious mental processes and creativity which can make customers revise assumptions of products, services and brands; (iv) pragmatic stimulates acting, use something. It is not restrictive to the post-purchase stage but to all product's lifecycle stages; (v) lifestyle stimulates individuals' values and beliefs through the adoption of lifestyle and behaviours; (vi) relational stimulates relationships, social life, communities, social identity with lifestyle. These components should create an experience significant and extraordinary and not an ordinary, for instance, an

ordinary experience encourages routine, everyday life, past and passive acceptance of events while an extraordinary is intense, remarkable and thrive the epiphany for redefining individuals their selves.

For Walls et all (2011), the intensity of customer experience is established by one or more of the above components. Experiences are strictly personal as well as exceptional, they involve customers perceptions and participation, engage customer emotionally, shared with others and remembered for a while. In Pine & Gilmore (1998) studies led by them more them thirty years ago, four dimensions are required to organise a CEM: (i) entertainment is created when passive absorption is noticed by the customer such as a theatre performance; (ii) aesthetic encompass the physical environment which has the critical role of defining the nature of social interaction; (iii) education refers to an experience where the participant actively participates – engages the mind of consumers, intriguing them and appealing to their desire to learn something new; (iv) and escapism can be defined as the extent to which an individual is completely involved and absorbed in the activity immersive. Masterman & Woods (2008) summarise seven attributes that thrive and enhance the experience for customers: (i) emotional involvement which the event, experience and brand offer and deliver to customers; (ii) interaction with the brand, attendees and brand ambassadors; (iii) immersions of all senses; (iv) high impact intensity which leads to memories; (v) individuality of experience; (vi) innovation concerning, contents, location, timing, audiences, etc; (vii) integrity providing real, authentic and genuine benefits to the attendees.

Thus, customer experience focuses on a set of interaction that happens between a customer and a product, service, or brand in order to evoke or provoke the action or reaction (Berry, Carbone & Haeckel, 2002). Schmitt (1999) believes that customer experience serves as the main source of competitive advantage and differentiation for a company because each experience is personal and unique based on the individual and personal encounter. For Lin & Bennett (2014) customers became loyal due to the experience they gained. Customer loyalty is a consequence of the interaction. Rose & Johnson (2014) argue that social networks and multichannel are two factors that boosted Content Creation Management (CCM) as a relevant tool to CEM. Rose & Johnson (2014) argue that the CCM aims to facilitate the organisation, creation, development, and management of owned content/media platforms for marketing purposes. Fuller (2010) believe that its goal is to inform an active, functioning, and scalable process for marketers to create content-driven experiences that differentiate and add value. In fact, these authors designed a framework based on four primary activities. First is the creation which involves inspiring a revolution in the organisation, recruit a cross-function team to lead and a plan for evolution. Second, organise encompasses define roles and responsibilities, write a charter for CCM, and create a content mission (Harad, 2013). Third, manage which means map the experiences marketers will create, build the experiences and their purpose, and operate a portfolio of experiences (Light, 2014). Finally, measure consists of experience for meaning, evaluate stories and experiences and balance the portfolio of experiences.

Marketer' Roles for CEM & CCM

Bryson (2014) states that for marketing creates an outstanding CEM is required to organising the 4S approaches, in other words, integrating a cross-functional marketing team according to four groups of roles: Scientists, Strategists, Storybuilders and Socialisers to drive growth agile methodology and the CCM in the marketing area. Scientists marketers handle advanced techniques to analyse and evaluate patterns of behaviour in data and apply them to drive targeted strategies and programmes to engage customers with the right content at the right time. Then, all marketers need data-driven skills, but there are also specific capabilities that need to be built into marketing analytics and insight groups (Maklan & Klaus, 2011). It worth explaining that analytics and scientists have different roles in the marketing area because while analytics are typically focused on interpreting a limited data set retrospectively, the data scientist is focused on predicting consumer behaviour using algorithms, computer science, predictive models, and neuroscience. Neuroscience, for instance, can assist marketers to understand unarticulated thoughts and feelings and their influence on marketing has increased significantly over the past years. This author recommends social listeners and consumer intelligence teams as accountable for driving the strategic application for human insight-driven by a scientific approach to data. Specifically, consumer intelligence teams are tasked with detecting and decoding cultural trends by synthesising and packaging all types of data – from qualitative, quantitative, trends and social listening – into actionable insights.

Figure 1: Marketers' Roles for CEM & CCM
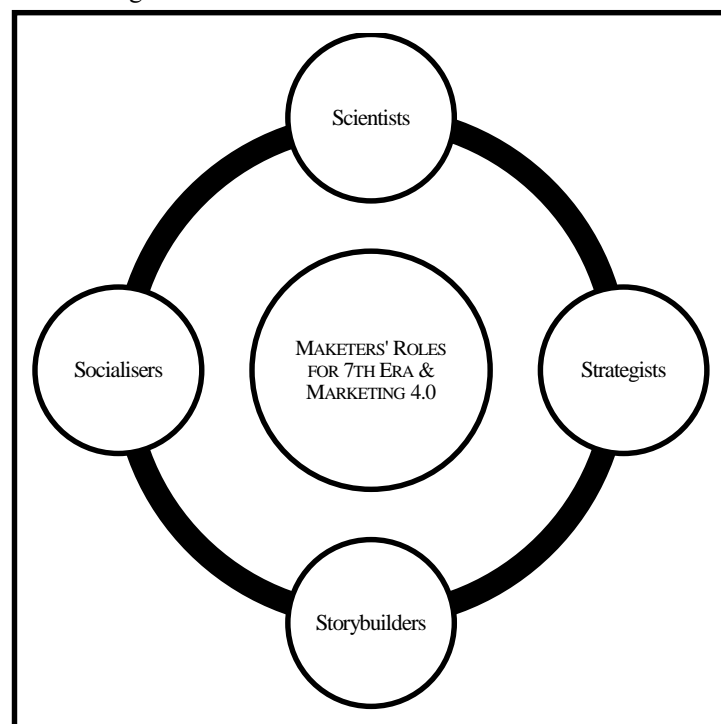
Fonte: Bryson (2014)

Strategists drive joined-up category, brand and engagement strategies and plan focused on the holistic customer experience whereas Storybuilders shape and evolve and compelling stories and CCM to engage internal and external customers, underpinned

by human insight. Brand development roles, for instance, need to be refocused on driving every aspect of the customer experience across the organisation (Bryson, 2014). This requires a mindset change from the product, price, place and promotion to innovation, engagement, pricing, and channel strategies focused on the holistic customer experience. Equally, there needs to be a shift command and control of brand management to brand story building. Generally speaking, the focus should be on creating purpose-driven brands with inspiring brand stories that engage human needs and are evolved in collaboration with customers over time (Pullman & Gross, 2004). Then, content and experience marketing need to be core to the brand stories role supported by content creators and editing teams in-house and through external partners. There are organisations doing content marketing well, although companies persist in focused on promoting a product and not providing value (though utility, entertainment, or escapism perspective) to customers (Rose & Johnson, 2014). It is worth mentioning that marketing does not operate as a siloed function in an organisation. Then, the brand area needs to lead this process in establishing joined-up, agile ways of working with other functions, as cross-functional teams, as part of a 'customer experience engine' creating customer experiences that drive business growth (Brakus, Schmitt & Zarantonello, 2009).

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Strategists and Storybuilders mapping all processes and activities needed to the experience, and then together clarifying which functional groups will do what, how they will interact at key points, and how and when they will make decisions. These two roles orchestrate functional groups to think, plan and act cross-functional team to analyse the process value chain and customer journey to organise a CEM (Kuehnl, Jozic & Homburg, 2019). Companies have innovated in integrating brand, product and service

management, consumer and market knowledge, communication channels and design thinking into one department to deliver better brand, goods, and business results, clarify roles and responsibilities to make a faster decision and simplify the structure to free up time for creativity better execution (Walls et al, 2011). A CEM programme needs cross-functional teams in-house as well as commercial partners to create customer experience campaigns, and the Strategists and Storybuilders are the two roles that integrate data, marketing, business, technology, and innovation to handle the CEM in-company. Thus, both are responsible for shaping the long-term experience to drive engagement, dialogue, participation, and activation with customers (Kim, Kim & Miner, 2009).

Socialisers are responsible for socialising experiences with customers. Socialisers has the role of brand and retail activation to reframe as coordinating and delivering outstanding experiences through prioritised retail channels. In general, this role encompasses socialise a new idea and content externally and internally and evolve through continuous two-way conversations (Bryson, 2014). Organisations need to brand, product or service activators change from one-way communications to an approach that foments CEM programmes through customer relationships and customer journey, enabled by Strategists and Storybuilders roles using technologies for supporting them. Some companies utilise community managers (either in-house or through external partners) to shape and optimise how brand, product and service is engaging customers in two-way dialogue across forums (Fuller, 2010). Rose & Johnson (2014) understand that their role now needs to be expanded so their implement agile working practices to figure out key opportunities or issues from conversations, touchpoints, socialise the ideas quickly with the relevant in-house teams and then work with them to evolve CCM to enrich the conversations taking place. For Barwitz & Maas (2018), socialisers need to handle omnichannel to line up contents according to the dynamic of channel approach focused on the customer. Thus, Socialisers has the functions of ensuring physical and digital channel activation integrated into a relevant brand, product, or service activities to orchestrate the contents and experiences with customers.

Final Considerations
Marketing approaches have shifted a series of large-scale transformation over the past 30 years, changing focus from creating fast-moving consumer good brands to building customer relationships through service marketing, and recently creating compelling marketing and customer experiences. In effect, the 7th Era of Experience and Marketing 4.0 are two modern marketing which has overtaken conventional marketing because emphasising three contemporary key drivers for gaining customer satisfaction and loyalty (Berry & Carbone, 2007): experience marketing, customer experience as well as content marketing using technologies as the primary platform for supporting marketers in their jobs with customers. Johnston & Kong (2011) state that experience marketing is strategic marketing management and is required to manage customer communication, cross-channel exposure, and value creation whereas experimental marketing is tactical. Carbone & Haeckel (1994) argue that experience marketing can lead to a greater impact on the customer, increased effectiveness, and even cost savings compared to conventional marketing. For Walls et al (2011), CEM includes immersion

experiences to enhance a product, service or brand providing consumers with a manner to engage with the company in a significant way of developing strong connections.

Indeed, customer experience originates from a set of interactions between customer and product, service or brand which provoke reactions. The experience is strictly personal and implies customer's involvement at different levels – rational, emotional, sensorial, physical, and spiritual. Experiences are created not only by elements which the retailer can control, such as service interface, retail atmosphere, assortment, price, etc but also by elements that are outside of the retailer's control, such as the influence of others, the purpose of shopping, etc (Johnston & Kong, 2011). It is relevant to realise that customer experience is not restricted to the customer's interaction in the store alone. It depends on a combination of experiences that evolve, including search, purchase, consumption, and after-sales phases of the experience (Verhoef et al, 2009). For Barwitz & Maas (2018), it may also involve multiple channels and repeated experiences within a channel. Furthermore, CEM encompasses the total experience supported by technology resources based on data-driven and CCM to optimise information and content for customers. Thus, both Era of experience and Marketing 4.0 introduce disruptive innovation in Marketing in order to add value to customers.

However, these changes have transformed marketing's role in companies. Marketers need to take the lead in driving rapid change and ensuring the whole organisation is focused on the CEM and CCM (Rose & Johnson, 2014). This transformation cannot be achieved through traditional marketing structures and roles, but through building marketing departments around the four marketer roles: Scientists, Strategists, Storybuilders and Socialisers. Under these circumstances, companies need to redefine the role marketing plays for reaching their customers, reframe how it works with cross-functional teams and partners and, besides, reorganise the marketing function considering the roles of Scientists to refine the data analytics; Strategists to understand the customer-journey for engagement; Storybuilders to compel stories and contents; and Socialisers to communicate experience and contents to customers (Bryson, 2014). These roles can create and improve outstanding customer experience connecting technologies, experiences, and contents to thrive company growth. One of the newest responsibilities for marketers is that of spearheading inspiration, practical direction, and executable actions. Marketers have pushed for building creative, agile, and innovative experiences focus on credibility for products, services, and brands to unleash energy, passion and contagious enthusiasm in their customers.

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