1. Quantitative models to understand causality, levers, and influence in a complex world

2. Delivering integrated, real-time, relevant experiences in context

3. Making sense of changing decision process(es)

4. New data, new methods, and new skills — how to bring it all together?

5. Innovation, design, and strategy in an age of disruption
Quantitative models to understand causality, levers, and influence in a complex world

Individuals and organizations interact through many channels, on multiple screens and devices, across a myriad of touchpoints and over time. Given the ubiquity of data, there is a new opportunity for firms to more fully understand the effect and value of their marketing actions. Big data, experimentation, and new models enable us to gain new insight into the causal levers and influences in this complex, extended world. Significant research is needed to develop better models that enable causal inference.
Improving multi-touch attribution, marketing mix, and ROI models—across all media, digital and non-digital

Understanding “omni-screen” and “omni-channel” drivers of customer decisionmaking and behavior

How can we efficiently and effectively detect signal versus noise in big data, and eliminate extraneous data?

Identifying the critical paths to purchase in B2B environments using causal models

Understanding and measuring the impact of creative—incorporating creative in causal models

Given the enormous amount of data firms now have, are shorter time periods sufficient for causal inference?

Identifying what we can do to drive behavioral change versus identifying a change wave that we are simply riding (i.e., not caused by our marketing actions)
Delivering integrated, real-time, relevant experiences in context

Consumers are increasingly in control of the information flow. And marketers now have the ability to customize experiences, offers, and content. Thus, the issue of getting marketing “right” in *real time* emerged as a critical priority for our members, whether B2B or B2C. This priority focuses on how firms should design and serve up their offerings in real time so that they are relevant in context—hitting just the right “notes” at the right point in the path to purchase or decision journey.
Just-in-time information feeding: how to provide the right information at the right time in the right context to the right individual

*How* do firms provide information that consumers want to receive or even seek out? How do you get customers to initiate contact with the firm — to signal that they are interested? How do you build brand/product awareness in a post-TV advertising world?

*How* can B2B firms be there in real time with the content that potential customers want?

*How* do you design the firm’s digital and physical offerings and messages to optimally reach and engage customers at every touchpoint? How do you interact and engage and adapt in a continuous manner across the customer journey?

*How* to provide real-time and relevant nudges to overcome decision inertia

*How* important are seamless and integrated customer experiences? What are the “moments that matter” in decisionmaking? How can we understand — and perhaps influence — the periphery in which these moments are embedded?
Making sense of changing decision process(es)

Key questions arise about how decision processes may be changing, given that customers are now always connected and have more choice in what they attend to. Customers are now engaging with firms through complex journeys and paths to purchase and beyond. What are the opportunities for firms to (somehow) insert themselves—or their product or service—into the customer decision process at the right time in the right context to have an influence?
CONSUMER DECISION MAKING

- **What** is the science of emotion in the digital, mobile, always on, and always connected age? What is the role of emotions in experience? How do we design customer experiences that lead to maximal enjoyment, happiness, and utility?

- **How** marketing can drive positive change in behavior: new approaches to help consumers make “good” decisions and “smarter choices.” What interventions can be deployed to generate (break) healthy (unhealthy) habits? How can behavioral economics be applied to drive adherence?

- **How** does engaging in technology change consumers? How does it influence emotions, decision making, and behavior?

- **Understanding** cultural, generational, and life stage differences in perceptions about new and existing brands

- **How** are wearables, monitoring devices, and biometrics changing decision making and behavior?
New data, new methods, and new skills — how to bring it all together?

The rapid change in marketing can best be seen in the plethora of new types of data and new analytic approaches to gain insights. This priority focuses on the need to develop new approaches that enable firms to gain insights from multiple approaches, to synthesize, to bring together disparate methods to drive action. There is also a sense that the old methods aren’t working as well, and that some of the traditional indicators and metrics are less effective.
How to bring multiple sources and types of information together to gain insight and to make better decisions (e.g., big data meets unstructured data; data scientist meets anthropologist). Can such synthesis be automated?

Integrating behavioral theory and marketing frameworks into big data marketing

How can firms speed up the process by which they collect data, synthesize, identify insights, take action, get feedback, and do any necessary course correction? Is this process different for B2B and B2C?

New approaches and sources of data—what are the roles of neuroscience, artificial intelligence, cognitive computing, machine learning?

Integrating big data analysis with managerial decision making; identifying the tradeoffs between managerial judgement and insights from consumers/customers—how to compare and contrast big data-driven insights versus managerial heuristics-driven insights—how has this evolved from the early work from several decades ago?

How best to gain insights and to disseminate insights, now that responsibility for—and access to data about—the customer experience is democratized across the organization?
Innovation, design, and strategy in an age of disruption

Given the disruption and change in marketing and in markets, members placed significant emphasis on the topics of innovation, design, and strategy. In particular, new knowledge and new models are needed in the area of innovation: designing, developing, and bringing new products, services, and experiences to market. In addition, members are seeking new approaches to enable them to forecast, identify, and respond to market disruption.
INNOVATION AND DESIGN

- **New** models for innovation and product development in the age of big data and analytics. Systematically evaluating successful innovation using quantitative tools. Putting more science in innovation.

- **Understanding** the role of aesthetics and design in innovation, new product development, and experience design. How can we bring design thinking into marketing?

- **Developing** better predictive tools that are effective at various stages of development

- **How** to design stores and channels that are shopper centric. What will the in-store experience be, given the digitized consumer?

- **How** to design complex service offerings that are effective, efficient, and resilient to service failures

- **How** to develop and market ideas and experiences rather than products or services
“How will the scope and definition of what is now called ‘Marketing’ most likely change over the next decade?”

“What is the role of humans in a world of smart machines?”

“Should consumers’ personal information be allowed to be the ‘future currency’ or should/will companies be forced to constrain their data gathering and sharing more narrowly? Will data rights and the value therein be the next area of disruption?”

“How will we ‘reach’ the marketplace in the future?”

“What is the future of retail over the next 10 years? What will be the role of brick and mortar?”

“How will water, as a limited resource, impact marketing (and customers) in the future?”

“Should brands take stands? What is marketing’s role as a driver/enabler of social change?”
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THANK YOU!