

The above-mentioned message from McKinsey Publishing underlined that within the current global context business leaders are left to seize and struggle with uncertainty. Coming

back to the Founder and CEO of Beyond Philosophy (a world's CX consultancy and training organizations), Colin Shaw (2019), it is worth recalling his thoughts (recommended again recently) on why uncertainty can destroy CX, taking into account how much is customer behavior influenced by uncertainty (considering the implications of different theories such as the well-known Prospect Theory), that leads, for instance, to mental shortcuts in determining the likelihood of an outcome. According to Shaw, the challenge remains how: to inject certainty into CX when communicating with customers, knowing their desire to feel safe and prepared, and not forgetting both that the reality here is their perception, and that their behavior is influenced by emotions (associated with their reaction to risk and uncertainty) evoked by CX and which can drive or destroy value for an organization; to build customer loyalty strategically based on knowing customers feelings about uncertainty in the CX provided by an organization.

Very recently, the reputed Founder of the modern experiential marketing mix (7Es) and the Phygital ecosystem to design CX in the metaverse Wided Batat (2022) continued to delve deeper into the significant topic of phygital by proposing the phygital CX (PH-CX) as a new holistic framework guaranteeing a value delivery continuum by connecting offline and online offerings. Some years ago (Purcarea, 2018), we approached the future of retail impacted by the smart phygital era, and more recently (Purcarea et al., 2022) we focused, among other aspects, on retailers' phygital strategies and the sustainable smart store of the future putting CX in the middle of our approach. Introducing the above-mentioned PH-CX framework, the recognized digital marketing expert in CX and digital transformation Wided Batat is going beyond channel logic, and based on both customer journeys' fluidification (from offline to online and in the opposite manner), one hand, and consumers' values capturing and responding to consumers' tangible and intangible needs, other hand, makes it possible the designing of a CX inspiring conviction (enabled by the identification of the fundamental constituents of the phygital CX strategy). So, it is no surprise, for instance, that the well-known mobile engagement platform and Tier 1 Aggregator Vibes (2022) will cover – in its panel discussion of an exclusive webinar organized on April 14, 2022 – among the four points one entitled “How Mobile Wallet can serve as a bridge between digital and in-store experiences”.

Many years ago, Dunn and Pressman (2005) analyzed the economic contributions of John Kenneth Galbraith starting from the fact that Galbraith's contributions can be viewed both negatively, and positively. Within this framework, they highlighted, among other aspects, that: *“By eschewing the study of power and change, economists have failed to address pressing social trends. For Galbraith (1973b), ‘in eliding power – in making economics a nonpolitical subject – neoclassical theory, by the same process, destroys its relation with the real world’ (p. 2). In addition, it contributes little to contemporary political debates by failing to illuminate many of the serious social concerns of modern society – war, environmental decay and, of course, poverty”*. Six years after this analysis, Popescu and Comănescu (2011) brought to our attention that: *“Today, we are witnessing a disproportionate development; as technologies to produce, we*

go in progress, but as morality of their application, we are going backwards! To be threatened by the results of our minds and hands are a paradox of the evolution we are in!” (p. 88).

Three years ago, Geoffrey M. Hodgson (2019), Professor in Management at the Institute for International Management, Loughborough University London, UK, showed, among other aspects, in the instruction to a challenging book, that: *“The Great Financial Crash of 2008 had several effects, not only on the global economy, but also on global politics and economic policy... Because of current global economic problems and the manifest limitations of mainstream economics, young scholars are attracted to heterodoxy... Heterodox achievements have received insufficient attention and constructive development, largely because there are inadequate incentives to engage with them. Mainstream economics selects the issues that it deems worthwhile and creates opportunities for those who participate in its community. Of course, some people are devoted to scientific truth and might contribute to a heterodox discussion anyway. But even honourable altruists can have mortgages to pay and kids to feed. Eventually, moral philanthropists need remuneration. Pecuniary as well as moral incentives for researchers are important. The mainstream perpetuates itself through its access to power and resources, and with its chosen metrics of evaluation... David Colander and Craig Freedman (2019) argued that economics ‘went wrong’ when the Chicago school of Milton Friedman and others conjoined their theory with their strident political views, and then gained influence within the profession. The history of Cambridge economics shows that the conflation of theory with policy was not unique to Chicago or to pro-market economists. From the 1960s, positive feedback between Chicago-style rightists and Cambridge-style leftists helped the over-politicization of economics as a whole. Economics has suffered as a result...”. And it is still suffering!*

Coming back to March this year, it is worth making reference to:

- An article published in the blog section “Future Development” of the reputed The Brookings Institution, Washington, DC, and authored by Indermit Gill (2022), Nonresident Senior Fellow Global Economy and Development, Vice President for Equitable Growth, Finance and Institutions - World Bank: *“Like the novel coronavirus, the latest crisis arrived in a largely unexpected form—in its scale and ferocity, in its location, and in the global response to it. Much will depend on what happens next. But it’s already clear that higher food and energy prices—along with supply shortages—will be the immediate inflictor of pain for low- and middle-income economies. Many of the world’s developing economies remain debilitated by the pandemic. The healthy recovery that advanced economies have experienced over the past year has largely bypassed them”*;
- The fact that just two years ago we showed in an article – entitled “Priorities, Resources, and Working under the Current Heavy Pressures Following the Right Protocols. Solidarity and Empathy” – how while navigating a context where the frontal approach to uncertainty is only “prospective” (knowing, of course, that there is a way where there is a will) it is essential to

remind ourselves of the wise words of the venerable Professor Vasile Stănescu, Honorary Member of the Romanian Academy, and also a Honorary Member of the Romanian Distribution Committee: *“Life is... a continuous oscillation between arrival and departure, between light and shadow... I want to hear the silence of things (Emil Cioran) and the music of spheres (Pitagora), because when you stop believing, in fact, you stop existing, you stop living history... Our world has entered a new temporality ... we are projected by events... waking up captives, in a continuous tension... Today’s world does not yet exercise common destiny of human beings wherever they are, of solidarity and empathy ... there are major imbalances ... The competition took a dramatic end, the fight being carried out between values and interests... We live in an ambivalence incapable of solving the idea of continuity... Endangered is the factor of cohesion and mobilization of society... the fragility and vulnerability of our planet’s projection are in an ambivalence that give us cold chills...”* (Purcărea, 2020).

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