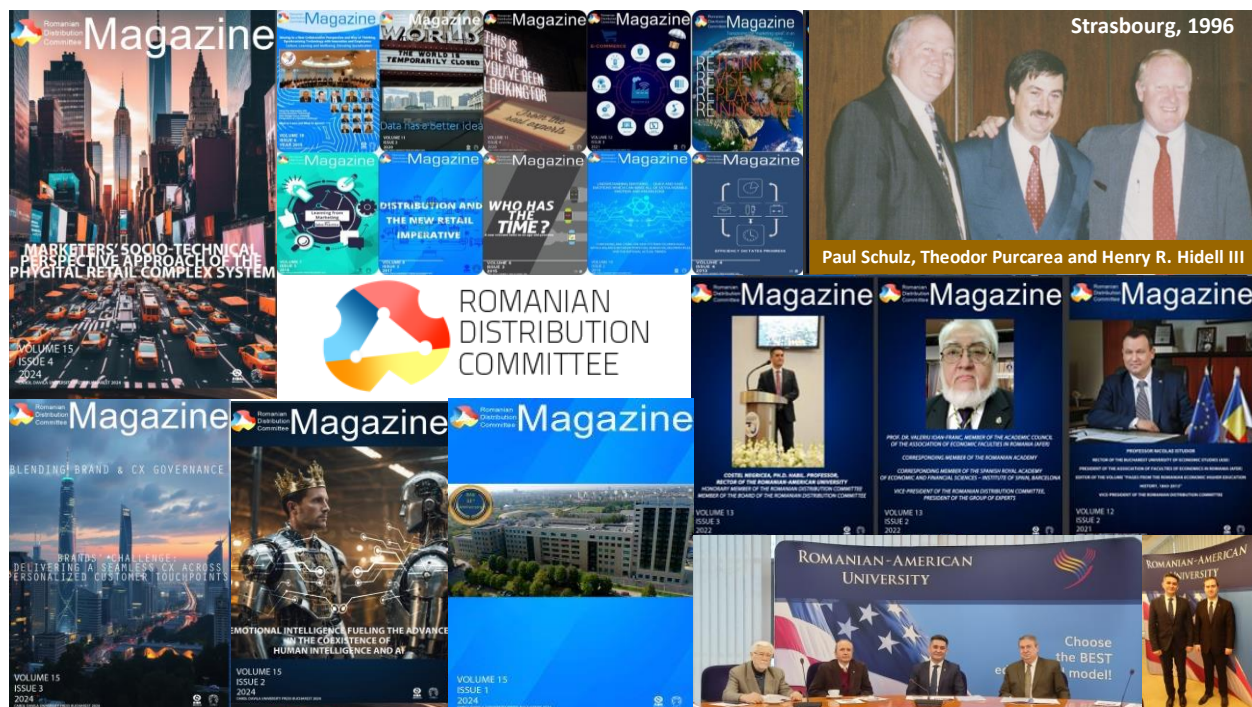


Editorial: *Learning and Development Moves, AI Roles Within the Strategy Development Process, and Customer Journey Future*



A year ago, the reputed Assistant Professor in the Technology Management Program at the University of California, Santa Barbara (he is also a research affiliate with MIT's Institute for the Digital Economy), underlined that the new number one organizational function today is learning and development, consequently learning and development should be considered by the CEOs as the new priority (Beane, 2024). He argued that all other organizational functions (accounting, marketing, finance, maintenance, facilities, sales, recruiting, research and development) are helped by a good learning and development function to be aware of the latest trends (including the fast expanding intelligent technologies' role in today's world of work), to deal with and attempt to overcome new threats, quickly and sustainably adapting to capitalize on new opportunities accordingly (he recommended, among other aspects, two learning and development moves: Skill + AI and Skill x AI).

Seven months later, at the beginning of September, the reputed Azeem Azhar, Exponential View (2024) published a very interesting article entitled "Why humanity needs AI". While near the middle of December, an article from the well-known AI safety and research company Anthropic (2024) started with the following challenging question: "What do people use AI models for?"

This year, on 31 January 2025, a newsletter sent by Azeem Azhar reflected the essence of the content of his first public conversation with Nobel laureate Professor Paul Krugman. Among the subjects being talked about within their discussion (held at the intersection of economics, technology and geopolitics) allow us to make reference to no. "3. The AI disruption", without

going into details (because the link is really worth accessing). Some days later, on February 5, 2025 McKinsey's experts (D'Amico et al., 2025) showed how: to develop unique options, within the context of AI adoption spreading, strategists (whose work can be transformed by AI and Gen AI, revolutionizing their specific activities) will need not only proprietary data and creativity, but also new skills; at different steps of the strategy development process five AI roles (researcher, interpreter, thought partner, simulator, communicator) are becoming effective.

In two more recent newsletters sent by the DigitalMarketer (Deiss a, 2025; Deiss b, 2025), its Co-Founder & CEO brought to marketers' attention their need to apply a set of precise rules to instill into AI-generated content marketers' unique expertise and voice, connecting the dots and differentiating their content. In his opinion, marketing new standard involves to simultaneously achieve quality (strategically using AI tools) and speed (average results being produced faster with the help of AI).

On the other hand, a senior digital marketing manager at Demandbase (Jordan, H., 2025) showed that to win in context of AI advancement companies need to recognize both the strengths of AI, and the importance of keeping in the most prominent position the human element (customers expecting personal attention, looking for something that make them feel special). Where the need (while scaling to grow business exponentially, to spread excellence as confirmed by experts) to maintain the personal touches. It was shown by example how millions of data touchpoints are analyzed with the help of AI used by Demandbase and Clay (as recommended tools), sellers benefitting of key information highlighted on this basis.

According to Lu and Taghipour (2025), organizations have been enabled to operate with both adaptability and efficiency as a result of their supply chain management transformation (impacting proactive decisions making) on the basis of big data (immense amounts of real-time information being delivered by extremely large and diverse data sets) and AI (patterns' identification taking place based on this data within AI processes) convergence. In the same time, marketing is reshaped by these vast amounts of real-time information providing (consumer behaviors and preferences') clear understanding, CX being intensified by tailored marketing strategies developed on this basis.

With regard to the customer journey future, CB Insights (2025) recently showed how its stages will be impacted by AI agents which will both simplify (to make it more efficient) this journey across channels and campaigns, and transform basically consumers relationships' building and loyalty driving. They underlined significant aspects, such as: how AI-driven personalization future will be shaped by first-party transaction data; how shopping across a select group of merchants will be optimized by AI agents; how customer relationship will be owned by a few AI agents.

In another recent newsletter, sent by the Founder and CEO of The AI Hat, Mike Allton (2025), a digital marketer recognized as having a lot of experience, summarized key points of his conversation with the well-known author and AI strategist Katie King (who was his recent podcast guest). Within this context there were underlined important ideas as follows: unparalleled personalization opportunities are provided by AI (ethical considerations being

maintained), better both adaptation and decision-making are enabled by understanding AI's gradual integration, and keeping in front of the competition requires to be proactive and focus on practical applications of AI.

A recent McKinsey's research report (Mayer et al., 2025) underlined among other aspects that: "... data and AI focus on why it's essential to provide people in the organization with easy access to high-quality data and to leverage AI insights to enhance customer experiences and business operations... Early stages of AI experimentation focused on proving technical feasibility through narrow use cases, such as automating routine tasks. Now the horizon has shifted: AI is poised to unlock unprecedented innovation and drive systemic change that delivers real value".

According to "The Evolution of AI in Marketing 2025" Survey Summary Report by Ascend2 (2025) and their Research Partners (the survey was conducted on January 17-20, 2025): "Marketers now analyze vast amounts of data, optimize omnichannel experiences, and leverage AI tools to enhance efficiency and customer engagement". And as to deliver the always challenging memorable connected experiences within the defined customer journeys it is necessary to ensure the right data and tools, allow us to remember the recommendation made by Treasure Data (2024) regarding the need of metrics' reviewing (customer engagement, quality of experience, customer satisfaction, customer loyalty, customer advocacy, customer retention) prior to customer journeys' establishment.

In fact, a recent innovative Gartner approach (Sun, 2025) to the previously mentioned arguments recommended how to drive business model innovation with the help of AI agents, getting an advantage from AI agent Opportunity. According to this approach, customer journey mapping (at each touchpoint being identified both pain points and opportunities, addressing the identified difficulties and getting an advantage from the identified opportunities, and increasing CX, ensuring operations' optimization, as well as making known new products and services or companies' revenue sources) plays a critical role in business models innovation.

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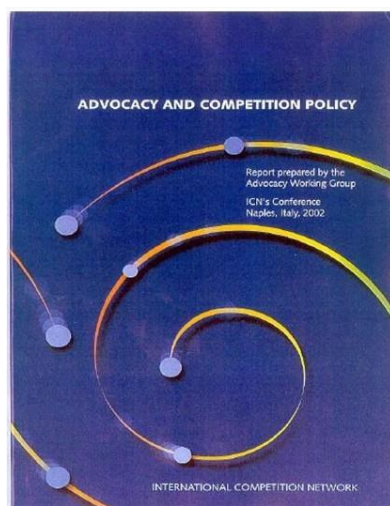
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Mrs. Deborah Platt Majoras, Chairman of Federal Trade Commission



March 27, 2007

First meeting, Bonn, Germany, May 19, 2003, of Deborah Platt Majoras (Assistant to the Attorney General, Department of Justice, US), Bärbel Dieckmann (Mayor of Bonn), and Theodor Purcărea (President of Romanian Competition Council)

Reproduction of a photo appeared in Kölnische Rundschau, May 19, 2003, presented in Romanian Trade Magazine ("Revista de Comerț, Tribuna Economica"), September 2003

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