

CMOs' Opportunities' Assessment Within the Rise of Phygital Marketing



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Abstract

CMOs are under increasing pressure and challenge in meeting their revenue goals within the dynamic marketing environment reshaped by AI, opportunities' accurate assessment being only a first step. There is no doubt that marketers need to create a cohesive customer journey across phygital touchpoints, including mobile touchpoints, and to better understand the role of ecommerce ecosystem as a connector. There is an obvious rise of phygital marketing within the advancing phygital retail systems.

Keywords: Phygital Marketing; CMOs' Opportunities' Assessment; Phygital Shopping Journey Experience; AI Integration; E-Commerce Ecosystem

JEL Classification: D83; L21; L81; M21; M31; M37; O31; O33

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The Chief Marketing Officers (CMOs) are under increasing pressure and challenge in meeting their revenue goals, while intersecting with all their businesses' various aspects (Schilling, 2025). Without a doubt, CMOs' role is changing, becoming more dynamic, including by leveraging AI's potential as a transformative tool improving marketers' work in implementing

marketing strategies. According to the global marketing experience company Quad (2025), while looking for optimal ways to connect with their target consumers and impact them, marketers' last stage of this process involving discussion consists of delivering relevant messages (based on identified signals across phygital touchpoints) to these target consumers' houses and its occupants regarded as a unit. It is recommendable to start with these household-centered data and to consider then the essential tactical points in these target consumers' engagement along their non-linear journey they go through, until the end of the purchasing process.

As the dynamic marketing environment in which businesses operate today is reshaped by AI, marketers need to better understand what is happening into the intersection of marketing and AI, consequently changing marketing strategies, and focusing more deeply on leveraging AI in their marketing practices (AMA, 2025). The message given by the reputed American Marketing Association regarding the importance of using actionable tactics and tools accordingly speaks for itself. On the other hand, as underlined by McKinsey's experts (Stein et al., 2025), opportunities' accurate assessment by marketers is only a first step in discovering, for example, the Gen AI-enabled personalization next frontier. They recommended specific moves to advance on this path, also highlighting what needs to be done to improve performance and achieve real growth on this basis.

Beyond the marketers' difficulties in their approach to these new technologies, a real challenge is the embracement of a new way of thinking (Allton, 2025). What involves to start playing, making steps on that path, and thinking bigger.

Marketers' need of creating a cohesive customer journey across phygital touchpoints, including mobile touchpoints, and the role of e-commerce ecosystem as a connector

We have seen above how important is for marketers to better understand target consumers' engagement along their non-linear journey. Some month ago, an e-commerce executive (Walloga, 2024) showed the role of journey mapping in providing touchpoints' in-depth view (five steps, including two detailed figures) so as not only to understand customer's perspective on companies' business and identify customer's pain points, but also to discover CX improvement opportunities, strengthening this way companies' business strategy in general.

Recent research by Airship, in partnership with EMARKETER (Airship, 2025), revealed marketers' need of creating "unified, cohesive customer journeys across the mobile touchpoints" as a first step to avoid a fragmented mobile experience (the other two steps consisting of enhancing access to data through targeted data collection as research method, and increasing access through owned channel opt-in/choosing to be part of it). The report underlined how customer satisfaction can be improved by taking the suggested steps, being well-known how consumers are spending increasing time on mobile devices in today's mobile-driven world in

which the way people learn, interact, buy, and engage has considerably changed. Research findings (Feger, 2025) revealed how critical is a strong mobile strategy for B2C brands (there were surveyed 120 global brands), consumers being enabled to interact with digital media mainly by mobile devices.

As keeping working on a plan in the domestic routine is always challenging, the benefits to shoppers' life at home brought by the innovative phygital shopping journey experience streamlined from start to end (shop & go, express checkout, order tracking and express returns, food mobile, store page, improved notifications, purchase summary, newly improved membership space) by IKEA's mobile app would be interesting to be analyzed (Parrish, 2025).¹ Relevant customer benefits are stimulated by 3D visualizations (spaces' scanning, products' visualization, existing items' removing, designs' exploration) and personalized recommendations.

As shown by Bloomreach (2025), tailored customer journeys' building involves using from past interactions gained insights, which is key to determine a brand choice based on personalized customer journey creation. True personalization can be achieved by building an ecommerce ecosystem connecting companies' channels, website, and app with the help of AI (which have significant consequences) ensuring customers a beneficial shopping journey and winning their loyalty. This consequential AI is seen as both delivering a differentiated CX, and rising notably team productivity, while the right tactics and plans necessary to achieve the right outcomes being established by marketers and merchandisers.

According to UJET Team (2025), information and connectivity have been made accessible to consumers twenty-four hours a day, seven days a week, by the proliferation of mobile devices. On the other hand, as revealed by Salesforce (Stambor, 2024), on Black Friday, in US, 73% of orders and 80% of traffic to retailers' sites and apps were completed via mobile devices.

Instead of conclusions: *The rise of phygital marketing within the advancing phygital retail systems*

Starting from the phygital marketing dynamics within the broader decision-making process (considering gain and loss calculation factors: perceived quality and product attachment impacting product appeal; attraction of payment method, physical and cognitive efforts of purchasing, and opportunity cost of purchasing, all of them impacting the so-called pain of paying) assumed by retail consumers at the POP, Johnson and Barlow (2021) focused on obtaining a detailed understanding of the more accurately possible phygital implementation.

¹ Parrish, K., 2025. IKEA Redefines Home Shopping with Mobile App, Home Furnishings Business, February 20. Available at: <<https://hfbusiness.com/hfbnow/ArticleId/26634/ikea-redefines-home-shopping-with-mobile-app?>> [Accessed 24 February 2025].

They took into considerations the specific new technologies' implementation on the above-mentioned factors, and highlighted that a better understanding of the strategic approaches (considering phygital techniques' introduction into this innovative digital shopping experience) involves future experimental research.

As underlined by Amazon Ads (2024) a phygital marketing experience creation is essential to innovatively connect brands with audiences, increasing engagement by leveraging shoppers' preferences. With the help of the new technologies (like AR, VR, chatbots, and voice search) are being provided interactive CX based on the right phygital strategies enhancing the customers journeys (including facilitating shopping and paying with the help of mobile applications).

As shown by the content creation agency ClearVoice (2025), for successful phygital experiences quality content is essential, including in creating an engaging campaign. ClearVoice also made reference to the timelessness of quality content, brands being enabled on this basis to use their narrative around their values, goods and services accordingly, ensuring customer connection both in person, and online.

As recently highlighted by Purcarea (a, 2024; 2025), it is important to bring together social and technical parts of the phygital retail complex system so as to ensure CX improvement, considering the impact of AI on this relevant market and the AI-augmented marketers' advancement. Also, it is a real need to continue the debate regarding various evolving aspects at the confluence of the increasingly connected shoppers and an e-commerce strongly impacted by the disruptive technological innovation (Purcărea b, 2024). On the other hand, a recent published study (Purcărea et al., 2025) provided interesting insights into advancing phygital retail systems.

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