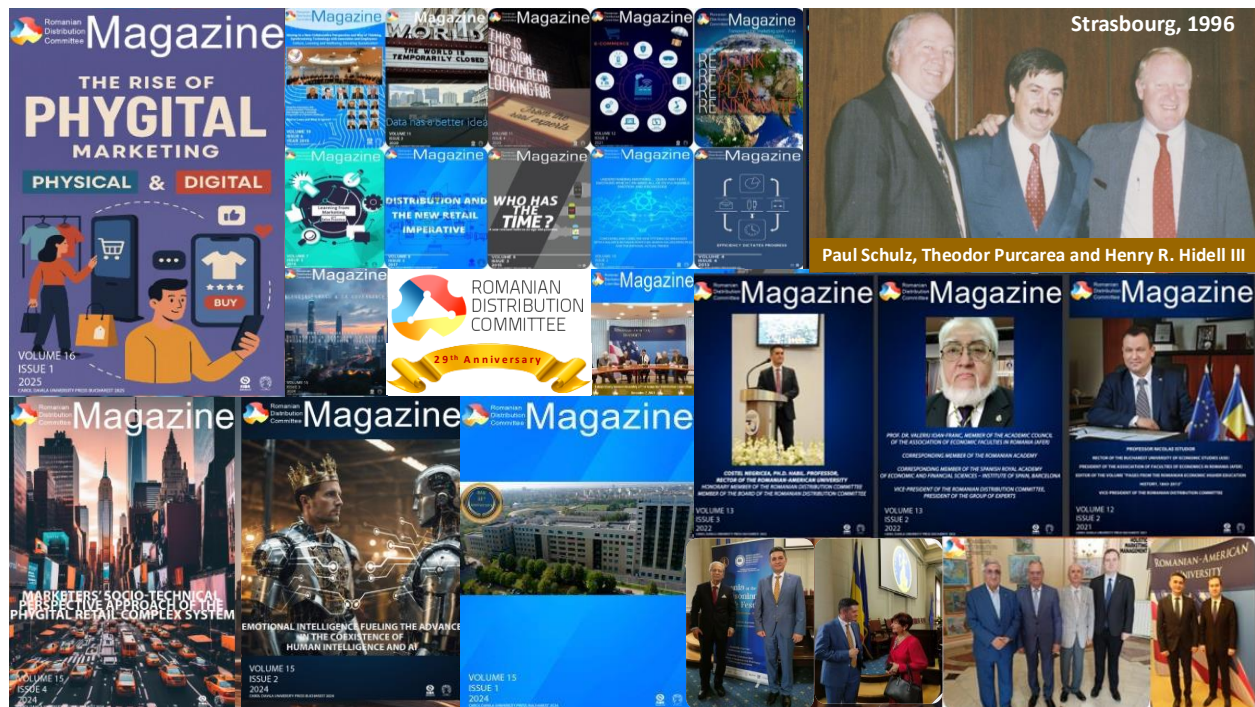


Editorial: Seeing Upskilling as a Responsibility, Improving Learning Culture, Leveraging Organizational Change, and Using the Network Effect Within an Agile Marketing Landscape Entirely Reshaped by AI



A year ago, Deloitte Digital (2024) showed brands' increased focus and spending (compared to the previous years) on personalization efforts, also highlighting both a lack of communication between many leaders' customer strategy (despite a clear value proposition) and end-user experience, and the difference between brands beliefs about the value delivered to their customers through personalization, and (subjective) customers perception about that value. According to Adobe 2025 AI and Digital Trends report, to drive business growth business leaders are relying on personalization to create real-time individual CX based on data and insights, as well on Gen AI usage (obtaining a holistic view of their customer). Consequently, on their path to achieve one-to-one personalization (tailoring relevant individual CX, making customers feel understood as individuals) organizations have to progress regarding customers' reassurance about responsible data use while connecting and unifying these data (customers being reached whatever their customer journeys' micro moments).

Data Center Knowledge, appreciated for its analysis about the data center industry, recently brought to our attention news from the great tech learning platform Pluralsight whose research findings (there were surveyed 1,200 executives and IT professionals in the U.S. and the UK) put forward for consideration the challenge to bridge the gap between perceived and actual AI proficiency across all levels (Eddy, 2025). Within this context it was quoted (among other experts) Pluralsight chief technology officer Chris McClellan who underlined employees' need to see upskilling as a responsibility, being imperative to build learning into the job description.

Another chief technology officer (also head of ecosystems at the global technology company HCLTech, known for delivering industry-leading capabilities centered around digital, engineering, cloud and AI), Vijay Guntur, interviewed by a McKinsey's representative (Guntur and Mital, 2025), showed the importance of learning new (hard and soft) skills while considering the process and people sides of change management as the greater challenge in unlocking productivity. It is worth remembering here that in our last RDC Magazine issue (Purcarea, 2025) we made reference to a reputed Assistant Professor in the Technology Management Program at the University of California who recommended two learning and development moves, Skill + AI and Skill x AI (Beane, 2024). And coming back to the current year, let us underline that the global freelance services platform Fiverr International Ltd. (NYSE: FVRR), recently announced a significant increase in searches for freelancers with AI agent expertise, and hired for these unique skills by many businesses needing to find a solution to the wide interruption between their in-house technical realities and goals and aspirations' achievement (Globe Newswire, 2025).

According to BCG's experts, technology must be connected to organizational change in order to ensure AI's gains' realization and associated risks' minimization, successful AI upskilling involving specific steps (assessing needs and measure outcomes, preparing people – individuals, teams, across the organization – for change, unlocking employees' willingness to learn, making adopting AI a C-Suite priority, using AI for AI upskilling as an organization large-scale movement). They recommend companies to consider skills, content, knowledge and performance support, as well as personalization (as categories in which AI learning and support tools fall), and sustaining success by using the network effect (Loh et al., 2024).

In the opinion of the chief data and analytics officer (CDAO) at Alteryx (well-known for its leading AI platform for enterprise analytics delivering actionable insights by automating analytics) it is imperative for organizations to focus on workforce upskilling so as to deliver analytics across the organization by setting up the appropriate infrastructure, based not only on technology for specialists in technology, but also on teams engaged in the modern data stack achieving journey, ensuring organizational goals' achievement (Jacobson, 2025). That means a progress in delivering the change management to ensure organizations' workforce upskilling.

Looking at essential things in the wider perspective of an AI-powered future, Gartner for Marketing Leaders recently recommended actionable insights (derived from its traditional careful data collection and analysis) on how to both rethink strategy, and seize opportunities (Gartner, 2025). One of the predictions refers to how data for AI agents-led automated interactions will be prepared by chief marketing officers (CMOs), being expected that a substantial percentage of customer data generation by 2027 will come from automated interactions or AI agents-led automated interactions (85%). According to this analysis, not only social media and search landscapes, but also creative work, brand positioning and perceptions of truth will be radically reshaped by AI.

Also, as an agile marketing team needs to be empowered with the right tools and technology (while considering processes along with this technology, as well as with people and external resources), is it important not to forget the key ingredients to agile team success: *marketing domain expertise* (market and customer insight, product management, brand/content/messaging, strategy development and planning, application of marketing technology, data analytics, project/work management, marketing technology, marketing channels, data literacy), and *critical soft skills* (creativity, resourcefulness, adaptability, collaboration, leadership, resiliency, curiosity) common requirements (such as rapid feedback, iterative refinements, and better outcomes) being supported by valuable soft skills (Gartner for Marketers Research Team, 2023).

On the occasion of a recent episode of the so-called “Reimagining Retail”, an eMarketer podcast (Lebow, Wurmser and Perkins, 2025), Principal Analyst Yoram Wurmser said: *“Technologists envision a future where these agents will anticipate what you want, will suggest things for you or even buy things for you if it's time sensitive or it's something that's somewhat routine and will help you pretty much in every stage of the shopper journey (06:19) ... Agentic AI is also going to have a big impact in store (09:56) ... I'm going to go with the impact of generative search and these agentic tools. That's going to have a big impact, first of all, on some of the more, the importance of things like reviews and price because they'll be ingested and synthesized by these generative search engines... (12:47).”*

Theodor Valentin Purcărea

Editor-in-Chief

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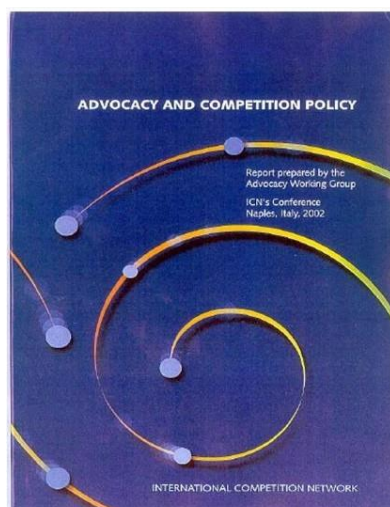
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March 27
2007



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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