



Marketing Jobs of the Future

A Guide to Getting and Staying Employed –
in Marketing – for the Next 10 Years



Center For
The Future of Work

In 2017, Cognizant proposed 21 jobs that will emerge in the next 10 years and be central to the future of work. In 2018, we presented 21 more. Both reports espouse our argument that even as technology – and specifically AI – changes how we work, humans have never been more integral to the future of work.

Now, in 2019, we invite you to ponder 21 jobs of the future in marketing that we think are both plausible and prescient – and above all represent essential work that people still need to do: connecting people to stories, brands and experiences.

Introduction

Could you have predicted the rise of the social media influencer back in 2009? The world of the marketer was once so simple: acquire people’s attention and then shout the loudest. This approach worked when brands operated with fewer channels and targeted longer attention spans, but it’s ineffective in a world where consumers are assailed with hundreds if not thousands of messages daily. Brands today are armed with algorithms that predict precisely what to serve up to customers and prospects, where and when. Digitally powered connectivity and data intelligence define the brand experience of the future.

The business of marketing is now fiendishly complex to master. One misguided step, and brands that have taken years to build can suffer catastrophic damage, with customers fleeing to a competitor. Those swaggering, sharp suits of “Mad Men” striding across Madison Avenue now seem an anachronism, while the savvy hipsters of London’s Old Street “get” the finely tuned interplay between offline and online channels, algorithms and empathy. And while it may seem counterintuitive, the most effective brands now rely on technology to build authentic experiences and tell genuine stories.

At the root of the successful marketer is an agile mindset and an ability to adapt to consumer dynamics that can switch at warp speed. Smarter, faster and better equipped than their competition, they can deal with shifting consumer sentiment in a matter of hours, if not seconds. They experiment with a host of tools and technologies to test and unpick customer motivations, track the path to purchase, shape emerging market niches and turbo-charge the customer and brand experience. Technology is opening up a world of possibilities for CMOs and their teams. Quite simply, concerns about a “jobless future” in marketing really do miss the mark.

The CMO mandate? Make the moment last

Capturing mindshare is one thing, but making it linger is the new trick. In a world of hyper-connectivity, the CMO mandate for the next 10 years pivots on resonance: making meaning for the consumer and building brand experiences that last. The point for marketers isn't about getting people to find a suitable product, service or brand, but getting them to stick around. The jobs we describe in this report build out from that premise.

Other professions might fret about artificial intelligence (AI) or automation gobbling up work, but CMOs must see this the other way round. We think the rise of technology creates a renaissance moment for Mad Men everywhere. We're sure your company could use an incredibly sophisticated conversational interface and a hyper-personalised customer experience through AI. Perhaps your organisation also needs to invest in "haptics" to turn the perception of a cheap item into a truly sensory experience.

We think marketers are good at describing value: creating headlines, features, benefits, all that stuff. The next step is creating separate and discrete value bundles, where content and interactions accrue – creating stickiness – regardless of whether a customer buys the product or service. Get it right, and your brand captures unassailable mindshare; customers will return time and again, building trust and interest with each expanding interaction. New tasks and new activities – in effect, new jobs – are needed in the marketing department to make that happen.

The next 10 years will see an explosion of new jobs

In this report, we propose 21 new jobs that will emerge over the next 10 years and become cornerstones of the new CMO mandate. In producing this report, we imagined the many jobs that could emerge within the major macroeconomic, political, demographic, societal, cultural, business and technology trends observable today, such as the rise of circular economies; the growth of hyper-personalisation; rising populism; ageing populations; sustainability; data; ethics; robots and machines; automation; AI; biotechnology; and virtual reality.

The 21 jobs we present here are those we expect to become prominent in short order. Most importantly, we believe these jobs will create opportunities for employment, providing work for the many people who currently toil in marketing and are perhaps confused by the havoc that the rapid acceleration of technology portends.

We've positioned our 21 jobs of the future over a 10-year timeline according to their "tech-centricity" (see Figure 1, next page). Each one is presented in the form of a job description. We describe the job, why it's essential for marketers today and the skills and qualifications to fill it.

The jobs we describe here are not science fiction – they're jobs a CMO will ask their HR department to fill and the CFO to fund before too long. Some major on technology, while others require an extra dose of empathy and emotional intelligence that only humans can provide. Still others fuse dollops of related and unrelated disciplines (think science and chemistry, sustainability and ethics, etc.).

The marketing world has changed dramatically during the last 10 years and will change even more in the next decade as well. This is why the jobs described in the pages that follow are integral to the future success of CMOs, their teams and the work done to drive customer engagement.

21 future jobs in marketing

The 10-year journey

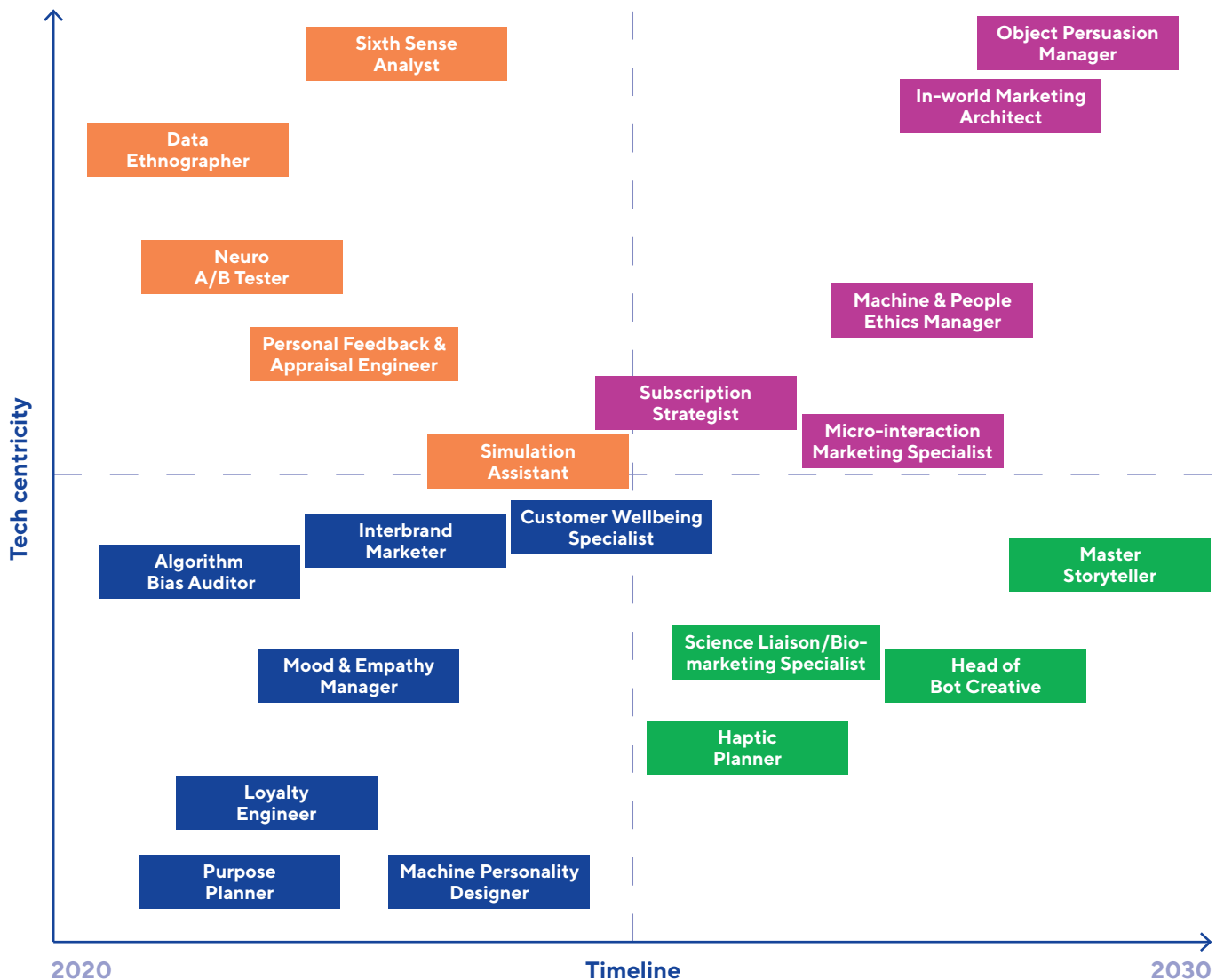


Figure 1

We present our 21 jobs in the order in which we expect them to appear. Each job is displayed in the form of a job description, similar to those your HR organization will soon need to write.

We've also color-coded all jobs to reflect their level of tech-centrality.



And because many of the jobs also require a certain level of empathy, we've indicated empathy levels required for each job, as well as a visual representation across jobs (see page 49).

Algorithm Bias Auditor

Position Summary

If you believe in fairness, then we have the right job for you. Given the fast rise in AI technologies, we need an algorithm bias auditor to monitor every element of machine intelligence used in chatbot marketing, product development, sales analysis, recruitment and contract review. It's vital to ensure the algorithms at the heart of our AI engine are fair, legal and representative of the values of our organisation.

The algorithms that drive the messages to our customers and prospects are key to our competitive advantage in our chosen platform, and we need them to be 100% ethical. If they aren't robust and inclusive, then it could lead to negative consequences for the business, with customers feeling frustrated, misunderstood or completely ignored.

Overall Requirements

As an algorithm bias auditor, you'll conduct methodical, rigorous investigations into every algorithm that drives the next best actions through the many channels and multi-country websites we use. You'll establish an inventory system that logs and tracks each significant algorithm, its objectives, its input and output, related human value judgments and consequences.

Ideal candidates will have a background in user experience and a proven track record for creating customer journeys that are fully accessible and inclusive. As a superb communicator, you'll feel comfortable collaborating with multiple stakeholders and educating them on how marketing needs to improve its algorithms to ensure they're fully inclusive and champion diversity. You'll also have a manifested interest in leveraging the benefits of leading-edge technology while mitigating its downsides.

Specific Responsibilities

- Lead deep-dive discoveries into the needs of our core audience, covering all perspectives relating to disabilities, religion, race, gender identity, family setups and more.
- Create robust personas to share widely across the business, and educate teams across the business to think inclusively.
- Work closely with algorithm programmers to embed inclusivity and accessibility into their work and ensure they're up-to-speed on new accessibility rules, features and updates.
- Inspect customer journeys, resolving gaps in our inclusion and accessibility offerings at key touchpoints.
- Investigate relevant complaints from customers and develop resolution strategies.



Skills & Qualifications

- Experience in legal, compliance and executive management.
- Track record in algorithm strategy/algorithm user experience.
- Keen eye for detail and a solution-focused attitude.
- Proven commitment to diversity and inclusion.
- An understanding of modern, leading-edge IT development, while not required, will provide candidates with an advantage.



We need diversity and inclusion to be championed across the business and in every single interaction with our customers, no matter where they are in the journey. That's why we now need an algorithm bias auditor to ensure customer trust.

Data Ethnographer

Position Summary

Get a kick out of data and know what makes people tick? Data ethnographers don't just read numbers; they use numbers to tell a story about how customers interact with our brand. Their findings inspire fresh ideas and uncover new marketing angles. When we can respond to even the seemingly smallest of insights, we can boost engagement, sales and the bottom line.

This role is essential in today's digital era given the mountains of customer data we collect from online transactions, Internet of Things, wearable technologies, mobile devices and other online and offline touchpoints. As data ethnographer, you'll know how to read this data and extract the human insights that will give us a competitive edge.

Overall Requirements

As our data ethnographer, you'll work with masses of real-time data to unearth customer insights and make campaign/channel recommendations for the rest of the marketing team. Ideal candidates love finding the nuances in the numbers that tell a story, and have an acute understanding of what makes people tick.

The right candidate will recognise that it's about focusing on the right data and how quickly the rest of the company can learn from that data to optimise the customer experience. A steady and steely determination means they won't get overwhelmed by the unprecedented volume and variety of unstructured information – they will separate useful consumer insights from noisy data, using a variety of third-party insights to develop smarter, more targeted campaigns for the marketing team.



Specific Responsibilities

- Interrogate and examine data to identify existing data sets generated from multiple sources.
- Find new data sources or uncover existing ones that are not yet being leveraged.
- Ask questions of data to surface answers and generate new questions.
- Triangulate different data sources, with a focus on cross-departmental, cross-company investigations.
- Use data-mining technology across all customer touchpoints to confirm, challenge and uncover insights into customer behaviour.
- Communicate insights effectively across the business to inform and influence marketing decisions.
- Think creatively and suggest new ways for the business to gather and use data (both qualitative and quantitative).
- Work with the data trash engineer to salvage insights from the company's data dustbin. (For more on the data trash engineer job, see our ["21 More Jobs of the Future"](#) report.)

Skills & Qualifications

- Higher-education degree or qualification in an applied statistics discipline.
- Work experience in the fields of sociology, epidemiology or quantitative psychology.
- Strong communication skills, particularly the ability to distil complex data into clear, concise insights and recommendations.
- Track record of working with senior business stakeholders to generate insights on customer profiles.
- Proven interest in social and cultural anthropology.



The successful candidate will uncover pearls of wisdom from our customer data that help us refine marketing strategies quickly, leanly and effectively – helping our colleagues hit their sales targets and meet business objectives.

Purpose Planner

Position Summary

“Purpose” is the new commercial battleground, and our agency needs people to conceive, shape and launch dedicated purpose journeys for our clients as they seek differentiation. You’ll help clients define and articulate their contribution to society and their purpose for both customers and prospective employees.

Being a purpose planner means mastering a corporate brief and using all social channels to help clients build, maintain, manage and burnish their purpose in the minds of an increasingly crowded market. If you work in public relations with an eye on social media and have a talent for influencing people, you’re well on your way to being a purpose planner.

Overall Requirements

As purpose planner, you’ll help shape and promote a defined corporate purpose that aligns with clients’ customers and employees. Because we recognise that corporate purpose attracts customers as well as engages employees, these projects will involve both the marketing and HR functions. (Our internal research shows that attracting talent correlates with a company’s perceived sense of purpose.)

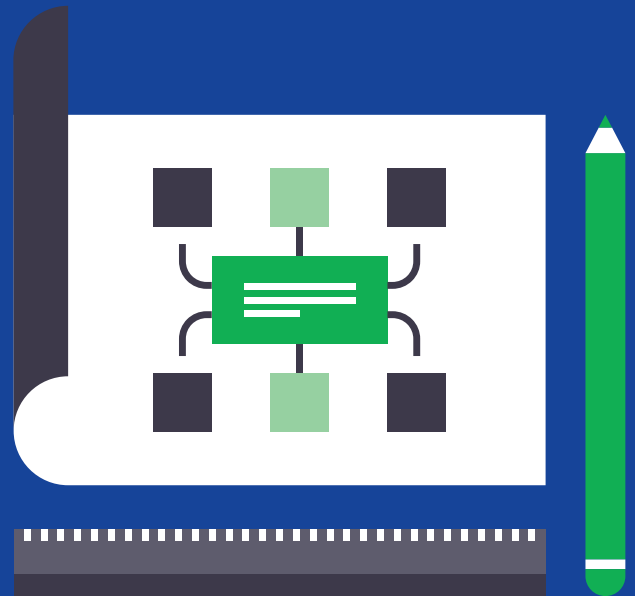
Your role will be to develop a corporate purpose strategy and narrative for clients, and then work as a communication catalyst across the client’s company. You’ll identify social causes, align stakeholders, negotiate purpose agreements, secure funding and encourage the flow of information, ideas, content and influence with internal and external stakeholders. This positive reinforcement will instill long-term positive attitudes around the organisation, its brand and the services it sells.

Specific Responsibilities

- Work with clients to identify their “unique purpose.”
- Maintain a knowledge bank of social causes that can directly map to a purpose request.
- Develop a strategy and narrative that articulates the purpose.
- Act as a catalyst to communicate the purpose across the business and with key stakeholders.
- Help build long-term, sustainable plans to deliver on the goals that a particular purpose sets out to achieve.
- Align stakeholders, secure funding, engage charity partners and kick plans into action.
- Work with the mood and empathy manager (see page 16) to ensure customers are responding positively to and engaging with the new purpose.

Skills & Qualifications

- Deep understanding of consumer ethics and their impact on the corporate brand.
- Ability to generate excitement around a purpose strategy with key stakeholders.
- Exceptional communication skills, both written and verbal.
- Strong background in PR and corporate social responsibility.
- Track record of negotiation and influencing skills.
- Passionate about and actively involved in social causes.



Customers want to invest their money, time and loyalty into brands that care about the same things they do or that are committed to giving back. The purpose planner is key to creating this awareness.

Neuro A/B Tester

Position Summary

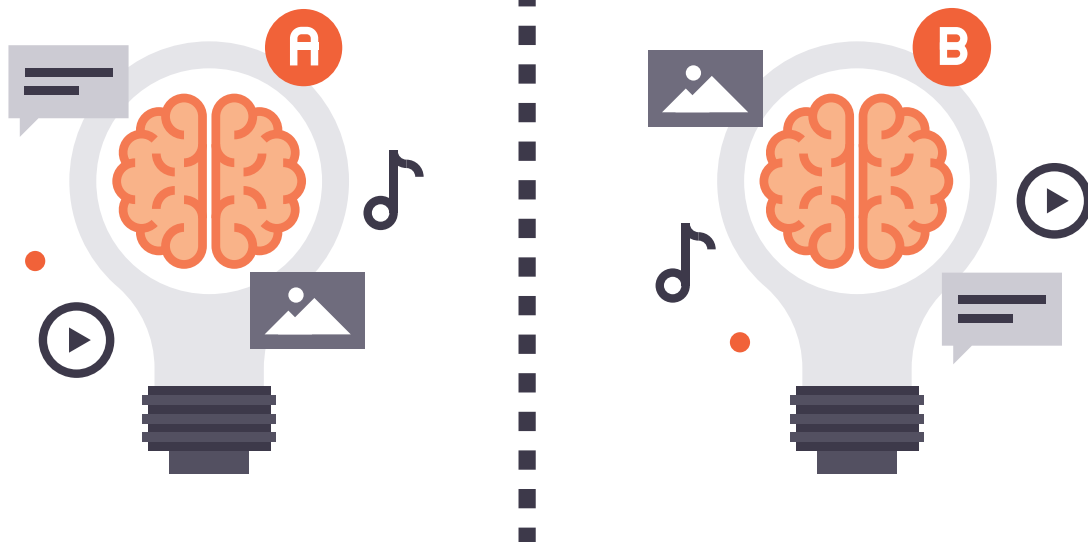
Our company seeks a team of neuro testers who can help drive commercial transactions. When a brand meets customers in real life, through experiential or sensory campaigns, it's an opportunity to gather raw emotional data on how they feel about our products and services. Our business can learn so much from these first impressions, and monitoring brain signals (opt-in) is the best way to gauge a person's genuine reaction to a product or service.

We think surveys and focus groups just don't cut it anymore; neuroscience is far more reliable when judging customer mood. In focus groups, participants often agree with their peers or say what they think the questioner wants to hear. By taking human fallibility out of the equation, neuroscience offers fast access to large samples of qualitative research, with very little room for misinterpretation.

Overall Requirements

As a neuro A/B tester, you'll be expected to report on the brain activity of customers when they come into physical contact with our brand during experiential and sensory campaigns. You'll answer questions such as: what are people's initial reactions when they first walk into our store or pick up our product? How do we make them feel at the point of sale? How can we personalise experiences to match each user's preferences?

If you have a background in neuroscience and user experience and have a passion for designing the perfect personalised customer journey, then this role could be for you.



Specific Responsibilities

- Devise, test and run an ongoing programme of A/B tests to measure customer responses.
- Secure test data from MRI scanning, brain imaging, brain chemical balancing and neuro-activity monitoring and feed it into market intelligence planning.
- Update customer behavioural sensor data (biometrics, emotion tracking, biorhythms etc.).
- Collaborate across the organisation to fine-tune and personalise the customer experience.
- Work closely with the micro-interaction marketing specialist (see page 38) to test and trial new ideas with focus groups.

Skills & Qualifications

- Specialist knowledge of neurotechnology and neuroscience.
- Experience analysing large sets of sensitive genomic data and using the results to shape user experience journeys.
- Experience/working knowledge of experiential and sensory marketing techniques (such as haptics).
- Background in user research, cognitive psychology and behavioural analysis.
- Insight on cognitive psychology and behavioural analysis a plus.



We see neuro A/B testing at the bleeding edge of marketing personalisation. By running trials that compare customers' neuro-reactions with their surroundings, companies can create and customise the optimum environment for their needs, ultimately driving brand loyalty.

Loyalty Engineer

Position Summary

What better marketing is there than to help each of our customers make money? Through Uber, Airbnb, eBay, etc., consumers are learning how to behave like businesses – and enjoying the perks that a side hustle can bring in the rise of the so-called “circular economy.” Loyalty engineering is a new set of skills in the marketing office that matches the entrepreneurial expectations of consumers with the brands that could generate revenue via using them.

We think treating consumers like invested business partners creates a stronger bond. Doing so will enable individual relationships to morph into exclusive clubs of their own, with a host of marketing possibilities opening up, together with new income streams. From how-to training on moving from ordinary consumer to reseller, representative, brand ambassador, investor or any other form of business relationship, there’s much money to be made and influence to be gained.

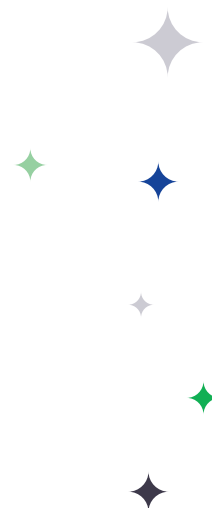
Overall Requirements

Loyalty engineers listen to and identify the needs of customers and partners, and translate these findings into value-building online tutorials, events and exclusive-access opportunities, as well as adaptations to traditional loyalty programmes.

The successful candidate will be familiar with corporate loyalty programmes, B2B marketing and community marketing initiatives. The person in this role will nurture ongoing communication with brand entrepreneurs, using a tone of communication and deft touch to ensure third-party interactions offer an experience that consumers would expect.

Specific Responsibilities

- Be an active member of the sharing economy, i.e., know where the cool kids are and where the opportunities lie.
- Work closely with the data ethnography team (see page 8) to unpick customer motivations and identify potential loyalty moments.
- Identify interest in entrepreneurial/business activities in different marketing segments.
- Create a roadmap for growth for our consumer entrepreneurs, and define relevant marketing activities to keep them engaged.
- Define the tone of communications, as well as the types of agreements and programmes made available to consumers.
- Bridge the marketing gap between B2B and B2C to create a new niche between the two.
- Monitor the rollout of new campaigns into perks, services and communications.



Skills & Qualifications

- Track record in B2B marketing for a large consumer brand.
- Minimum of five years' experience in B2B community management and marketing activity.
- Experience with start-ups and an ability to bring a start-up mentality, with a handle on "growth hacking" (i.e., growing revenue and loyalty).
- No business degree required – instead, we demand common sense and a curious mind to make key connections for customers.



We seek a loyalty engineer to connect with our entrepreneurial consumer base and enable them as a willing workforce of avid fans. The job of the loyalty engineer now operates at the leading edge of our marketing function and generates long-term loyalty to our products and services.

Mood & Empathy Manager

Position Summary

Do you know how a customer instinctively feels about your company? Could you engineer the right feelings at precisely the right point, so customers decide to engage longer? The ability to manufacture the optimal blend of emotions and elicit the right empathy response from customers is the must-have dimension of the modern marketing relationship.

Mood and empathy managers play an important role in industries like retail, where competition on price and goods has reached a plateau, and emotions are the next battlefield. The aggregated collection of mood-swaying and empathetic interactions in marketing has the effect of turning customer activation into sales, and deep-seated connections into long-term brand loyalty.

Overall Requirements

As a mood and empathy manager, you'll be expected to analyse every situation where a customer interacts with our brand and business, qualify the emotions involved and propose a micro-strategy to achieve a hyper-targeted empathetic response. You'll be familiar with how AI personality design works and work closely with the machine personality designer (see page 24); understand the craftsmanship of emotional "sweet spots" (happiness vs. frustration); and be adept at guiding the user experience (UX) team to achieve a wide range of emotions through digital and physical touchpoints, using opinion mining (sometimes known as sentiment analysis/EAI or emotional AI). The mood and empathy manager will then systematically identify, extract, quantify and study affective states and subjective information.

Specific Responsibilities

- Identify opportunities for emotional engagement throughout the customer journey.
- Help define the desired emotional responses to align with business objectives and customer mood targets for customer touchpoints.
- Define required emotional responses and brief the UX team.
- Manage the emotional prototyping and testing of micro-interactions found across touchpoints to create moments that are engaging and welcoming.
- Monitor the rollout of new emotional-response roadmaps into product, service and communication channels.

Skills & Qualifications

- Minimum of three years' experience leading an in-house sentiment analysis team for a major consumer product brand.
- Degree or qualification in personality development with applied robotics and/or AI.
- Certified skills in philosophy or human sciences.
- Professional or personal experience in social causes, social work or psychology studies will be considered a plus.
- Background in user research, cognitive psychology and behavioural analysis.



Your work as a mood and empathy manager enhances the human experience. The successful candidate will ensure our marketing activities align with the intentions, motivations and emotions of our customers – and create a natural match with their needs. The result will be a positive emotional imprint that will lead to prolonged loyalty and advocacy.



Personal Feedback & Appraisal Designer

Position Summary

Come help us connect customer feedback from (literally) millions of customer interactions across our kaleidoscope of channels. We know our customers stay engaged longer when we deliver highly personalised, meaningful experiences. The problem, is we engage with millions of customers and prospects across hundreds of channels. Calculating the feedback loops on such an enormous scale demands a different approach.

We now need a personal feedback and appraisal engineer to architect, iterate and automate the feedback and looping mechanisms across the brand experience. Personal feedback and appraisal engineers create AI mechanisms to gather customer feedback and respond by automating hyper-personalised, contextual experiences throughout the customer journey. The result is loyal customers who feel like their brand listens, cares and preempts their every want and need.

Overall Requirements

As a personal feedback and appraisal engineer, you'll design, test, run and adjust the AI mechanisms that gather stakeholder feedback along the customer journey – and automatically respond with personalised recommendations and experiences. Your work feeds into our proprietary client intelligence network, with messages fed back into the business.

The ideal candidate brings demonstrable skills in automated experience design and the ability to design multi-layered, personalised customer journeys. You'll also be skilled in managing all forms of customer feedback, even through our legacy go-to-market channels such as Facebook.

Specific Responsibilities

- Design and build mechanisms that collect and build feedback across all customer journeys.
- Maintain “one source of truth” for all marketing touchpoints, from offline points of sale, to chatbot hosts and mood analysis indicators.
- Track all feedback history and customer preferences.
- Design and build tools that auto-generate personalised experiences for customers.
- Identify behaviour anomalies that could indicate failings in our customer journey.
- Proactively seek feedback from customers to address these gaps.

Skills & Qualifications

- Proven skills in user experience design or personalisation strategies.
- Demonstrable experience in creating personalised content calendars for a specific customer base.
- Familiarisation with IT systems and processes and how to use them.
- Passion for customer engagement.
- Excellent communication skills.



As a personal feedback and appraisal engineer, you'll help improve the performance of our marketing team by listening and responding to all customer feedback. And when our customers feel truly listened to, they'll pick our company over the competition every time.



Interbrand Marketer

Position Summary

The past decade has seen a rapid growth of companies offering personalised shopping services powered by AI and algorithms that link consumers to a whole host of third-party product and services. Personal assistants, stylists and concierges are no longer just a luxury for the rich and famous – they will automate and scale the service to anyone. As a result, powerful brands can explode from nowhere.

With these capabilities, customers no longer have to think about what they'd like to buy or do because the bots do all the hard work. There's the fashion brand that uses machine learning to deliver a personalised box of clothes once a month to try in the comfort of your own home. Other auto-shopping brands are emerging from food, holidays and homewares, to gift giving, etc. We call these "aggregator brands," and we need these personal shopper-bots to be aware of our products' unique selling propositions and work to recommend them.

Overall Requirements

The interbrand marketer will catalyse inter-company relationships with a raft of burgeoning influencer brands. The role requires an open, inquisitive individual who can help build and foster strong ongoing commercial relationships with these new influencer channels, including virtual shopper platforms, virtual concierges, in-box lifestyle platforms and content streamers.

These new players use sophisticated machine learning techniques to recommend a range of third-party products to customers, and we need to be on their radar. The successful candidate will have strong experience in B2B or influencer marketing and understand how to move these influencer channels in the right direction. The right candidate will also be highly strategic and talented in finding opportunities for business growth, and will have relationship-building skills that are essential to growing long-term business links.



Specific Responsibilities

- Build and nurture relationships with leading aggregator brands across the industry.
- Devise and run a marketing programme that places our products top of mind with this important network.
- Ensure our existing brand relationships have access to the most up-to-date information about our product range and specs, and ensure they accurately represent the quality and ethos of our brand.
- Identify and pursue untapped opportunities in the brand-to-brand space.
- Build strong data and feedback loops with partner brands in order to gather new data and use it to improve products and build loyalty.

Skills & Qualifications

- Ability to build rapport by creating close relationships with partners and third-party brand ambassadors.
- A proven flair for negotiation and networking, with the ability to demonstrate revenue impact from multiple brand collaborations.
- Ability to assess sales, profit, return on sales, etc. to improve our partnership performance metrics.
- Proven experience as a B2B marketer or content creator.
- Background in fashion is a key advantage.



We need an incredibly talented interbrand marketer to connect our products with relevant social media influencers to propel sales. The right person will open up a whole new stream of customers who are perfectly matched with our products.

Sixth Sense Analyst

Position Summary

Could you spot the coming trend that could supercharge our next sales campaign? A trend-spotter might have a pulse on nascent market behaviours and opportunities, but going one step further and predicting trends before they happen is our CMO's Holy Grail. Join our team and help fuse AI algorithms and rapid, iterative go-to-market capabilities to redefine our brand experience for 2030. You'll convert AI-driven predictive intelligence data into actionable customer insights.

As such, your work will inform the development of trendsetting products and services that will define and extend relationships with media and influencers. It will also nudge customer behaviour toward the most likely predicted outcomes at both macro (strategy) and micro (engagement) levels and contribute to faster adoption of products and services, faster stock turnaround and more efficient resource planning across the organisation.

Overall Requirements

We're looking to hire several sixth sense analysts within our marketing team to shape our branding approach with key influencers in our market. Successful candidates will actively embed themselves into and alongside a network of influencers that sway the markets we serve.

A major part of the job is creating a weekly point-of-view briefing for our product development teams and aligning it with major macroeconomic, political, demographic, societal, cultural, business and technology trends. You'll check the integrity of the trend in question through detailed detective work, building risk/reward scenarios for potential campaign/sponsorships/product placements. You'll also recommend which events our organisation should sponsor and invest in.



Specific Responsibilities

- Maintain a network of influencers and futurists, attending key conferences and events.
- Manage a team of “trend scouts” (field ethnographers) and researchers.
- Monitor core market KPIs and lead the way on market and competitor analysis.
- Interpret consumer insights from AI into the forthcoming 12 to 36 months.
- Proactively derive insights and trends for goods and services in our industry over relevant future cycles.
- Help develop sales strategies, marketing campaigns and engagement with the brand for the next adoption cycle.
- Identify trends and recommend opportunities to the business based on projected behaviours.
- Provide advice to every department on how to prepare and prime customers toward predicted behaviours to meet desired outcomes.

Skills & Qualifications

- Self-motivation, with the desire to discover “real trends” within our chosen market.
- Ability to turn complex concepts into actionable recommendations for stakeholders.
- Excellent communication skills.
- Strong believer in teamwork and collaboration, with a proven ability to motivate and manage a team.
- Experience in market and competitor analysis, monitoring and reporting.
- Track record with behavioural economics, cultural and trend marketing.



We need a sixth sense analyst to predict the next big thing and make it happen. Projected behaviour analysis is increasingly a cornerstone of our marketing, and we need an exceptional individual to work across the business, spotting opportunities to combine product development with branding campaigns.

Machine Personality Designer

Position Summary

Do you like people? Do you like machines? Then we've got the right job for you. How many times do you interact with a product or service and feel let down, uninspired or faintly annoyed by the experience? By imbuing an intelligent product/service/bot with a personality, we can establish rapport with consumers in an increasingly transactional world.

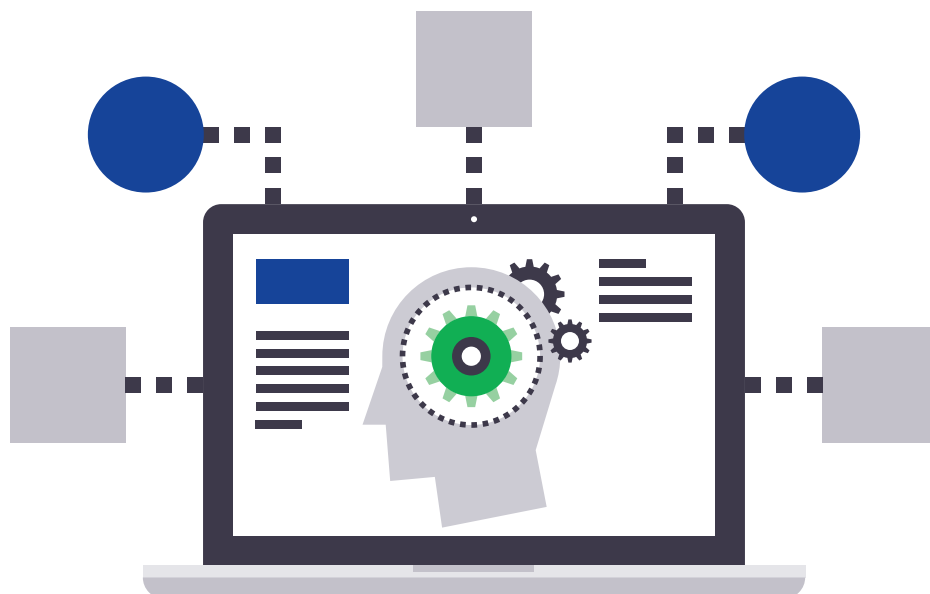
As head of machine personality design, you'll lead a new team within our company, giving a unique voice and character to digital products and services. Your work counts when customers and machines interact, from parking machines to robots that serve us in restaurants and bars. Your work will bring nondescript transactions (and our brand) to life with an authentic look, feel and character.

Overall Requirements

The machine personality designer will lead our newly-formed digital marketing engineering division. The ideal candidate will have an intuitive understanding and passion for people, culture, ethnography, sociology and branding. The person in this role will head up a multidisciplinary team working with internal and external stakeholders to inject an effective in-the-moment experience.

The job calls for creating "the voice of the brand," anywhere that customers interface with the machine, product or service in question. You'll be expected to generate a personality prototype that fits – using both quantitative and qualitative market analysis techniques – and work alongside stakeholders to capture both user preferences and client aversions.

A key part of the job is "discovery" – capturing the desires of the client and reconciling that with the aims of the customer experience. You'll run the testing and analysis, and develop the final personality design brief to be handed over to the interactive robotics team for a personality print.



Specific Responsibilities

- Run discovery sessions to capture customer desires and reconcile that with the aims of the customer experience.
- Generate a personality prototype to fit – using both quantitative and qualitative market analysis techniques – and work alongside stakeholders to capture user preferences and client aversions.
- Develop machine personality briefs that are precise, clear and inspiring, and work with the interactive robotics team to bring them to life.
- Test prototypes to ensure they deliver on brand values and create a consistent experience across all touchpoints.

Skills & Qualifications

- Strong branding experience with a background in sociology, philosophy, process design and machine learning.
- Academic qualification in cognitive development/applied robotics/artificial intelligence.
- Deep understanding of culture, languages and dialects that scale to create natural conversation.
- Proven background in process engineering and voice analytics.
- Demonstrated inventiveness, with an ability to uncover valuable and quirky ideas.
- Ability to lead a team using excellent communication and interpersonal skills.



We need a seasoned machine personality designer to help us turn a faceless transaction into an opportunity to make customers feel positive, uplifted and ready to return.

Simulation Assistant

Position Summary

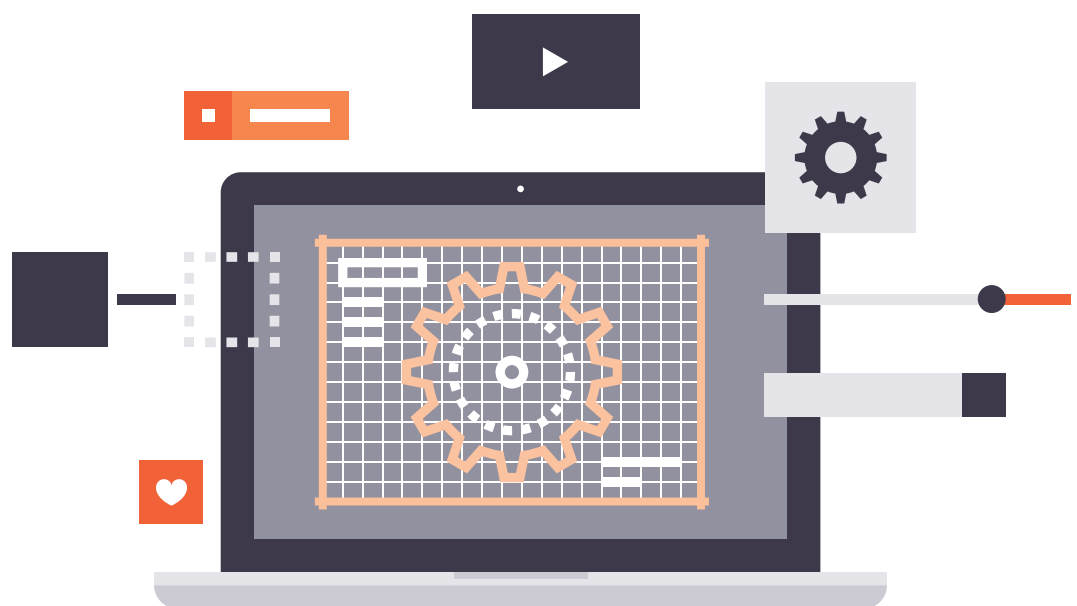
Could you help our prospects make the right choice? Can you make it a no-brainer for them? Instead of offering a short trial period to convey the long-term usability of a product/service to potential customers, we believe it's far more effective to provide a genuine life-changing understanding of the quality of our offerings. Get ready for a world of "simulated offerings" (SIM) to convince customers of the long-term benefits.

Expectation management and selling the long-term benefits of a customer relationship are powerful marketing recourses when leveraged properly through simulated usage. From investment performance (banking) to career pathways (education) or the unexpected benefits of entertainment (an increase of happiness, social cache and knowledge), simulation marketing turns predictive theory into a tangible experience.

Overall Requirements

The simulation assistant will support one of the best simulation planners and strategists in the business. Your job is to collect and link predictive intelligence to model future user scenarios for our offerings. From simple infographics, complex virtual simulations and A/B testing to virtual customer cloning, you'll learn on the job from one of the best in the industry.

As simulation assistant, you'll contribute to making a tangible difference to the customers we serve. You'll assist the simulation team as they communicate with creative teams and stakeholders, and manage prototyping, testing and rollout of simulation experiences across a variety of media, from mobile to in-store, to at-home.



Specific Responsibilities

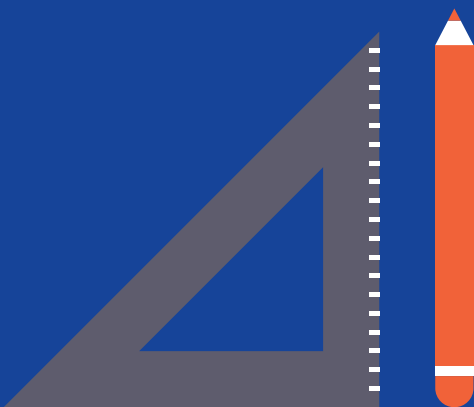
- Develop persona profiles and journeys to frame multiple simulations.
- Measure the impact of simulations against marketing objectives.
- Maintain the integrity of simulation intelligence data used to create customer insights and personas.
- Support simulation marketing managers and executives on simulation projects.
- Help develop sales strategies, marketing campaigns and the collection and interpretation of feedback data within and around product/ service customer simulations.

Skills & Qualifications

- Experience in an agency environment within an insight-driven team.
- Academic background in statistical analysis, big data or predictive behaviour.
- Excellent communication skills and ability to work in and for multiple teams
- Interest in augmented/virtual reality technology an advantage.
- Preference given to those from a marketing analysis or personal development background.



As a member of our growing simulation team, you'll help our customers make the right choice by seeing the long-term benefits of their investments. Through predictive intelligence, scenario planning and VR tools, you'll work on our SIM platform, ensuring potential customers commit to our high-value services.



Customer Wellbeing Specialist

Position Summary

Are you into health, fitness and eating well? Then help us put that knowledge to work. Our customers are obsessed with fine-tuning their diets, sleep patterns and exercise routines, and passionate about undergoing mindfulness training. We want to bring all of this together and show them how much we care. If the approach is non-intrusive, we can find authentic ways to help people enhance their wellbeing at work, at home and at useful points in our brand interaction journey.

Customer wellbeing champions supplement our products and services with a wealth of expertise on how to make healthier choices. We then feed this intelligence about customer lifestyle habits around the business. With the right permissions in place, the customer wellbeing champion can serve up tailored suggestions on how to improve lives at appropriate points along the customers' journey.

Overall Requirements

The customer wellbeing champion designs and creates personalised moments at the appropriate point in the user journey. Done with the right push/pull mechanisms in place, this can help improve customers' physical and mental wellbeing. Ideal candidates will show a strong interest in nutrition, fitness, mental health and healthy living. They'll support the marketing and product development teams to design highly personalised messages and services that increase the positive connotations associated with our brand.

The right candidate will be familiar with the raft of new framework agreements around data ethics across Europe – all with an eye on what's right for our customers. You will also be well-versed in customer experience design, especially in the field of personalisation and next best action.



Specific Responsibilities

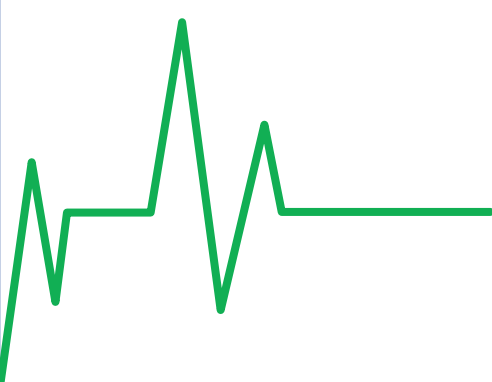
- Work with the data ethnographer (see page 8) to identify wellbeing needs across the customer database.
- Create a programme of wellbeing moments to offer customers “healthy swap” suggestions, personalised tips and incentive schemes.
- Liaise with specialist healthcare professionals to validate personalised programmes.
- Maintain corporate familiarity with global standards around personal data treatments.
- Ensure the correct communications and permissions are in place to gather and use customer data for wellbeing enhancement.

Skills & Qualifications

- Over five years of demonstrable leadership positions as a customer experience designer.
- Excellent networking capabilities, and the confidence to work with healthcare experts across multiple fields.
- Ability to inspire and work effectively with customers.
- Ability to strike the right balance between providing information and motivation.
- Exceptional communication skills, both written and verbal. Confidence is key.
- Proven interest in people’s wellbeing, either through philanthropic efforts, coaching or mentoring.



As a customer wellbeing specialist, you’ll help elevate the customer experience beyond our immediate products into a holistic end-to-end solution. Your activities encourage and feed the lifestyle goals of customers and provide the motivation and knowledge they need to achieve them.



Subscription Strategist

Position Summary

From razor blades to music to cars, ownership is increasingly being replaced by subscriptions. That's why our marketing team now needs a subscription specialist to lead the way forward. The subscription specialist will create a framework of linked subscriptions to establish and advance customer familiarity and loyalty, and create a direct sales channel for our business.

If you're a media manager, creative business analyst or product manager with a talent for complex, interactive ecosystems of linked money streams, you've got what it takes to become a subscription specialist. Your work will reduce customer confusion by simplifying the subscription process and identifying cross-selling or upselling opportunities and brokering them with a host of third-party providers.

Overall Requirements

This position is twofold: investigating the most suitable subscriptions for acquiring new customers – increasing the value of existing customers and reducing customer churn – while also undertaking micro-subscription service development by exploring partnership opportunities and developing a suite of micro-payment options for customers.

The individual in this role will be expected to analyse all situations in which customers have contact with our brand, qualify the emotions involved and propose a strategy to fulfil them. The job entails aligning third-party offerings with custom-made packages for customers, to ensure they have a single subscription to a complex ecosystem of services and products offered by different providers, with our brand as the single interface.

Specific Responsibilities

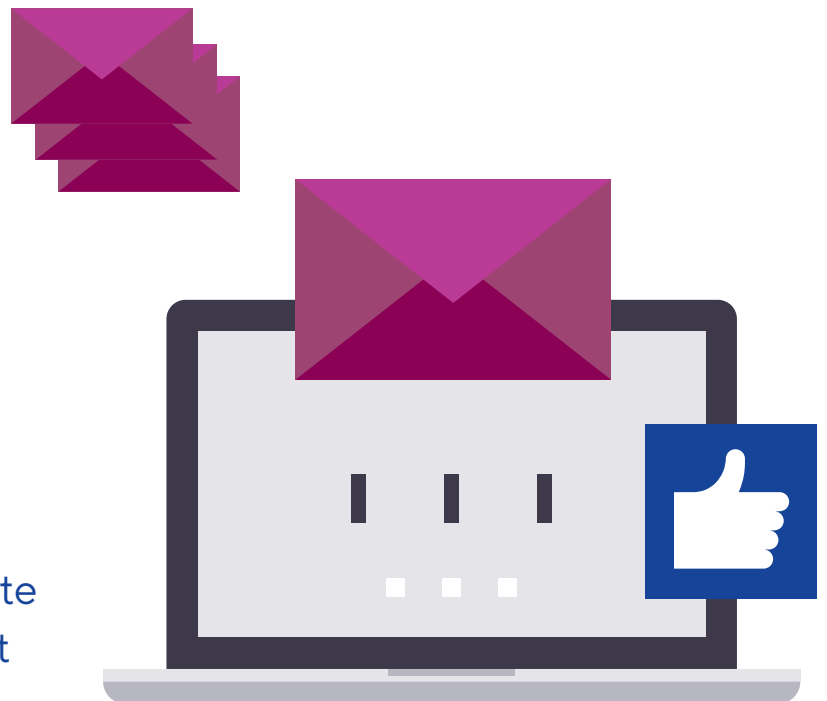
- Create subscription offerings for the products/services.
- Define the tiered benefits of subscriptions with a strong link to loyalty.
- Manage the crossroads of licensing, cost and value alignment between external parties and the business, to create attractive customer offerings.
- Fine-tune subscription functionalities, from turning subscriptions on/off as required to pay-per-use, to create the most attractive offering.
- Identify the most compatible and beneficial subscriptions to communicate brand values.
- Apply data mining techniques to successful third-party subscriptions to add to the brand portfolio.
- Predict subscription services based on customised, individual usage.
- Negotiate tie-in offers with financial services providers.

Skills & Qualifications

- Exhibit a strong creative/commercial sense, with the ability to continuously develop appropriate ways to create micro-transaction moments.
- Experience with strategic analytics, including the ability to read data and extrapolate meaning through micro-service strategy.
- Experience with running innovation hacks and gathering multiple stakeholders to determine micro-transaction opportunities and subscription hot spots.
- Experience with product pricing and packaging, as well as a demonstrated background in fast, simple and automated customer acquisition workflows across multiple channels.
- Background in revenue modelling, with an understanding of how changes to customer transactions (renewals, suspensions, add-ons, upgrades and terminations, etc.) can impact revenue flow.



Subscriptions are a reliable income stream from committed customers to our business. By creating a framework of linked subscriptions to address customer needs, we can create familiarity, loyalty and a direct line with the customer. If we don't control this income stream, who will?



Haptic Planner

Position Summary

Do you know when something instinctively “feels” right? The right weight and texture can turn a cheap device into a luxury item or enrich the customer’s experience. With new materials and the ability to program responsive textures come new opportunities to use haptic surfaces (from personal clothing items to outdoor advertising) to create desire or interest through touch.

We’re looking for an ambitious individual to work within our advertising agency, with the aim of maximising the impact of outreach campaigns through a range of haptic media platforms. As part of our team, the haptic planner will work at the intersection of surface haptics, sourcing textures, materials and vibrations that invite touch and connect with the audience. The work you do will convey comfortable, relaxing feelings that guide customers through their interaction with a portfolio of products.

Overall Requirements

The haptic planner will identify which wearable and touch-surface platforms work best to combine and advertise a brand or product. The work is project-based, turning everyday mundane products and experiences into rich, contextual customer journeys. You’ll be expected to be familiar with and source the most relevant surface mediums to create a desire for and interest in our brands and products. Then you’ll brief the creative and engineering teams with the expected outcomes and follow-up actions to realise a haptic experience.

Specific Responsibilities

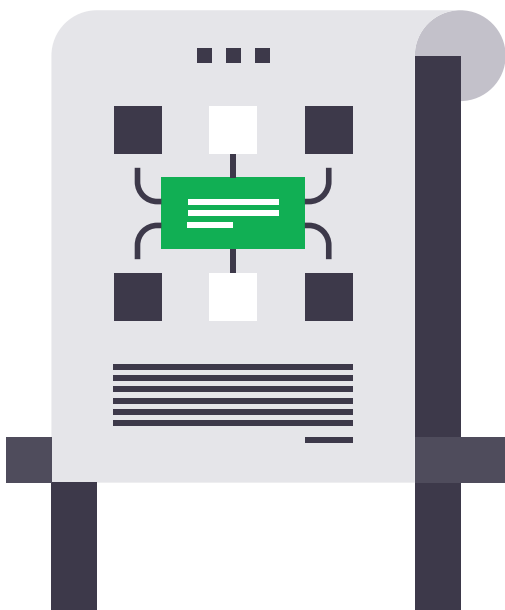
- Develop multidimensional communication plans, combining anticipation, functionality and desire with haptic planning.
- Create the haptic brief and lead the creative and engineering teams on touchpoint campaigns.
- Be the go-to person for product developers, defining the surface qualities of each touchpoint and crafting a tactile call-to-action.
- Plan the media breakdown and segmentation according to customer expectations.
- Deliver a plan that accounts for high-tech, low-tech and no-tech physical experiences.
- Stay current with the major wearable/materiality trends.





Skills & Qualifications

- A flair for product marketing, with excellent leadership and interpersonal skills.
- Strong knowledge of physical product design, tactile fashion and packaging.
- A passion for the latest trends in haptic applications for augmented experiences.
- Degree in cognitive physiology, human sciences, materials design welcome.
- The ability to both envision and execute on a plan.
- Background in fashion is a major advantage.



A new role is opening up in our marketing team that requires surface planning for textures and materials that open a new channel for connecting with our customers. We think haptic planning can turn any of our marketing campaigns into a truly multidimensional communication channel by combining anticipation, functionality and desire.

Science Liaison/ Bio-marketing Specialist

Position Summary

Love science and marketing? Then think about joining our firm as a bio-marketing specialist. Biometric data provides valuable insight about our customers that can be used for immediate feedback or to accumulate knowledge for later analysis. Responding to customer physiological responses requires solutions that can only be delivered by marketing and scientific collaboration.

When customers interact in the smart home or with their wearables (whether trying on clothes or conferring with a chatbot on health-related questions), it introduces an opportunity for highly personal brand communications that would be impossible without a bio-marketing team supported by the right partnerships. A business that can find a place in the home or the immediate vicinity of the customer will be miles ahead in their efforts to guide the customer through their relationship with the brand.

Overall Requirements

As a science liaison/bio-marketing specialist, you'll find marketing opportunities in the customer's life that close the gap between them and our brand. Your specialty will be monitoring body feedback and reacting to the inputs in a way that aligns with our brand and fulfils our marketing objectives (lead generation, fulfilment, loyalty, advocacy). You'll work with the internal marketing team as well as our partners who can help create these bio-marketing solutions.

Ideal candidates will have a background in physiological sciences and marketing, and be able to identify opportunities for adding value to select marketing efforts in moments of the customer journey. This could range from scanning for illness-related symptoms (from the common cold to signs of skin cancer or allergies) to physiological personalisation (from shoe customisation to skin-tone product adjustments).



Specific Responsibilities

- Identify marketing opportunities that fall outside regular marketing practices and within scientific scopes.
- Engage appropriate third parties to provide scientific backing and solutions to bio-centric experiences.
- Provide business plans and programmes to develop, test, roll out and monitor bio-centric marketing campaigns.
- Work closely with product development teams for scientific input.

Skills & Qualifications

- First-class degree in a science/ biology-related discipline.
- Understanding of the behavioural sensor landscape (biometrics, emotion tracking, biorhythms, etc.).
- Solid understanding of the ethics and privacy regulations on the use of personal data.
- Three years or more of experience with data analysis and interpretation for marketing teams.
- Extremely high attention to detail.



As a bio-marketing specialist, you'll use our customers' opted-in biometric markers to shape our lifestyle products. The work you do ensures customers realise real-time value from our marketing initiatives and brand positioning.

Machine & People Ethics Manager

Position Summary

Our ability to build a strong brand and market it effectively depends on how well our employees – and the intelligent machines our customers interact with – convey the core values of our business. We need an internally focused member of the marketing team to ensure everyone in our company lives and breathes the organisation's values.

Insights from our workforce intelligence platforms (smart building data, workplace sensors, mood apps) will help augment a value journey for every employee (and machine) in the company, driving collaboration, innovation and success across the board. The ability to fuse machine and employee data and create a value/ethics dashboard will be the key to finding and retaining top talent, employee wellbeing and ensure everyone lives and breathes our core company values.

Overall Requirements

As a machine and people ethics manager, you'll work as part of the head of business behaviour's team. Your role is to analyse the department's data dashboards in the context of how employees and machines feel about and perform against core company values.

You'll have a strong understanding of what's working well and recognise key areas for improvement. Ideal candidates will have expertise in HR, with a keen interest in data analysis and the psychology of what makes people tick. You care about people and what keeps them motivated in the workplace. This is a position that builds the brand internally among employees.

Specific Responsibilities

- Analyse behavioural data from a range of data sources and sensors across the business.
- Partner with the algorithm bias auditor (see page 6) to ensure diversity and inclusion.
- Uncover how employees and machines are performing against company ethics and values.
- Maintain the value/ethics dashboard and provide regular reports to the chief trust officer.
- Discover hidden insights that tell us why things are or aren't working.
- Present findings and deliver recommendations to leadership teams.
- Be the first to know about employees' concerns regarding ethics in the workplace by being transparent and approachable.

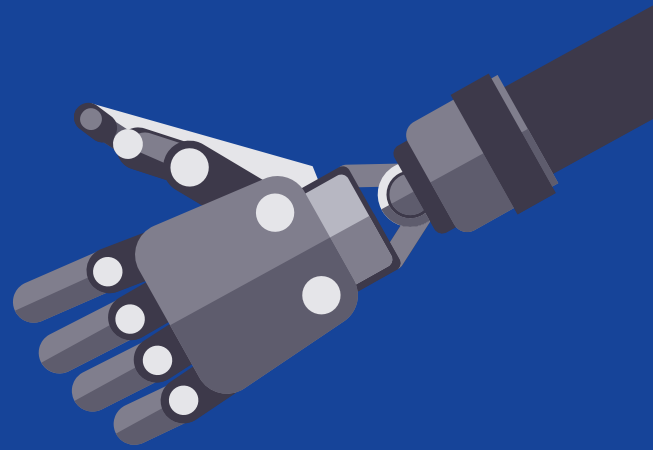


Skills & Qualifications

- Experience with Europe's principal workforce intelligence platforms.
- Knowledge of the behavioural sensor landscape (biometrics, emotion tracking, biorhythms, etc.).
- Solid understanding of the ethics and privacy regulations on the use of personal data.
- Experience developing data visualisation dashboards and presenting employee behavioural data in a clear and concise way.
- Keen interest in ethnography, sociology or psychology.



The machine and people ethics manager ensures that the core values of our company are effectively communicated through our employees and intelligent machines. This role keeps a close eye on our core business values and ensures customers and employees stay connected to them.



Micro-interaction Marketing Specialist

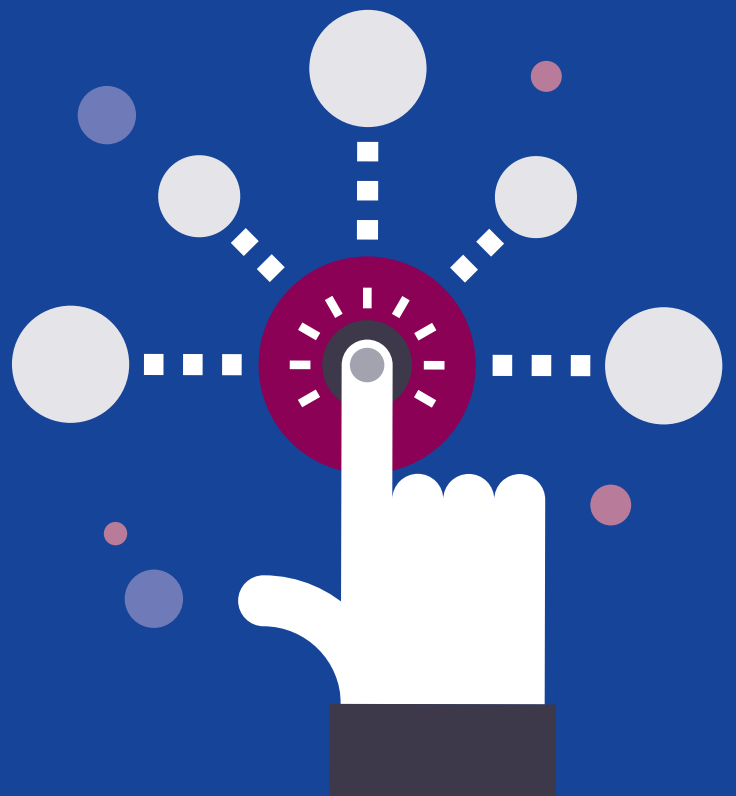
Position Summary

Micro-interactions happen everywhere, any time. It could be the moment a customer presses an elevator button or has a mental query about his or her savings when entering a store. Once identified, these micro-interactions can drive marketing and sales objectives further, by strengthening brand messages and differentiating customer relationships.

Our organisation has hundreds of micro-interactions that can make or break our positioning, engagement, fulfilment and loyalty. For example, if audio feedback on point-of-sale card readers sounds identical whether it's a warning or a successful NFC attempt, customers can continue to feel distrust or fear long after the sound is fixed. We need to understand these micro-interactions and learn how to catalyse them.

Overall Requirements

We're building a team of micro-interaction specialists who will work to unpack each marketing moment. The team will work on mapping out all the triggers, rules, feedback and loop modes to discover the opportunities that can create a change of heart or influence a decision or perception. As a micro-interaction marketing specialist, you'll be expected to dissect each marketing moment to discover the tiny opportunities to secure customer loyalty.



Specific Responsibilities

- Understand customer journeys at a micro-granular level of detail.
- Identify the accumulated impact of those micro-interactions when delivered in a concerted campaign.
- Guide the creative teams to identify micro-interactions risks and opportunities.
- Monitor the application and rollout of campaigns and draw insights from the resulting data.

Skills & Qualifications

- At least three years' experience working with complex customer journey data.
- Ability to distil complex user data into clear, concise insights and recommendations.
- Track record of working with senior business stakeholders and generating customer journey insights.
- Demonstrated ability to use empathy and creativity to identify areas of opportunity.
- High level of organisation and strong work ethic.



As a micro-integration specialist, you see micro-interactions everywhere and can use them to trigger visual and sensorial cues that can be positioned across various marketing touchpoints in a campaign.

Head of Bot Creative

Position Summary

Ready to command an army of robots at the touch of a button? Soon, much of creative marketing will be done by a workforce of bots. These sophisticated pieces of software will compose brand messages exactly to the customer's taste; write eye-catching, highly personalised copy; and create animations and schedule content to media channels at the right time – like reacting to major sporting events with relevant “tweet-outs” to the right influencers.

While auto-generation saves time and reduces human error, this paint-by-numbers approach means creative campaigns can risk becoming “vanilla” and bland. The head of bot creative needs to ensure the bots deliver an authentic, compelling experience tied to brand differentiation.

Overall Requirements

As the head of bot creative, you'll ensure all our marketing campaigns are fresh, forward-thinking, consistently high-quality and can connect with our customers on an emotional level. You'll interrogate the output from the automated software used to interact with Twitter, auto-populate Instagram feeds or the engine for our chatbot interactions working across our corporate channels.

Ideal candidates will come from a highly technical background, with a degree in sentiment analysis or the emerging field of RIQ (Robotic Intelligence Quotient). You will have worked as an outstanding creative director, and you'll know what it takes to make world-class creative punch above its weight no matter what the medium.



Specific Responsibilities

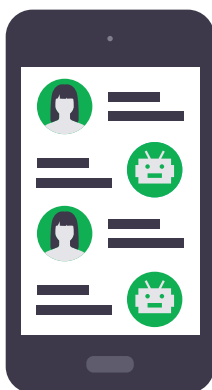
- Work with ethnographers and strategists to learn insights about our customers, and translate these into creative messages they'll connect with.
- Collaborate with programmers to make sure our bots are set up to deliver these messages through high-quality work.
- Quality-check the creative output; approve materials that hit the mark, and challenge or override those that don't.
- Maintain an intimate understanding of the competitive landscape to ensure our bots create content that stands out in our industry.
- Teach the bots to improve continually, using algorithms that instinctively deliver better results than the last.

Skills & Qualifications

- Five years of leadership experience, navigating multiple and demanding stakeholders inside and outside the company.
- Tireless perfectionism, with a razor-sharp and creative eye.
- An understanding of what it takes to elevate creative work to the sublime.
- Engaging and understanding personality yet able to provide "tough love" when need be.
- Strong technical background with machine learning tools, perfecting our team of creative bots.



The head of bot creative will be the critical filter in a world of auto-generated creative work. This individual will work tirelessly to orchestrate our bank of creative bots, open up creative possibilities, and ensure our branding output connects with our audience and stands out against the competition.



In-world Marketing Architect

Position Summary

Virtual reality, augmented reality, video games and movies account for more than 90% of our daily visual and experiential exposure – so to ignore the marketing possibilities of in-world interaction is to be left out in the cold.

Come and help us install product placements in the virtual blank spaces found in the world's most popular online venues. The same rules apply to traditional marketing and advertising as they do in-world: visual exposure, relevant context, product placement, opportunity and call-to-action. New rules are now being written for how customers interact with these virtual spaces, and the lines are being blurred or disappearing altogether. We need to find where our target audience spends most of their visual time in a virtual space and market to them.

Overall Requirements

As an in-world marketing architect, you'll be expected to understand the motivations, goals and journey of customers in the virtual space and identify the most natural and persuasive opportunities for marketing moments. From display to experience, you'll offer rewards the customer will appreciate, as well as welcome detours into brand-owned virtual spaces where customers can experience our business offerings.

Ideal candidates will have a background in outdoor advertising, combined with skills from interior design, architecture or event production (pop-up stores or stage design). You'll also need to keep a keen eye on the latest augmented/virtual reality (AR/VR) technologies and understand how to make the most of virtual environments to create a persuasive experience that will guide users from a virtual experience in a video game into a real engagement and sale.

Specific Responsibilities

- Identify areas of opportunity for marketing within the augmented/virtual reality (AR/VR) realm.
- Brief production teams to executive on these AR/VR initiatives.
- Liaise with in-world media planners to negotiate the highest-value opportunities.
- Prototype and test in-world marketing solutions.
- Monitor solution rollouts and adjust as required based on user interaction.

Skills & Qualifications

- Two years' experience in design, modelling and texturing 3-D assets.
- Proficiency with creative language/lingo of AR hackathons, game jams, skins, surfaces, planes, etc.
- Strong background in outdoor advertising, product placement and traditional advertising forums.
- Ability to build rapport and gain consensus among a diverse set of stakeholders.
- Knowledge of architecture, interior design or environment design (for museums, events or entertainment).



The successful candidate will be at the vanguard of advertising leadership. You will lead a team whose work pioneers virtual spaces for our brand, using these spaces to build corporate reputation and connect with our chosen audience.



Object Persuasion Manager

Position Summary

In the connected world of smart things, it won't be people making recommendations to their friends, but a combination of people and algorithms driven by AI and machine learning. So when an algorithm-driven personal assistant crawls the Internet to find new sources of goods or services, how will it convey its findings in a language that machines can understand and find persuasive? Could you build the language that persuades Amazon's latest Echo Dot technology to recommend our company's products above all others?

The race is on for machine-to-machine search engine rankings, which is why we need to beef up our newly installed machine persuasion unit with an exceptional candidate who can help a machine sell.

Overall Requirements

This role requires an outstanding individual with technical and marketing acumen. This individual will build machine recommendation logic from scratch to persuade "things" to consider our products and services as top priority. This position requires a strong science or engineering background, along with logic and human lateral thinking.

The individual in this role will join an arms race of stronger, faster and deeper machines that can parse ever-increasing amounts of data to reverse-engineer recommendation decision trees and deliver what the machine is looking for before our competition does. You must be gifted in logic, mathematics, system architecture and AI to understand what can shift a machine in its logic. We need you to create business-to-machine communications that translate the needs and wants of marketing into an object-driven environment.

Specific Responsibilities

- Keep current with the latest advances in object-driven selection and recommendation engines, theories and methodologies.
- Translate marketing theory into engineering solutions that will treat "things" as customers.
- Create business cases that identify the best machine upgrades based on expected ROI of object persuasion campaigns.
- Explore and test new ways to market to objects, finding their susceptible soft spots.
- Align with human marketers to maintain a cohesive strategy across human and object streams.

Skills & Qualifications

- Master's degree in mathematics or machine linguistics credentialing.
- Strong background in process engineering and cognitive psychology is a must.
- Solid technical background in machine learning technologies (such as node.js, Python or Cortana).
- Proven interpersonal and cross-organisational collaboration capabilities.
- Ability to present complex analytical results concisely and effectively.
- Development experience in at least one scripting language.



We need an exceptional object persuasion manager to drive awareness through voice-activated machines. In a time when smart devices are gaining emerging consciousness, and are ready to anticipate consumer needs and proactively recommend products to consumers, you will know how to persuade, cajole and encourage these machines to position our company ahead of the competition.

Master Storyteller

Position Summary

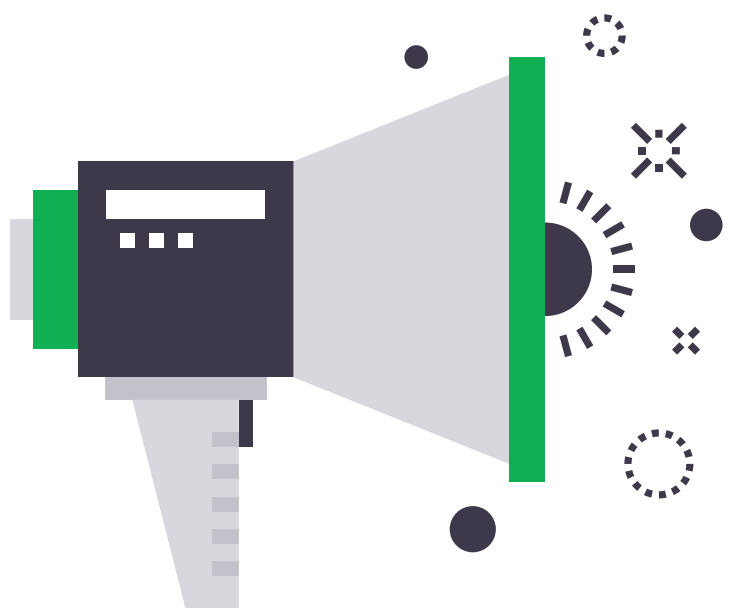
Good stories sell, and we need a compelling storyteller to unify our message across millions of customer touchpoints around the world. AI is already used to create advertisements, write advertorials and generate millions of conversations for chatbots that interact with consumers everywhere. But who's ensuring these all communicate the same story?

A master storyteller will guide the deluge of content automatically generated across all our media and ensure it doesn't become a disjointed cacophony of voices, actions and machine-driven attitudes. Failure to control the story means messages quickly sink the public face of the business into the depths of confusion and bad reputation.

Overall Requirements

We need a master storyteller to ensure the authenticity, consistency and direction of all our streaming stories and narratives across a variety of channels, including movies, TV series, podcasts, chatbots and video games. While we use AI to generate the marketing communications associated with each channel, keeping track of the direction of the overall story and keeping it authentic creates a challenge.

This new role will infuse human logic into the stream of communications generated by machines, adjusting and tweaking messages to avoid machine-generated miscommunications and ensure intelligence is baked into the story for every single customer no matter where they are in their journey. This role requires someone with a copywriting background, preferably in feature films or series, multi-part book series or complex advertising ecosystems, where storytelling is key.





Specific Responsibilities

- Codify the values and messages of the brand into the vast array of available media.
- Create guidelines and formulas for all communications in formats usable by humans and AI alike.
- Work together with AI teams to define tone, talking points, role-playing and story arcs in automated communications.
- Respond in real time to missteps in the storytelling.

Skills & Qualifications

- Bachelor's degree or equivalent experience in creative multimedia storytelling.
- Experience running large advertising and multi-touch marketing campaigns.
- Excellent understanding of all content consumption platforms, with experience working with AI tools.
- Strong creative skills.



Ideal candidates will use their accomplished storyteller skills to ensure one consistent brand voice across all our automated customer touchpoints. Master storytellers maintain order and clarity across all our channels, and ensure all channel voices add up to one brand story.

Data and flair

The watchwords for marketing tomorrow

Marketing is really about how your customer feels – how customers or consumers perceive a product, a service or the company that proffers it. The challenge is to understand the emotions the brand elicits within a prospect or a customer, and then channel it into empathetic marketing content, messages and campaigns, all served up at the right time. There are new tools for doing this and new work for people to do.

Our 21 jobs of the future in marketing focus on the intersection between technology and empathy. Many of the jobs we describe here involve tech mastery, but most also require a certain level of empathy. In particular, jobs such as algorithm bias auditors, purpose planners, haptic planners, mood and empathy managers, machine personality designers, bot creators, master storytellers, behaviour analysts and customer wellbeing specialists major more on the empathy than the technology side.

By harnessing the interplay between technology and empathy, marketers can deliver authentic messages that will resonate for longer. That's why the 21 jobs featured in this report will help marketing thrive over the next 10 years. Welcome to a bonanza of new jobs.

21 jobs in marketing

Equal parts technology and empathy

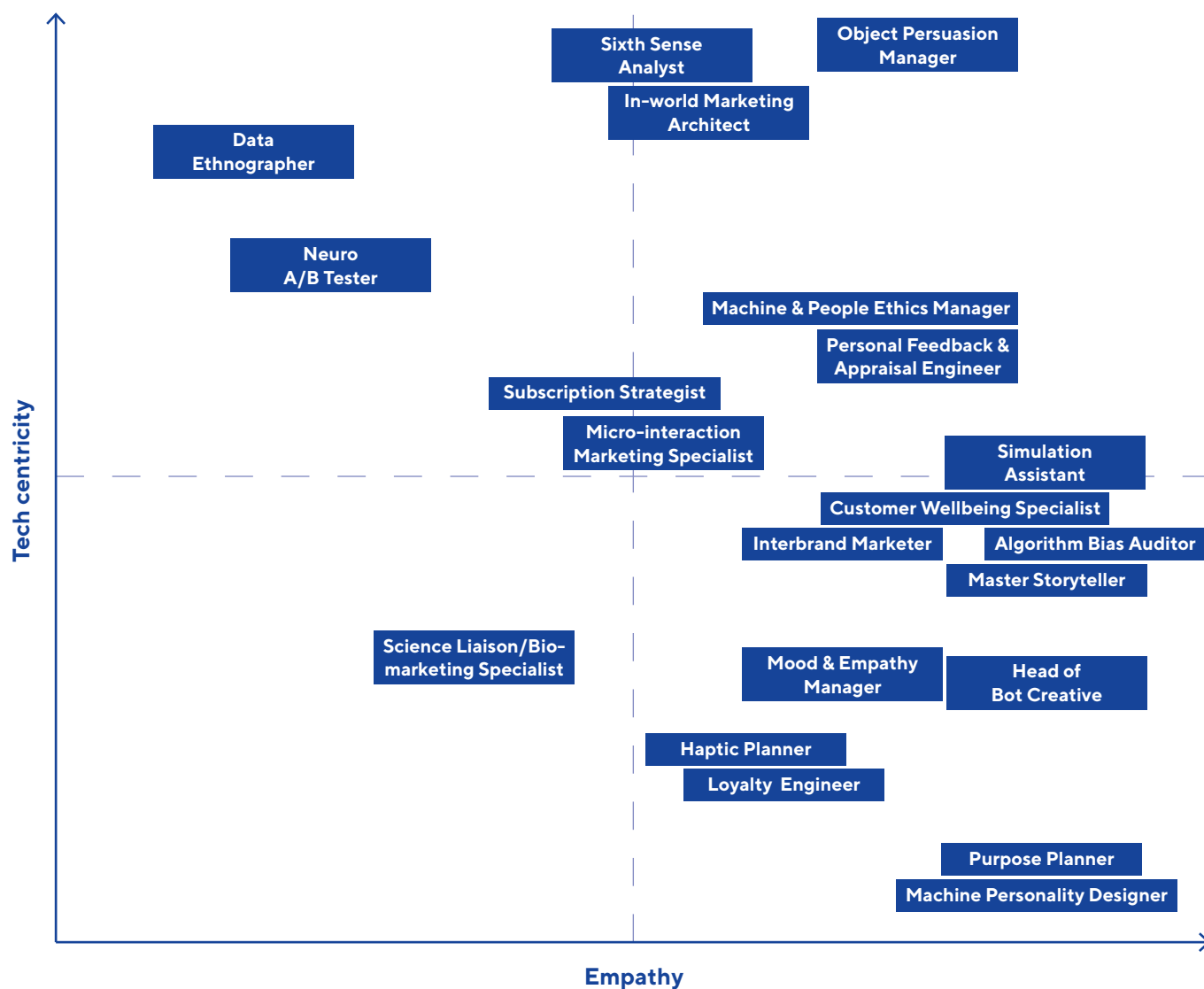


Figure 2

Appendix

Jobs by empathy level

(High to low)

1. Algorithm Bias Auditor
2. Purpose Planner
3. Machine Personality Designer
4. Simulation Assistant
5. Head of Bot Creative
6. Master Storyteller
7. Object Persuasion Manager
8. Customer Wellbeing Specialist
9. Personal Feedback & Appraisal Engineer
10. Machine & People Ethics Manager
11. Interbrand Marketer
12. Mood & Empathy Manager
13. Loyalty Engineer
14. Haptic Planner
15. In-world Marketing Architect
16. Micro-interaction Marketing Specialist
17. Sixth Sense Analyst
18. Subscription Strategist
19. Science Liaison/Bio-marketing Specialist
20. Neuro A/B Tester
21. Data Ethnographer

Jobs by tech centrality

(High to low)

1. Object Persuasion Manager
2. Sixth Sense Analyst
3. In-world Marketing Architect
4. Data Ethnographer
5. Neuro A/B Tester
6. Personal Feedback & Appraisal Engineer
7. Machine & People Ethics Manager
8. Subscription Strategist
9. Micro-interaction Marketing Specialist
10. Simulation Assistant
11. Master Storyteller
12. Interbrand Marketer
13. Customer Wellbeing Specialist
14. Algorithm Bias Auditor
15. Mood & Empathy Manager
16. Science Liaison/Bio-marketing Specialist
17. Head of Bot Creative
18. Haptic Planner
19. Loyalty Engineer
20. Purpose Planner
21. Machine Personality Designer

Jobs by timeframe

(Shorter to longer term)

1. Algorithm Bias Auditor
2. Data Ethnographer
3. Purpose Planner
4. Neuro A/B Tester
5. Loyalty Engineer
6. Mood & Empathy Manager
7. Personal Feedback & Appraisal Engineer
8. Interbrand Marketer
9. Sixth Sense Analyst
10. Machine Personality Designer
11. Simulation Assistant
12. Customer Wellbeing Specialist
13. Subscription Strategist
14. Haptic Planner
15. Science Liaison/Bio-marketing Specialist
16. Machine & People Ethics Manager
17. Micro-interaction Marketing Specialist
18. Head of Bot Creative
19. In-world Marketing Architect
20. Object Persuasion Manager
21. Master Storyteller

Authors



Ben Pring

Vice-President, Director of Cognizant's Center for the Future of Work

Ben Pring co-founded and leads Cognizant's Center for the Future of Work. He is a co-author of the best-selling and award-winning books *What To Do When Machines Do Everything* (2017) and *Code Halos: How the Digital Lives of People, Things, and Organizations are Changing the Rules of Business* (2014). Ben sits on the advisory board of the Labor and Work Life program at Harvard Law School. In 2018, he was a Bilderberg Meeting participant.

Ben joined Cognizant in 2011, from Gartner, where he spent 15 years researching and advising on areas such as cloud computing and global sourcing. Prior to Gartner, Ben worked for a number of consulting companies, including Coopers and Lybrand. At Gartner, Ben was the lead analyst on all things "cloud"; he wrote the industry's first research notes on cloud computing (in 1997!) and Salesforce.com (in 2001), and became well known for providing provocative but accurate predictions about the future of IT. In 2007, Ben won Gartner's prestigious annual Thought Leader Award.

Ben's expertise in helping clients see around corners, think the unthinkable and calculate the compound annual growth rate of unintended consequences has made him an internationally recognised authority on leading-edge technology and its intersection with business and society. His work has been featured in *The Wall Street Journal*, *Financial Times*, *The London Times*, *Forbes*, *Fortune*, *MIT Technology Review*, *The Daily Telegraph*, *Quartz, Inc.*, *Axios*, *The Australian* and *The Economic Times*.

Based in Boston since 2000, Ben graduated with a degree in philosophy from Manchester University in the UK, where he grew up.

Ben can be reached at: Ben.Pring@cognizant.com
LinkedIn: [linkedin.com/in/benpring/](https://www.linkedin.com/in/benpring/)
Twitter: twitter.com/benjaminpring?lang=en

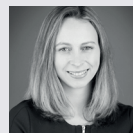


Euan Davis

Associate Vice-President, Cognizant's Center for the Future of Work, EMEA

Euan Davis leads Cognizant's Center for the Future of Work in EMEA. A respected speaker and thinker, Euan has guided many Fortune 500 companies into the future of work with his thought-provoking research and advisory skills. Within Cognizant's Center for the Future of Work, he helps ensure that the unit's original research and analysis jibes with emerging business-technology trends and dynamics in Europe, and collaborates with a wide range of leading thinkers to understand how the future of work will look. Previously, Euan held senior analyst, advisory and leadership positions at Forrester Research, IDC and CEB.

Euan can be reached at: Euan.Davis@cognizant.com
LinkedIn: [linkedin.com/in/euandavis/?ppe=1](https://www.linkedin.com/in/euandavis/?ppe=1)
Twitter: twitter.com/euandavis?lang=en



Victoria Boland

Associate Client Creative Director, Zone

Victoria Boland is an associate creative director at Zone, a customer experience agency within Cognizant. In her role, she helps clients to deliver effective digital content to meet their business needs; whether that's building a multi-channel content strategy, crafting a unique tone of voice or producing compelling campaign creative. Victoria's background is in editorial and her experience spans a range of sectors, such as FMCG, travel, healthcare and financial services. Clients she has worked with include Coca-Cola, Aviva and GE Healthcare.

Victoria can be reached at: vboland@zonedigital.com
LinkedIn: [linkedin.com/in/victoria-boland-9534459a](https://www.linkedin.com/in/victoria-boland-9534459a)



About the Center for the Future of Work

Cognizant's Center for the Future of Work™ is chartered to examine how work is changing, and will change, in response to the emergence of new technologies, new business practices and new workers. The Center provides original research and analysis of work trends and dynamics, and collaborates with a wide range of business, technology and academic thinkers about what the future of work will look like as technology changes so many aspects of our working lives.

For more information, visit Cognizant.com/futureofwork, or contact Ben Pring, Cognizant VP and Director of the Center for the Future of Work, at Ben.Pring@cognizant.com

Cognizant

Cognizant (NASDAQ-100: CTSH) is one of the world's leading professional services companies, transforming clients' business, operating and technology models for the digital era. Our unique industry-based, consultative approach helps clients envision, build and run more innovative and efficient businesses. Headquartered in the U.S., Cognizant is ranked 205 on the Fortune 500 and is consistently listed among the most admired companies in the world. Learn how Cognizant helps clients lead with digital at www.cognizant.com or follow us [@Cognizant](https://twitter.com/Cognizant)

World headquarters

500 Frank W. Burr Blvd.
Teaneck, NJ 07666 USA
Phone: +1 201 801 0233
Fax: +1 201 801 0243
Toll Free: +1 888 937 3277

European headquarters

1 Kingdom Street
Paddington Central
London W2 6BD
Phone: +44 (0) 20 7297 7600
Fax: +44 (0) 20 7121 0102

India Operations headquarters

#5/535, Old Mahabalipuram Road
Okkiyam Pettai, Thoraipakkam
Chennai, 600 096 India
Phone: +91 (0) 44 4209 6000
Fax: +91 (0) 44 4209 6060

APAC headquarters

1 Changi Business Park Crescent,
Plaza 8@CBP # 07-04/05/06,
Tower A, Singapore 486025
Phone: + 65 6812 4051
Fax: + 65 6324 4051

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