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Contextualizing Data in Marketing Practice

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Abstract

Purpose - As data is becoming more available than ever for companies, this article aims to uncover the role of data within marketing practices by following its path through the marketers value creation process. That is, the factors deciding the use or non-use of data generated insights and how we can understand the dynamics between them.

Design/methodology/approach - This paper uses an exploratory, qualitative method. Key informant interviews were conducted combining a convenience and snowballing sampling technique with marketing practitioners within marketing agencies and external marketing partners.

Findings - By identifying three factors relating to the market dynamics, the principles of the marketing practitioner and the dynamics between marketer and client, we conclude that the role and use of data in marketing practitioners' value creation process is highly contextual. More specifically, marketing practitioners must make sense of various data types, technological advancements and methodologies in relation to client needs and capabilities while navigating the social dynamics of the professional relationship.

Research limitations/implications - The findings of this study portraits the context and meaning of data for marketing practitioners from a qualitative perspective. It provides a detailed picture of the current marketing landscape and how data is perceived by marketing practitioners.

Originality/value - This article offers a unique view inside marketing practices and will broaden the understanding of how marketing practitioners view and implement data in their value creation. This topic will add to the research body of data analytics in marketing and the marketing discipline as a whole.

Keywords - Data-driven marketing, Digitalization, Analytics, Professional services

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INTRODUCTION

Data analytics is by no means a novel concept in marketing. As consumers have gone digital, the possibilities to track and measure their behaviour are ever increasing (Wedel & Kannan, 2016). The fast-paced evolution of technology has generated major strategic and managerial implications for both traditional businesses and the whole marketing discipline (Quinn et al., 2016). This, coupled with changes in channels, technology and consumer touch-points has led to a large transformation in the market landscape (Hipperson, 2010). One of the more conspicuous trends within marketing is the trend of analysing data characterised by its volume, velocity, variety and veracity, commonly known as 'Big Data' (Troisi et al., 2019; Xu, Frankwick & Ramirez, 2016; Wedel & Kannan, 2016). This trend has been mainly facilitated by technological advancements in systems and analytical tools that enable companies to process larger sets of data in order to extract hidden value (Sleep, Hulland & Gooner, 2019; Halaweh & Massry, 2015). Following the inherent nature of popular phenomena, hypes and trends tend to collect attention in the literature and even though trends might be exaggerated or misleading, they are believed to provide a performative effect on markets and industries (Lente, Spitters & Peine, 2013).

Meanwhile, as the strategic implications of marketing has been deemed to hold the highest potential to influence organisations positively, marketing has sometimes been discredited as a result of an inability to prove its return-on-investment (ROI) contributions (Homburg et al., 2015; Rust et al., 2004). This has resulted in that marketing has been primarily associated with cost-related activities rather than value-creating ones (Kumar et al., 2013). At any rate, the demand for data, or more specifically, the demand for decisions to be data-driven are becoming increasingly important for organisations (Rogers & Sexton, 2012). Accordingly, marketing stakeholders have embraced data analytics as a promising source to restore the lack of credibility among other business functions across the organisation (The Fournaise Marketing Group, 2011). Thus, marketing analytics of the digital age are believed to be the solution to efficiently measure "marketing decision-making and ROI requirements" (Gandomi & Haider, 2014), which has the potential to reevaluate the view of the marketing discipline within the organisation. However, many companies still have and generate new types of data that do not meet the requirements of being classified as big data (Ross, Beath & Quaadrans, 2013). In this article, solely focusing on big data will neglect the importance of other data that do not fulfill the big data

definition, thus compromising the holistic understanding of the role of data for marketers. More specifically, few organisations have been able to successfully implement “technologies and statistical techniques whereby marketers analyse large amounts of data to make useful inferences about customers and competitors” (Johnsson et al., 2019) into their operations. This was exemplified in a 2016 McKinsey and Company Global Institute Report, which successfully ruled out the firms’ previous forecasts from 2011 regarding the anticipated level of implementation of big data for the next five years. Instead, it could be shown that only 10 to 60 percent of the estimated value from the implementations had been obtained across various US sectors, which was heavily attributed to the lack of required talent in analytics and organisational structures and capabilities (Johnsson et al., 2019).

At any rate, Hipperson (2010) stresses that successful market actors need to listen, engage and change with their customers, which has, if anything, become especially evident following the course of the Covid-19 outbreak triggering a supply and demand chock arguably affecting economic forecasts and consequently markets and marketers (Ritter & Lund Pedersen, 2020). In data-rich environments, the introduction of more advanced data analytics have

provided marketing practitioners with opportunities to perform analysis on unstructured data such as sentiment, trend and attribution analysis but also from more structured data enabling A/B testing, advertising and customer relationship management (CRM) analytics (Wedel & Kannan, 2016). These types of tools used to analyse data is much in line with the customer centric strategies that Vargo and Lusch (2004) describe as a part of the new dominant logic for marketing where the customer is in the center of the value creation, as they cite Gronroos (2000, pp. 24-25):

Value for customers is created throughout the relationship by the customer, partly in interactions between the customer and the supplier or service provider [...] The focus of marketing is value creation rather than value distribution, and facilitation and support of a value-creating process rather than simply distributing ready made value to customers.

Thus, the opportunities and tools to leverage data and become more customer centric (Vargo & Lush, 2004) in marketing certainly exist and organisations that want to implement data analytics arguably need to have the culture, structure, and talent in place in order to do so (Wedel & Kannan, 2016).

Even though the benefits of data appear as quite evident at glance, the adoption and implementation of data-driven decision-making seems to be slow (Ross,

Beath & Quaadgras, 2013), and the role of the marketing practitioner appears as often neglected within this (Quinn et al., 2016). The absence of this within the existing literature grants us reason to widen the knowledge of how these relationships are influencing the role of data within marketing practices. Thus, the purpose of this study is to broaden the understanding of the marketing practitioner as a professional marketer, the marketing practitioner's context as in his or her relationship with different stakeholders, and the dynamics that potentially govern the marketing practitioner relationship with data.

This article is structured as follows. First, a theoretical review that contextualizes the reality surrounding the marketing practitioner by describing the emergence of data analytics, its promises and challenges as well as the professional relationships he or she finds themselves in. Second, the methodology motivates our qualitative approach and data collection in regards to the study. Third, the research findings apply our results in relation to previous literature within three factors described by eight themes. Fourth, the discussion surrounds the three factors put forward in the result and discusses the finding in accordance with the literature. Finally, the conclusion contextualises the broader meaning of our findings and motivates

the article's importance as well as its limitations and implications for future research.

LITERATURE REVIEW

This section will contextualize the reality surrounding the marketing practitioner by describing the emergence of data analytics, its promises and challenges as well as the professional relationships he or she finds themselves in by drawing upon existing marketing literature.

The Emergence of Big data and Data-Driven Marketing

Since the early 1900s, marketers have evolved their practices through the introduction of surveys, focus groups, statistical modelling and other tools to understand consumer behaviour (Wedel & Kannan, 2016). In the early 2000s, the toolbox was further expanded by introducing more advanced analytics for vast digital consumer data to generate insights, later to be known as big data. However traditional marketing analytics are still in use as the marketing context determines what method of data analysis is preferable (Wedel & Kannan, 2016). The importance of an holistic approach to data is also highlighted by Ross, Beath and Quaadras (2013, p.2):

You could design a computer model to spit out predictions of what might sell quickly, but the computer would not have data on all the requests that couldn't be fulfilled or

insights from casual conversations with customers.

While the literature tends to plead for the great importance of big data for more or less every type of business (Erevelles, Fukawa & Swayne 2016; Germann et al. 2013), not all organisations are ready to implement such data driven practices into their operations. However, organisations that evaluate their capabilities and decision-making processes are believed to yield a better understanding of the role of data within the organisation, and what necessary responses are needed in order to adopt more sophisticated practices (McAfee & Brynjolfsson, 2012). Although there is great potential for companies that are able to successfully implement such practices into their business, there are nevertheless major challenges for organisations in attempting such, both in finding the right talent with the necessary skills as well as transforming organisations to enable more data-driven decision making (McAfee & Brynjolfsson, 2012).

The promises of data analytics

Dating back to the 1920s, Procter & Gamble and UPS became the first companies to base product decisions on collected data, in an attempt to decipher the complexity of customers to generate higher value (Ross, Beath & Quaadgras, 2013). As marketing's function is to

create and deliver value (Kotler & Keller, 2015), emerging data analytics has implications for the possibilities of generating new ideas and even business models for their clients suited for the digital reality. Data can be used to generate insights and recommendations but also act performatively by advocating newly constructed realities that may be translated to consumer markets. Statistics and math have, and still are, primary tools of choice for marketers trying to make sense of it all (Wedel & Kannan, 2016). The implementation of advanced data analytics comes with many promises. Troisi et al. (2019) suggest stronger relationships with customers, ability to streamline value chains e.g. in e-commerce and better abilities to develop new innovative products. Typical functional domains that could benefit from data analysis are e.g. customer relationship management such as customer acquisition, retention and satisfaction, but also personalized consumer marketing mixes to better segmentation abilities. All of these are believed to lead to higher customer lifetime value and effectiveness of marketing efforts. These types of new possibilities have been pioneered by industry leaders such as Google and Amazon introducing new methods of recommendations, search marketing, and retargeting (Wedel & Kannan, 2016). The speed of innovation enabled by these

emerging technologies, especially the ability to generate and test new ideas, are believed to be a strong driver of competitive advantage moving forward (Erevelles, Horton & Fukawa, 2007).

The challenges of implementing data analytics

In the wake of big data, organisations are often anticipating to see results that they simply will not have the capacity to deliver (Ross, Beath & Quaadgras, 2013). While the tools for generating analytics-based insights are by themselves easy to replicate, the challenge lies in establishing the necessary organisational capabilities that must be in place to actually generate value from the analytical tools (Ross, Beath & Quaadgras, 2013). Furthermore, organisations fail to see positive impact from their efforts in becoming data-oriented because they do not have a good enough understanding of the data they already have, even less how to manage it and extract usable insights from it (Ross, Beath & Quaadgras, 2013). In further detail, McAfee and Brynjolfsson (2012) list a number of challenges for organisations anticipating to become more data driven in the data-rich environment of today. The challenges encircle the areas of leadership, talent management, technology, decision-making, and organisational culture.

More and better data is not the only factor for success in a data-driven world, leadership must be able to use vision and intuition in combination with clear communication of goals and ask the right questions in order to seize opportunities and follow market developments (McAfee and Brynjolfsson, 2012). As technologies for implementing advanced data analytics become easier to replicate, data becomes cheaper too. It will therefore be more pivotal for companies to establish complementing functions that can effectively extract the actual value. Talent management of data scientists and other skilled talent in statistics and data management will be crucial for accomplishing this. Even more important will be those that can effectively communicate and bridge the gap between the realms of data analytics and business. These individuals are however few and in great demand. Technology gets cheaper and more available. The biggest challenge is integrating new tools and technologies into existing IT-infrastructure, which also require the skills to do so (McAfee & Brynjolfsson, 2012). However, the integration and adaptation towards becoming a data-driven organisation must go gradually [like learning to crawl before you walk] (Ross, Beath & Quaadgras, 2013). Organisations that can successfully couple information and decision-making power are believed to be

more effective. Maximizing cross functional cooperation across divisions will also promote higher flexibility within the organisation. Furthermore, inviting cross-functional collaboration between people that possess the adequate problem solving techniques will ensure better decision-making (McAfee & Brynjolfsson, 2012).

Organisational culture can be a source for sustained competitive advantage, and is mainly achieved by implementing new valuable attributes (Barney, 1986). While it is suggested that those who truly have a data-driven decision-making culture tend to be more successful than those who do not, organisations often pretend to be more data-driven than they in reality are (McAfee & Brynjolfsson, 2012). But the cultural shift is difficult to achieve as organisational processes and rules must change. One suggestion on how to shift the culture is to get employees to agree on one source of truth that is evidence-based (Ross, Beath & Quaadgras, 2013). Day (2011) suggests that companies should endorse a creative and inquisitive culture which is believed to encourage vigilance and adaptability. A culture of curiosity amongst employees acts as a source of motivation to constantly look for and test hidden insights and underlying patterns in data (Erevelles, Fukawa & Swayne, 2016). However, such exploratory practices are

rarely promoted and many organisations fall instead short and simply remain too risk averse (Day, 2011). Furthermore, cultural shifts and a transition towards more data-driven decisions do not come without its risks. There is a risk that long-term brand building will be overlooked in an organisation that thrives under the positive ROI from short term-product advertising. Another risk is that firms might start to only focus marketing efforts on areas where data is available and leaving out areas where data is limited which could lead to the inability to recognise often qualitative insights that also impact consumer behaviour (Johnson et al., 2019).

The professional relationships between marketing practitioners and stakeholders Given the possibilities of data-generated insights in marketing, there still must exist forums for these insights to be created and delivered. From a marketing practitioner's perspective, one of those forums is the client relationship (Vargo & Lusch, 2004). Since marketing activities often are outsourced to marketing practitioners working at marketing agencies (Quinn et al., 2016) or other external marketing partners, the relationship is instrumental for the marketer's ability to generate insights. Hipperson (2010) suggests that marketing practitioners working at e.g. marketing agencies, such as consultants,

planners and researchers will to a larger degree manage the interactions between their clients' brands and their customers. Thus, successfully managing these relationships will become of greater importance where cost, time and quality are decisive factors (Hipperson, 2010).

Professional relationships are delicate in that way that they primarily depend on trust and credibility (Schertzer, Schertzer & Dwyer, 2013). The development of trust and confidence in the relationship between the marketing practitioner and client is a substantial investment of time and money and "the burden of change" for both parties' successful relationship takes time to develop. It also involves numerous relationships between stakeholders on both sides that are constantly evolving and different situations evoke different needs (Fam & Waller, 2008). In addition, the relationship may be influenced by social factors, such as cultural differences between the client and the practitioner and key individuals being moved or joining the organisation. The strength of the relationship is to a large degree dependent on the length of the relationship. Longer relationships generally tend to be stronger, and can even last through situations where levels of dissatisfaction arise. Shorter relationships are on the other hand more dependent on the outcome or the perceived quality of the

deliverable (Schertzer, Schertzer & Dwyer, 2013). Conclusively, the marketing practitioner must understand the principles applied in the specific relationship he or she is building. These include the nurturing of trust, honesty and commitment where the fit of people seem to be the most important factor (Fam & Waller, 2008). This is especially important as the client oftentimes actively engages in the relationship in such a way that the outcome is being co-created between the marketing practitioner and the client (Schertzer, Schertzer & Dwyer, 2013).

Data's impact on marketing practitioners
To summarise the previous literature section, data analytics in marketing leans mostly on the benefits of advanced analytics made possible by the digital revolution (Erevelles, Fukawa & Swayne, 2016). The literature also lists problems and remedies associated with implementing advanced data analytics (McAfee & Brynjolfsson, 2012). However the adoption of data-driven decision-making seems to be slow as managerial practices do not keep up with the fast changing technology (Ross, Beath & Quaadgras, 2013). In addition, the complex nature of professional relationships (Fam & Waller, 2008) also infer certain challenges that have yet to be addressed in the scope of implementing data analytics into

organisational functions, especially considering that the relevance of data is foreseen to increase for organisations.

Against this background, we aim to broaden the understanding of the managerial dynamics by looking through the eyes of the contemporary marketing practitioner. While data analytics in itself brings its promises, it is interesting to investigate to what extent the relationship between client and marketing practitioner is influencing the realisation of data-driven decision-making. This article aims to uncover the role of data within marketing practices by following its path through the marketing practitioners value creation process. More specifically, we state our research question as: What are the factors deciding the use, or none use, of data generated insights and how can we understand the dynamics between them?

Thus, this article deepens the understanding of how marketing practitioners working in agencies and other external marketing partners view and implement data in their value creation. With the above said, the article anticipates to add to the research body of data analytics and professional relationships in marketing.

METHODOLOGY

The purpose of this study is to empirically evaluate the underlying strategic processes of marketing practitioners, that is marketing professionals working at marketing agencies or other external marketing partners, in their use of data for creating value for their clients. While most literature has divided the topic into conflicting theories, this study anticipates a more pragmatic perspective to generate empirical insights. Therefore, further exploring these processes aim to produce a better understanding for how various viewpoints are translating into real situations and what practical implications it may produce. In regard to this, we found it suitable to use a qualitative approach with semi-structured interviews with individuals that define themselves as marketing practitioners. In order to obtain more vivid nuances for the results, the interviewees are arguably considered marketing professionals as they hold strategic positions in data-driven, tech-oriented marketing firms as well as traditional marketing agencies. Saunders, Lewis and Thornhill (2009) suggest that expert interviews are one of many promising sources for generating insights for exploratory studies. Furthermore, qualitative methods are said to be preferable in situations when there is not much data available on the subject (Bryman & Bell, 2011). However,

due to the previous notion about the literature being rather polarized, our inductive approach allowed us to compare the findings against available literature, and thus obtain a glimpse of the pertinence of these theories.

Data Collection

Considering the exploratory format of this qualitative study, a convenience and snowballing sampling technique was chosen for obtaining an acceptable result. Each interviewee was considered before reaching out to the individual since the quality of our findings would be directly determined by the selected respondents. As such, the criterion for being selected was first and foremost determined by the professional dimensions of the marketing practitioner. More specifically, the individual had to occupy some sort of strategic position in connection to the marketing related activities of the organisation or through a position at a marketing agency or another external marketing partner. Interviewees were chosen out of convenience after the initial interviewee criteria was set. Eight interviews with key informants (table 1) were conducted between February and April 2020. Each interview took place in the city of Gothenburg and lasted between 45 to 60 minutes. With respect for the respondents of this study, their identities will remain confidential, and are instead

represented by fictional names that will be used throughout this paper.

Table 1 - Informant Interviews

Key informant	Organisation details	Key informant role
Informant A	Independent Consultant (External Marketing Partner)	Strategist
Informant B	Marketing Agency	Strategist
Informant C	Marketing Agency	Strategist
Informant D	Independent Consultant (External marketing partner)	Digital Marketer
Informant E	Marketing Agency	Marketing Researcher
Informant F	Marketing Agency	Strategy & Creative Director
Informant G	Fintech service innovation partner (External marketing partner)	CMO
Informant H	Independent Consultant (External marketing partner)	Business Developer

The interviews were semi-structured following a list of guiding questions of specific themes, but still allowing flexibility in situations where further exploration of interesting leads emerged during the interviews (Bryman & Bell, 2011). The unstructured nature enables greater freedom where the researcher can follow the natural flow of the conversation and, in turn, favor a more exploratory approach over more stricter

interview forms (Eriksson & Kovalainen, 2008). Considering the nature of the study, the method was found to be the most suitable alternative and was hence selected.

Analysis of the Empirical Material

After the data collection was conducted, the material was transcribed, and later sorted, reduced and coded into themes in accordance with what is suggested by Bryman and Bell (2011). While the coding process can be performed in multiple ways (Saunders, Lewis & Thornhill, 2009), we decided to consider the empirical findings with regards to the interview themes and reviewed literature. The themes were also outlined as for how often specific concepts were repeated in the empirical findings.

Quality

By following the suggested criteria presented by Eriksson and Kovalainen (2008), namely credibility, transferability, dependability and conformability. The criterion for credibility is arguably assured considering the researchers' marketing domain knowledge stemming from graduate studies within the field as well as working experience as marketing practitioners. The extensive literature review has also contributed to the assuredness for the relevance of the study. Transferability is also considered since the study could be

replicated in other geographical areas due to the documentation of the method. Dependability is assured as the research process is quality assured due to the supervision, guidance and support from the faculty. Moreover, the process is traceable as our findings have been analysed in multiple stages and the original transcriptions of the interviews are nevertheless available. Conformability is assured by linking informant quotes with previous literature and out interpretations as well as contextualizing them into logical thematic claims (Eriksson & Kovalainen, 2008).

RESEARCH FINDINGS

The next section will present the findings within three identified factors affecting the role of data for the marketing practitioner namely: market transformation, marketing practitioner's principles and the dynamics between marketer and client. These three factors are described by eight empirical themes that contextualizes the result in accordance with previous literature.

MARKET TRANSFORMATION

Our empirical results suggest that data is creating new market opportunities for organisations and changes the way market practitioners deliver value. In this sense, data seems to act as a force transforming markets. This section will further describe this market trans-

formation within the next two empirical themes.

Data enables transformation in traditional markets

The measurement aspect may not be a novel concept in marketing (Rust et al. 2004), but technology has allowed for new ways of sourcing data that was previously unavailable (Kumar et al., 2013). Indeed, more data means more possibilities to generate insight and innovate business models (Troisi et al., 2019). Therefore, understanding these changes and their influence is pivotal in order to comprehend how marketers should navigate in the wake of big data and upcoming technologies. These circumstances determine to a large extent what data will mean in the relationship between marketers and clients. Furthermore, it appears that the marketing practitioner and his or her context determines meanings and attitudes towards data in general.

There was of course a spectrum of various viewpoints, including those proposing that the proliferation of data had spawned both immediate and more indirect consequences affecting their work, such as due to industry-specific regulations:

[With the new PSD2-directive from the EU] which states that banks must share customer data, because they don't own it

themselves, then you can build banks fairly quickly. [...] we can build a banking service around customers transaction history that already exists, because usually that's the problem, how should you be able to gain insights and understand what challenges customers have if you don't have access to historic customer data? That obviously makes it easier for new entrants, and it is clear that we are moving towards more self-service which means banks don't have to open 24 offices around Sweden. Thus, entrance costs have dropped quite dramatically.

- *Informant G*

Liberated regulation, coupled with digitalization, may provide advantageous conditions for newcomers to enter and gain traction in already mature markets, as in the case of the banking industry. Thus, know-how of data-driven service design, in combination with regulatory changes in conservative industries, seem to render new possibilities for service-innovation for marketers.

In addition to changing industry landscapes, the less complex design of smaller firms also seem to present another leverageable asset, namely the speed to act to changes in the market landscape (Erevelles, Fukawa & Swayne, 2016). More specifically, valuable insights are realised thanks to the possibilities of data generated from digital environments. The informant describes how digital consumer data is

believed to increase in importance over time:

Many believe that there will be a quite big disruption, and that it will be difficult to meet the customer's new digital expectations to the same extent as before. Just imagine how fast companies such as Facebook and Google develop by constantly iterating on the customer experience. There are also higher demands in the digital contexts, much higher today than it was before. So this, combined with opening up to new players, makes it very advantageous for organisations with small technical debt. With a little backend knowledge, smaller teams are able to build a solid banking experience quickly, and be able to adapt to customer needs and peripheral services.

- *Informant G*

In these situations, the external marketing partner develops and delivers additional services for its customers that are created to contend with challengers. The architecture of the offered services are principally designed around gathered data and function as a way for the client to access to more dynamic capabilities. Interestingly, data enables a relatively small team of marketing practitioners and developers to advise or compete with larger institutionalised competitors. However, it is not only size and culture that determine the level of innovation amongst more traditional competitors. Technical debt, as a consequence of prior large investments in IT-infrastructure, is not easy to replace or change and

oftentimes acts as a boundary for more nimble service innovation (Stopford, Wallace & Allspaw, 2017).

Increased market complexity is changing the marketer's deliverables

Furthermore, some informants emphasized that proliferation in data alone is not solely the solution to the many business challenges, nor as influential in their context as often highlighted in the literature. Rather, what type of data available seem to be the primary factors determining what value it can provide. One such theme is the change in design for what sort of deliverable clients are increasingly requesting. The previous common practice of marketers delivering more explicit statistical reports has diminished over time as the informants and their clients have come to realise that they need something more actionable than just statistics, i.e. number-of-website visits or reach of a campaign. This has resulted in more time being spent on delivering insights rather than just data. This finding goes in line with the difficulties described by Rogers and Sexton (2012), namely how many firms wish to implement data-driven decisions into their operations but struggle with converting the data into actionable insights. The informants reason that the client often does not possess the adequate organisational capabilities to turn data into insights but

also because the fact that more clients desire insights. Another potential reason, as was pointed out by one of the informants, is that the vast amounts of key performance indicators (KPIs) and measures that have become available thanks to the digital revolution, are so many that clients have difficulties judging what to measure and why. In that sense, the possibilities brought by digital technologies exert some kind of sensory overload on some organisations, thus creating the demand for someone to make sense of it all. In the literature Pickton (2005) points out that this view of not only needing data but also insights for maximizing the value generated by data can be attributed to the left and right brain philosophies regarding how to use data for insight generation and not solely relying on quantitative data material but also qualitative insights. Hipperson (2010), explains that the fast cultural change that has come with digitalization has reinforced Vargo and Lusch (2004) illustration of the service-dominant logic where brands are being co-created and shaped within the customer relationship. As informant E states: “Without data there is no story, without a story there's only data”. Most informants combined both qualitative and quantitative data to understand the situation of the client. Quantitative data seemed to be more relevant in short-term tactical functions in contrast to

long-term strategic marketing, or as informant D describes: “In my case, many times, it is about adapting content to what we find. To make it more efficient.” Short-term tactical functions, such as social media campaigns, allows it to be more easily collected, measured and analysed. Such properties favour the ability to quickly adapt and optimize in regard to the specific channel.

THE MARKETING PRACTITIONER'S PRINCIPLES

Our empirical results suggest that the marketing practitioner's view and use of data is coloured by his or her previous knowledge, ideology and experience from the contemporary marketing industry. This section will further describe the marketing practitioner's principles in regards to data within the next two empirical themes.

Overconfidence in data may compromise business judgments

Some respondents expressed a more critical attitude towards the data trend, viewing the future as simply unpredictable, and therefore will always entail some level of risk. These opposite views do however share the interest in the experimental method, although expressed in different ways, one from a more quantitative approach in a digital environment and one from a more hands-on qualitative approach. This is a

more philosophical view of human knowledge and ignorance, what we know and what we know we don't know, and how too much information can create decision biases (Son & Kornell, 2010). This argues for the informants devotion to continuous experimentation and the view that marketing initiatives are never set but constantly evolving. One of these informants believes that strong contemporary trends such as the "data-trend" may spawn a sense of urgency as a result of people following suit of competitors and other influencers.

[...]it is also because [data] is a trend so when people start talking about the same thing, just as they did when GDPR was implemented, everyone thought it was very scary because they did not know what effects it will have and the same fear goes for missing the "data-train" and nobody really knows why they should jump on it. There is a potential risk that it costs a lot of money if it fails. But in the end, the data trend is probably only a large group of people who look at each other and are lost.

- Informant A

Another informant stresses that data can oversimplify reality and neglect unexpected interests within seemingly homogenous customer segments. As informant C explains:

[People tend to simplify the reality with data]. There are still people in Djursholm that love Pete Doherty. "London Dirty!". I can [roughly] quote Mark Twain "take your

statistics and build whatever reality you want!"

- Informant C

Instead, constant experimentation was suggested to be best practice in order to manage risk and promote inimitable strategic directions:

My way of working is very agile, very design-oriented, because it is based on the fact that we cannot control the outcome. Therefore, we must test. It's about giving them the right tools for how they can continue to do this work by themselves. That's where we come in and deliver a strategic and creative pitch to help them understand what that actual target is.

- Informant A

Thus, experimentation seems to become a common go-to practice in order to offset uncertainty in situations where the future outcome is unclear.

Seismic market shifts emphasize the need for an holistic data approach

The importance of being able to quickly adapt to market changes and having contextual awareness is imperative for it to be effective, or it may lead to major implications. The relevance of historical data is therefore preferably assessed before used as a basis for decision-making. An illustrative example of this is shown as a result of the global coronavirus pandemic (Covid-19) where one informant stresses the need for

dynamic handling of marketing activities:

Corona is certainly a thing that affects the whole world in different ways. Luxury consumption may have gone down a bit, but people are still buying cars, at least if we talk about Sweden anyway. Purchasing behaviour may have changed somewhat, but every time one of these large sources of advertising space changes, one must also change, because not being dynamic is like death regardless.

- *Informant D*

Another informant stresses the need to be especially aware of one's context as a result from changes in the market when he gives examples of potentially ineffective marketing during this pandemic:

I am currently seeing advertisements where two people are walking around a vineyard, and trying to sell wine in South Australia. That campaign right now doesn't matter in terms of efficiency. All markets for major brands have completely changed. There isn't a single car manufacturer having full production right now. Toilet paper makers have on the other hand never had so much to do as they have now. Every industry has a whole new situation to deal with. To do a car advertisement right now feels very pointless.

- *Informant C*

This means that the reliance on historical data and decisions is tricky as the world suddenly finds itself in a new context.

However, some informants have faith that such special conditions will rather amplify already known crisis behaviours amongst consumers.

I believe that much of what is happening now [during the COVID-19 pandemic] are known psychological phenomena that are reinforced [within markets] because the pandemic happens on such a large scale. Now, marketers must be wary of communicating the right things. Should we play on people's fears of the virus or keep on going as usual? As of right now, it is more than ever imperative to listen to your customers.

- *Informant E*

In previous economic crises, consumer behaviour shifted as a consequence (Ang, Leong & Kotler, 2000). In this pandemic, it becomes even more imperative for marketing practitioners to correctly assess what type of data and how to use it as they try to navigate this novel market landscape.

Marketing practitioners are influenced by lean-startup methodologies

Some informants had an experimental approach towards data where they viewed it as a means for experimentation. This approach is reminiscent of the lean start-up process that has gained traction amongst startups in recent years. The customer development process is about prioritizing the fit between product or service and the customer before putting resources in other business development domains

(York & Danes, 2014). The customer development process depends largely on hypothesis testing. The cycle starts with educated guesses (York & Danes, 2014) that spawns hypotheses that are tested and reshaped by the test data spawning new tests that improves decision-making by more quickly identifying relationships (Troisi et al., 2019). The reason for these “educated guesses”, is often due to the restraints of time, data availability and financial resources. Thus, the customer development process or lean methods often need to have strategies in place to mitigate the decision-biases, such as selection-bias and confirmation-bias, that come from the restraints that exist in the entrepreneurial environment (York & Danes, 2014). Even though the informants are not working in a startup or accelerator, the domain of marketing is closely tied to product and service development as it is the means of taking products or services to market (Kotler & Keller, 2015). Thus, we can see traces of the lean-startup philosophy in our informants everyday work:

Those that are successful are those who have the best and fastest process for evaluating ideas. I think many startups are taking inspiration from tech companies in Silicon valley that have developed effective methods to manage start-ups.

- *Informant G*

It's just like the “start-up”-model. You have to find the minimum viable product

fast in order to get feedback on your original strategy-hypothesis.

- *Informant F*

Another informant describes the use of data within the lean philosophy. The informant combines data from physical focus groups in combination with data from digital environments to quickly test and tweak branding initiatives in order to gain deeper insights and transform the clients organisation.

I try to validate the brand strategy as soon as possible to make sure we are on the right track. Feedback on a pilot showing a preferred future state gives me a form of initial data-check. It's all about making sure the brand transforms the organisation in the right way.

- *Informant A*

As previously stated, the arguments for choosing this method are largely based on time and resources. Even though bigger experiments and deeper analysis would presumably render a more certain answer, informant A always considers the time and money aspects of the project and tries to strike a balance on the edge of what is “good enough”. These constraining factors are similar to the ones facing start-up entrepreneurs (York & Danes, 2014).

Another variation of this lean-start-up view for some of the informants is that they are very keen on involving the customer in the insight generation

processes as they believe that the value of the product or service is co-produced. This is much in line with the service dominant logic defined by Vargo and Lush (2004). Hence, it becomes natural to involve the client in the data and insight generation process. As a result, the marketer is able to leverage the customer relationship as a source of both data and insight generation.

THE DYNAMICS BETWEEN MARKETERS AND CLIENTS

Our empirical results suggest that the client's culture, capabilities and politics may affect the relationship with the marketing practitioner and the use of data within it. This section will further describe the dynamics between marketers and clients within the next three empirical themes.

The clients' capabilities influence the insight generation process

In contrast to the experimental approach, another informant that works as a strategist at a marketing agency managing larger client accounts experiences pressure from clients to deliver "correct" insights from the very start. The agency provides trend and customer behaviour reports from market research companies that are used for insight generation. Interestingly, the informant seems to be more concerned about reassuring his customer that his insights

and recommendations are perceived to have a low risk rather than being 100% accurate.

There is an idea of always wanting the client to feel safe and staying involved and committed. It's important to reassure the client that the risk is low even though it's not. The validation fulfills this purpose by making the client understand we are on the right path with our marketing initiatives.

- *Informant B*

This was also pointed out by other informants who indicated that some situations require a certain level of respect for the client's interests, and it is necessary to consider the type of insights that are delivered in the end. Otherwise, the informant is at risk of damaging the relationship, or may even result in lost business even though the data and recommendations are well grounded.

Sometimes, I am not careful enough and it can lead to stepping on some people's toes. For example, by stating that something is wrong and pointing out that they should not continue with certain things, which some people are disagreeing with. It has happened that I have lost projects because the client has hired people internally and then it goes on for six to twelve months, that person quits, and they realise they are still in great need of my services so they decide to call back: "hey, we want help with this again."

- *Informant D*

Another informant also stresses the

need to understand the human at the other side of the relationship.

It is about trying to understand who the other person is in the end, and of course, this is based on experience. That is, how does the person on the other side make the decision? What is important for this person to be able to make a decision? Are there any other people that need to be involved to make a decision on this matter?

- *Informant H*

This highlights that data is meaningful for generating insights but it also works as a sort of lubricator for the customer relationship as well as the renomme of the agency and marketer.

You have to have a rather close relationship with important stakeholders so that I can boost my personal brand within the client's organisation. So if I recommend something, the client's internal "key people" knows that "this is really important" and then they will fight for our case.

- *Informant B*

This is supposedly also a part of the marketer's framing of the client relationship, a process described by Kornberger (2010) where marketing agencies are using data in different models, frameworks and processes in order to establish a common sense-mechanism. This enables the marketing practitioner and the client to view the world in the same way, reinforcing

commitment from both sides, and in turn, aiding the decision-making process. This could also be a part of the "management of impressions" that marketing agencies are known for practicing (Kornberger, 2010). Thus, data acts as a tool that can be formed to fit with the internal interests and the story that the marketer wants to push in the client relationship. This reveals that data-driven insights are merely one part of the client relationship and the way the insights are framed and presented also plays a part in the transformation that data can enable. The informant reasons that this more traditional approach to marketing is a consequence of working with bigger clients, with more complex organisational structures, that does not allow the level of strategic innovation that the agency might be capable of.

Bigger companies have existed for a longer time and worked with more suppliers, so there are more things that have already been done and that are set in stone from a strategic perspective. This makes it harder for us to come up with something new since the bigger companies often desire new initiatives to build upon already set strategic directions and processes.

- *Informant B*

Thus, one factor that affects the meaning of data for this informant is the configuration of the client that he works with. However, in order to enable this, the organisation must be sufficiently

responsive to transformation and that the organisation is prepared to reorganise internally to adapt to new dictating prerequisites, also referred to the organisation's dynamic capabilities, that is, an organisation's ability to respond to change and new skills and knowledge (Erevelles, Fukawa & Swayne, 2016). Failing in sustaining such necessary dynamic capabilities, the organisation is at risk of not successfully meeting new external demands, or more specifically, customers or other stakeholders outside the organisation (Day, 2013). Thus making it difficult for the marketing practitioner to work in an experimental fashion.

Organisational culture and politics

influences marketing implementation

Some informants mention that the size of the organisation, the number of stakeholders involved and organisational culture in a project affects how data is used within the relationship. Interest conflicts and decision-making processes in larger companies were found to typically generate more resistance towards transformation which reduced the influence of the informant's initiatives. The informants exemplify this by addressing marketing implementation to a number of stakeholders as well as depending on how long the decision pathways are.

Smaller companies have fewer stakeholders, and then it is generally easier to keep people happy. If you have a large company with many stakeholders, you have to adapt your work to a level of keeping more people feeling satisfied. Oftentimes, people have completely different incentives from other stakeholders. Many times, I feel that a "death by committee" situation arises.

- *Informant B*

In smaller companies, you typically have shorter decision-making and that makes it easier to implement things. In smaller companies they trust your expertise. In large companies, there are so many to look out for and consider. It takes a long time and that makes it difficult to be agile, at all. In smaller companies it is easier to get things through and usually they have easier to understand what you are good at and that is why they reached out to you. In large companies, it is easy to step on someone's toes. It is also very common with knowledge gaps in high positions.

- *Informant D*

A connection between the size of the client and the number of stakeholders was often made and involved how easy it was for the informant to affect and transform client marketing initiatives. In the literature, firm size does not seem to correlate with the level of dynamic capabilities when it comes to the propensity for clients to incorporate new insights into their organisations. Rather, larger companies are often considered to have the upper-hand in this regard because of the often higher level of available resources which can be

relocated and reconfigured throughout the organisation (Filippini, Güttel & Nosella, 2012). However, due to the oftentimes less established infrastructure in smaller companies, it becomes easier to implement new initiatives which, in itself, promotes a certain level of flexibility (Ebner, Urbach & Bühnen, 2014). It may therefore be a matter of how effectively the client can mobilise resources to new opportunities which could explain the level of perceived resistance when working with larger organisations.

Another aspect often highlighted by the informants were associated challenges when working with a large number of stakeholders on the client-side. A key assumption in strategic decision-making is that organisations are made up by coalitions of people with competing interests. While individuals may share some goals, there may also have conflicts in between them where self-interests influence their behaviour. Such conflicting interests may also be affected by what role the individual has within the organisation and by the specific objectives of their respective division. Thus, decision processes are often complex and influenced by organisational politics (Eisenhardt & Zbaracki, 1992).

Customers who understand the value of strategic work are very keen that

everything should land right. So we have produced ten different shades of the position that we see that they need based on analyses and everything and we have tested them against both stakeholders internally from these respective companies and we have pressure tested them against a small selection of their customers so as to see if our thesis is right.

- *Informant B*

Another possible explanation for the perceived corporate inertia could be that some groups are more prone to group thinking, where cognitive biases such as self-censorship and mindguards (Turner & Pratkanis, 1998) could affect decisions. Such aspects would make it more difficult for marketers to transform organisations even though their recommendations and insights are based on data. This, of course, could also be a result of different organisational cultures as firm size and employee morale tend to correlate, where smaller firms generally have higher morale specially made true by smaller firms management's ability to work closer to the employees (Conell, 2001).

One informant reasons that cultural heritage and corporate philosophies also may dictate what type of data the marketer will deliver. Some clients have a traditional view of data where mathematical correctness, such as statistical significance and sample size, are of higher value. On the other side of the

spectrum, some clients prefer more qualitative insights and analyses of underlying causes that correspond with their own views:

People who work with marketing are more interested in a good story, but sometimes they are interested in backing up their claims by data. But in general the story is central to them. Then there are others who might be called a little old school, at least in relation to how the public sector works. Those people are concerned that everything should be correct, where it is very important that it is statistically significant with representative selections. Such statistical measures are often called for by people who are educated in or live in a world where it is important that things are correct.

- *Informant E*

These views seem to be opposites on a moving scale that in some sense governs the configuration of data for the marketing practitioner.

The will to improve evaluation is dependent on the agency-client relationship

The informants express different views on how to use data to evaluate marketing initiatives. One informant says that he wishes that they would be better at making sure they have generated the right insights for the customer, he thinks that one factor that plays a part here is the length of the relationship:

The evaluation step is often downplayed more than I would have liked, and it is

something we are actively working on, to be able to spend more time with that process and in the customer's process as well. But it depends on what relationship you have and how you work together and other things, such as the level of confidentiality of the project. But it is very routine to hire a consultant and then continue with business as usual afterwards.

- *Informant D*

The common way of evaluating initiatives are the construction of KPIs and that a mixture between what Informant D calls hard and soft KPIs are preferred as it adds complexity:

In general, we think that the best way to make sure that whatever you want to happen, happens, is to set up some kind of KPI that will measure it. KPIs are traditionally hard so we try to create soft KPIs as well. And I always think the best is to have both soft and hard KPIs, to try to measure whether you have achieved the goal or not. And I think it is a mistake to convert soft KPIs to hard KPIs just so it will be easier to measure and that is what people will understand. It just says yes or no whether you have reached your goal, and you tend to end up in it all the time; yes or no we have reached our goals. But sometimes the answers are 'Yes' we have 68% satisfaction but when we talk to people it becomes more precise, such as that the first landing page is what they experience as messy, and it is all the more a complete answer.

- *Informant E*

The informant highlights the fact that quantitative KPIs do not always tell the

whole story and qualitative data is a good way to uncover nuances to problems that at first might seem bigger than they really are. Adding qualitative data lends more attentive and precise descriptions to the context it explores (Walsh, 2012).

In short-term tactical marketing, marketing initiatives were validated by starting wide and narrowing down efforts to continuously optimize the market fit of the various initiatives. This could also be a result of his digital marketing focus where he uses tools and data that allows him to take advantage of this kind of approach. KPIs are also not set in stone for some informants, they evolve as new data and knowledge is accumulated. One informant takes an optimization approach when working in long-term projects:

This [the delivered value] is usually not known until afterwards. Either way, the delivered value can be two-sided. You get an understanding of what activities are creating value and which ones are not. Sometimes projects have started out wide [with many different activities] and then been narrowed down, which is really part of the optimization process, and it is also a way to create more value per invested SEK. Then there is value in the generated insights. Sometimes you do not know that you have generated a genuine value before it is actually presented to the customer. Many times it's about adapting marketing content to what we find during the process. during the process.

- *Informant D*

This underlines that the creation of KPIs are contextual in the sense that the right measurements are difficult to anticipate as the marketing process evolves.

DISCUSSION

This article was motivated by the need to further explore the role of data for the marketing practitioner (Quinn et al., 2016). Previous research has pointed towards that marketers should embrace and integrate data practices into their decision-making and throughout organisational functions (Troisi et. al., 2019; McAfee & Brynjolfsson, 2012). As our findings show, the role of data for the marketing practitioner is complex and much dependent on its context. The following sections will discuss the three main factors from the result in accordance with the literature. The final paragraph of the discussion will discuss the dynamic relation between these three main factors.

Market transformation

Our findings suggest that data analytics are increasing in relevance for certain markets that are in a transition towards digitalization. Analytics, often in combination with experimental methods, generate new, sophisticated ways to understand customer behaviour that enables new product development. Thus, marketing practitioners that can successfully implement such capabilities for

their clients may increase their clients' value propositions. The increased demand for new capabilities could be explained by organisations' difficulties to manage their data-driven transition which is also described in the literature by Ross, Beath and Quaadgras (2013) and McAfee and Brynjolfsson (2012). The abundance in available data seems to lower boundaries for entering mature markets, thus increasing the threat of new entrants for already established actors. While this may facilitate positive change for the end consumers, it may also have the potential to disrupt rigid markets. Our findings suggest that the organisational will to experiment and maintain a cultural open-mindedness towards novelty could potentially aid these transitions. One way for actors within traditional industries to become more experimental is to partner up with or take inspiration from disrupting data-savvy newcomers.

Given the many promises of Big Data and advanced data analytics, (Wedel & Kannan, 2016; Troisi et. al., 2019), our findings suggest that few of the marketing practitioners' clients have successfully implemented such practices as of today. Many of these organisations also appear to struggle with making sense and creating value from less complex data analytics. Our findings indicate that the increase in data

complexity, along with the sheer abundance of data available, seem to have spawned a demand for marketing practitioners to take on a more educational role.

The marketing practitioner's principles The results also suggest that practitioners are taking inspiration from experimental methodologies where the speed of testing and evaluation of hypotheses are key drivers for value generation. Even though mostly associated with tech-startups and data-driven environments (York & Danes, 2014), the findings suggest that practitioners keep a holistic approach towards what type of data to use and when to use it, thus being more concerned with being agile than statistically significant. The reason for this holistic approach seems to be related to the marketing practitioners awareness of the both long-term and dogmatic risks associated with organisations transition towards data-driven marketing and decision-making as the measurability aspect of data may grant a false sense of control of one's reality, and result in inattentive decisions, primarily as a result of making decisions based on obsolete data. Thus, an over-reliance on quantitative data may diminish the role of qualitative methods and insights in an undue manner, rendering a less complete understanding of consumer contexts (Ross, Beath & Quaadgras, 2013).

The dynamics between marketer and client

Even though our results propose that marketers understand the potential value in advanced analytics and experimental methods, there are factors related to the marketing practitioners and the client relationship that seem to influence the practitioners use of data. More specifically, size, organisational capabilities, cultural factors, and politics on both corporate and individual levels are contributing to how the relationship is configured. These relational factors are also found in literature regarding professional relationships (Schertzer, Schertzer & Dwyer, 2013; Fam & Waller, 2008) where trust and commitment also are integral parts. We find that marketing practitioners oftentimes possess more transformative power than organisations are willing to be subjected to. Furthermore, the value of the client relationship may lead to marketing practitioners downplay certain insights that can be perceived as sensitive or lead to being censored completely in some cases. This poses a political dilemma for the marketing practitioner arguably influencing his or her use of data within the client relationship. In addition, the traditions and culture of the clients also influences the marketers use of data as the findings suggest that organisations can be geared towards different types of data depending on their context.

The transformative effect of politics on marketing practitioners can also be observed when the number of stakeholders increases, and usually has an impact on decision-making processes. Interest conflicts and rigid decision-making processes in larger companies seem to pose a risk of being more resistant to transformation which reduces the influence of the marketing practitioners' initiatives as well as evaluation of the same. Interestingly, this finding is often not considered in earlier research covering organisational dynamic capabilities which has mainly revolved around resources and processes rather than culture (Eisenhardt & Martin, 2000).

The dynamics between the three factors Finally, this article also set out to investigate the dynamic aspects between the factors deciding the role of data for the marketing practitioner. Our understanding of these dynamics is that the market, the marketing practitioner and the client are all shaping what the relationship between the marketing practitioner and the client will ultimately look like, and in turn, the role of data. From the marketing practitioner's point-of-view, there are multiple factors affecting the role of data within the relationship. As shown, these can be attributed to market-related factors, the capabilities of the client and not least the

marketing practitioner's own principles and views on how and when to exercise certain data practices. While important on their own, these factors seem to be interdependent on one another. The character of each factor will contextualize its final meaning of data for the marketing practitioner, e.g. a very data-rich market or industry will render a one type of role for the data while a non-data rich market will render another role for the data. Therefore, all these factors are needed to understand what role data has for the marketing practitioner.

CONCLUSION

This paper set out to uncover and understand the factors determining the role of data for marketing practitioners in the value creation process. We have presented a detailed description over the current situation of how marketers have embraced data analytics principles into their practices. This paper set out to uncover and understand the factors determining the meaning of data for marketing practitioners in the value creation process. We have presented a detailed description over the current situation of how marketers have embraced data analytics principles into their practices. We can conclude that the role of data in marketing practitioners' value creation process is highly contextual as practitioners must juggle different data types, technological

advancements and methodologies in relation to client's need and capabilities in order to achieve a good fit for their created value.

Furthermore, the implementation of big data or advanced analytics are far from being the norm amongst marketing practitioners. Nevertheless, digital transformation poses multiple challenges for organisations to consider when implementing more data-oriented practices. Previous research has mainly surrounded the potential of such strategies and also the barriers for implementing them but rarely from the perspective of the client-organisation relationship (Erevelles, Fukawa & Swayne, 2016; Germann et al. 2013; Troisi et al., 2019). Thus, this article has presented potential factors that organisations ought to consider when overcoming potential barriers in order to succeed. Considering the increasing importance of client partnerships and that the characteristics of data are becoming ever more complex, organisations will have to manage business partnerships in greater detail in order to successfully implement data strategies and processes. This will be especially true for organisations that do not possess adequate capabilities for effectively adjusting to the changes that come with transformation. The significance of our study is shown by the fact that many of our findings are aligned

with previous literature regarding marketers' value creation process and the factors affecting the delivery of value through their stakeholder relationships (Fam & Waller, 2008; Schertzer, Schertzer & Dwyer, 2013). However, our study specifically contextualizes the role of the marketing practitioner when it comes to the use, or non-use, of data within the marketing practice. As previous literature have mainly focused on the possibilities and barriers for organisations to become data driven (McAfee & Brynjolfsson, 2012), this article sheds light on the data practices of external marketing practitioners working at agencies or as external partners to organisations. This arguably adds complexity to the existing literature describing the data trend and how data can be leveraged within organisations (Troisi et al., 2019; Erevelles, Horton & Fukawa, 2007) as we find that context and relationships are important factors determining the use and non-use of data. Interestingly, we find that the relationship itself and the dynamics between marketing practitioners and stakeholders seems to be of more importance than the tools used for generating insights such as advanced data analytics. This highlights the importance of professional relationships just as Fam and Weller (2008) has previously stated. We argue that this should encourage scholars to further examine the human factors that affect

implementation of advanced data analytics in their organisations be it marketing agencies, other external marketing partners or the client's organisation. Nevertheless, as highlighted by Schertzer, Schertzer and Dwyer (2013), cultural differences between clients and marketing practitioners seem to play a key role for how the relationship ultimately develops.

The limitations of this paper are naturally related to the context of which it describes. Even though generalisations for the marketing practitioners' practises might be difficult to make, we argue that other marketing practitioners outside the scope of this article most likely share commonalities. This motivates the need to further explore other marketing practitioners and their respective contexts. Future research could therefore benefit from investigating the role of data in cultural contexts spanning from marketing practitioners active in different industries and not least countries. Thus this article acts as a reminder for the discourse that even though the abundance of data and the emerging tools for analysing it comes with great potential, we must not forget the human aspects of business relations and development.

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