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Digital marketing: Case study of an information system implementation to manage marketing business processes in a multinational organization

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Master in, Information Systems Management

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July, 2020

Department of Information Science and Technology

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Aknowledgements

Resumo

Apesar dos sistemas de informação de marketing não serem uma novidade, a sua escala, âmbito e funcionalidades têm vindo a crescer devido ao aumento substancial da difusão das novas tecnologias tais como a internet, equipamentos moveis e social media. A interação on-line dos consumidores com as marcas, determina a necessidade de cada vez mais ter campanhas de marketing eficientes, desafiando a maneira tradicional de chegar até aos consumidores. Desta forma, o presente estudo pretendeu analisar os impactos da implementação de um sistema de informação para gerir os processos de negócio de marketing na organização multinacional e mais especificamente para o departamento de marketing. Foram contactadas duas organizações que usam a mesma plataforma para gerir processos de negócio de marketing e as entrevistas foram feitas aos utilizadores da plataforma. A estruturação das questões das entrevistas foram baseadas num modelo de avaliação de sistemas de informação amplamente usado na revisão de literatura de vários estudos na área. Com recurso a uma plataforma de análise de texto, foi possível obter relações entre palavras que foram ditas pelos utilizadores durante as entrevistas. Desta forma, através dessas relações entre palavras procedeu-se a analises e comparações de benefícios reconhecidos pelos utilizadores que usam a plataforma no seu dia a dia para executar os processos de marketing. Os resultados obtidos são importantes não apenas pela análise de benefícios, mas também porque permitem uma visão acerca da qualidade de serviço, qualidade de informação e qualidade de sistema.

Palavras-Chave: Marketing digital, sistemas de informação, processos de gestão de marketing, consumidores

Abstract

Although, marketing information systems are not new, its scale, scope and functionalities have grown due to the substantial growth of new technologies such as internet, mobile devices and social media. The online interactions between consumers and brands determines the need for more efficient marketing campaigns and communications, challenging the traditional manner to reach consumers and nurture their relationship. Thus, the present study aims to analyse the impact of implementing a marketing information system to manage marketing business processes in a multinational organization and more specifically with regards to its marketing department. Two organizations using same platform to manage marketing business processes were subject of this study, a few interviews were carried out to its users. The interview structure and its questions were based on an information's systems evaluation model which is extensively used in this area of research. The interview answers were analysing using a platform which find relationships between words within text analysis. So, those relationships between words supported the analysis and comparisons of benefits recognized by the users who make use of this very same platform to run marketing processes. The obtained results are relevant, not only from benefits analysis perspective, but also from a service quality, information quality and system quality perspective.

Keywords: Digital marketing, information system, marketing business processes, consumers.

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List of abbreviations

A/B testing - Process of comparing two versions of an email and measuring the difference in performance.

AdWords – Advertising service by Google for businesses wanting to display ads on Google.

APP – Application

CPC – Cost-per-click

CTR – Click-through rate

CRM – Customer relationship management

DM – Digital marketing

EVA - Economic value added

ERP – Enterprise resource planning

KPI – Key performance indicator

MCP – Marketing Cloud Platform

MMS - Multimedia Messaging Service

PPC – Pay-per-click

ROI – Return on investment

SERP – Search engine research results page

SME – Small and medium enterprises

SMS - Short Message Service

SOM – Share of Marketing

URL – Universal resource locator

Chapter 1 – Introduction

1.1. Topic context

The dissertation topic was based on an implementation of an information system to manage marketing processes in a multinational organization and its benefits analysis.

There were two multinational organizations as part of this case study, these organizations have implemented same Marketing Cloud Platform (MCP) to manage their marketing business processes. One organization is a multinational based in London, United Kingdom and works within the media industry, they have been using MCP. At that moment one marketing department of a subsidiary was using MCP, later they plan to roll-out the platform to all the other subsidiaries of the organization. The other multinational organization using MCP is based in Zurich, Switzerland and they work within the hospitality industry.

Marketing Cloud Platform is a cloud-based tool used to manage marketing business processes, having new features being launched on a quarterly basis. This platform aims to provide a real time deeper understanding of customers, through KPI's and marketing campaign measures. MCP supports the business to get to know their customers and interact with them, sending personalized and relevant marketing communications.

Thus, an impact analysis of the marketing platform and related benefits recognized by the users of the platform was performed.

1.2. Motivation and topic relevance

Going for a marketing information system implementation is a high investment for an organization from a resources, time and money perspective. There are many reasons and motivations for a marketing information system implementation, such as having the goal to better know and understand consumer database, capturing consumer interactions with the organizations brand, increase sales, increase brand awareness and improving customer relationship among others.

The reason for choosing this topic is due to high relevance of marketing information systems and digital marketing role in improving communication with customers, product advertisement, brand awareness and sales. Specially in these days where business is changing faster than ever, it is essential to have an information system able to follow the

required innovation within marketing processes. Based on the interest on those areas, decision was taken to analyse the impact of implementing a marketing platform on a multinational organization, especially considering the marketing department and their users.

From an academic and research community point of view, it is an added value to add more knowledge on the recognized benefits of using a marketing platform to manage marketing business process and being able to understand what users consider to be the key functionalities and benefits to support them running their daily activities.

1.3. Questions and research goals

The initial question of this study is: What are the benefits of implementing a marketing information system to manage business processes?

Based on this matter, the following main goals are defined for this research based on (Gorla, Somers and Wong 2010) model to measure impact on information systems in organizations:

- Analyse main limits of previous situation before going for MCP
- Analyse **service quality** within MCP
- Analyse **information quality** within MCP
- Analyse **system quality** within MCP
- Analyse benefits recognized by the users when using MCP

1.4. Methodologic approach

The methodology used for data analysis is qualitative and it was based on semi-structured interviews addressed to the MCP users. A few interviews were carried out with the users of same MCP in order to understand the real impact of this platform in the marketing department of the organization. The interview structure and the questions were based on (Gorla, Somers and Wong 2010) model to measure impact on information systems in organizations, taking in consideration that main focus areas to get feedback from the users about systems implementations are: system quality, information quality and service quality. The interview questions were split according to those focus areas.

There was a software so called Leximancer to analyse the text from the interview and to be able to show in a Conceptual Map view, which words (concepts) have been used more often and visual connection between the words.

1.5. Structure and organization of dissertation

This study is organized in five chapters in order to reflect the different study phases until its conclusion.

First chapter introduces the research topic and its goals as well as a brief introduction to the work structure.

The second chapter demonstrates the theory context, the so-called literature review.

Third chapter is dedicated to the used methodology to gather and treat data as well as analysis of the same data.

Forth chapter shows the analysis of obtained results, according to the considered methodology.

Fifth and last chapter demonstrates the conclusions of this study, as well as recommendations, limitations and future research.

Chapter 2 – Literature review

2.1. Digital marketing

2.1.1.   Introduction to Digital marketing

As mentioned by (Yasmin, Tasneem and Fatema 2015) digital marketing is one type of marketing being broadly used to reach consumers using digital channels or to promote services and products. Digital marketing is broader than internet marketing including channels which do not require internet, this includes mobile phones (SMS and MMS), social media marketing, display advertising, search engine marketing and many other forms of digital media.

(Saura, Palos-Sánchez and Suárez 2017) suggested that digital marketing is not used as a transactional tool only, it transformed marketing practice and theory demand. All types of companies had to adjust their business practices to the technology development, came up with new management and communication approaches. Digital marketing integrates strategies on the web related to specific processes, seeking for clear goals using different tools, platforms and social media. The relevancy of digital marketing for organizations, consists in adjusting the current ways of consumer's gather and access information, as well as purchase choices, on the top of the existing channels.

According to (Todor 2016) in most of cases traditional marketing is reaching a local audience even though it is not limited to one. There are many aspects of traditional marketing and examples might include tangible items such as newspapers or magazines, print ads and business cards. It can also include posters, commercials on TV and radio, billboards and brochures. Traditional marketing is anything except digital means to brand a product.

As indicated by (Yasmin, Tasneem and Fatema 2015) traditional marketing is the most recognizable form of marketing. Traditional marketing is non-digital way used to promote the product or services of an organization. On the other hand, digital marketing is the marketing of products or services using digital channels to reach consumers. Some comparisons are presented in below table 1.

Table 1: Traditional marketing and digital marketing comparison, source: (Yasmin, Tasneem and Fatema 2015).

Traditional Marketing	Digital Marketing
Traditional marketing includes print, broadcast, direct mail, and telephone	Digital marketing includes online advertising, email marketing, social media, text messaging, affiliate marketing, search engine optimization, pay per click
Results are easy to measure	Results are to a great extent easy to measure
Advertising campaigns are planned over a long period of time	Advertising campaigns are planned over short period of time
Expensive and time-consuming process	Reasonably cheap and rapid way to promote the products or services
Success of traditional marketing strategies can be celebrated if the firm can reach large local audience	Success of digital marketing strategies can be celebrated if the firm can reach some specific number of local audiences
One campaign prevails for a long time	Campaigns can be easily changed with ease and innovations can be introduced within any campaign
Limited reach to the customer due to limited number of customer technology	Wider reach to the customer because of the use of various customers technology
24/7 year-round exposure is not possible	24/7 year-round exposure is possible
No ability to go viral	Ability to go viral
One-way conversation	Two ways conversation
Responses can only occur during work hours	Response or feedback can occur anytime

(Leeflang, et al. 2014) stated that digital channels, home pages, e-mail and social media were the most used see figure 1. Social media and mobile applications represented the biggest growth for companies.

(Pomirleanu, et al. 2013) suggested that acceptance of internet marketing is visible from the academic community as there is a big number of published journals and studies around this matter, inclusively marketing dedicated journals, this trend brings new opportunities to position researchers on this area.
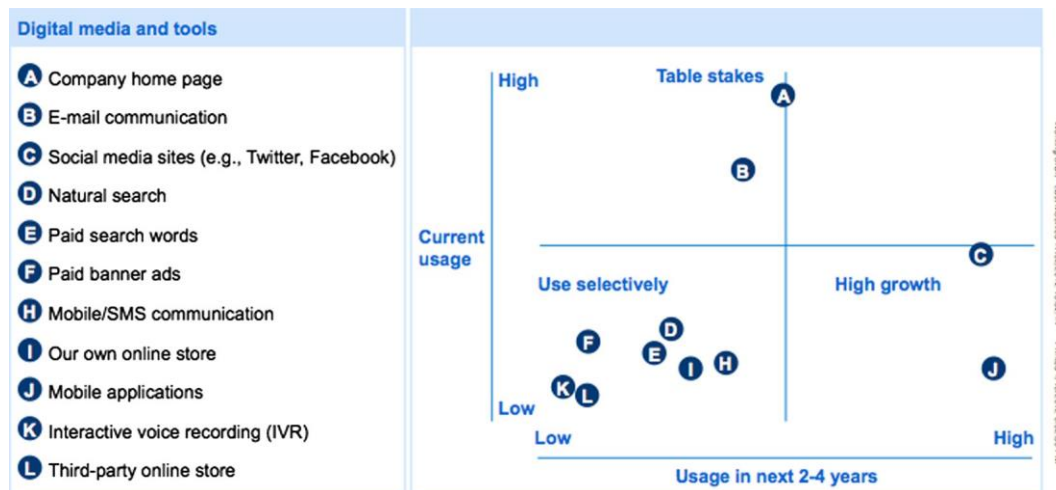
Figure 1: Current use and future usage matrix of digital marketing tools, source: (Leeflang, et al. 2014).

According to (Pavlou and Stewart 2000) internet makes some things simpler and cheaper with regards to communication with consumers, inclusively helps consumers to communicate with each other and support selling products and services to them, using other media and distribution channels.

2.1.2.   Overview on e-mail marketing communications

According to (Merisavo and Raulas 2004), e-mail is a tool which contributes to improve brand loyalty and supports marketers to communicate regularly with their customers at a relatively low cost and marginal compared with print e-mail.

E-mail supports targeted and personalized marketing communications and has become a marketing communication medium for example to share updates about services and products, product promotions, address consumers to brand website and other initiatives.

To reach out such marketing initiatives, marketing professionals use newsletters, reward programs, e-mail promotions and communication building.

Marketing professionals have begun to realize how cheaper, quicker and easier this online toll could be and its potential. They recognized that e-mail can provide them the possibility of establishing a two-ways communication channel that permit relationship building and customer's interaction gathering.

(Chittenden and Rettie 2003) mentioned that a report by Forrester Research in August 2001, showed that almost 90 per cent of US e-mail marketing was to existing customers. As part of this research, fifty US marketing professionals were interviewed and when asked "Do you use e-mail to accomplish the following marketing goals? How effective it

is? The results in figure 2 were found. These ratings are self-explanatory and show that the focus of e-mail initiatives is customer retention.

Figure 2: Effectiveness ratings for e-mail as a marketing tool. Source: (Chittenden and Rettie 2003).

According to (Salehi, et al. 2012) internet marketing is more economical and quicker than non-internet marketing and is considered a way to target consumers directly, being possible to advertise locally or internationally. E-mail marketing is seen as a form of direct marketing which uses electronic means to deliver commercial messages to an audience. Marketing e-mail has this ability to trigger an immediate impact.

(Chittenden and Rettie 2003) believe that consumers and customers treat their e-mail inboxes as personal domain. As organizations aim for having permission to send messages and contact customers and consumers, they have the capacity to enrich consumer and customer's profile and the ability to build a profitable relationship with those.

Same author did a clickthrough analysis study in 30 campaigns and their response rates, the study suggested that length of e-mail has a significant effect, meaning that lower responding e-mails had a bigger length and more scrolls, apparently a bigger number of images is affecting less the response rate, see figure 3.

CLICKTHROUGHS - TOP 5 VS BOTTOM 5 - CREATIVE INFORMATION
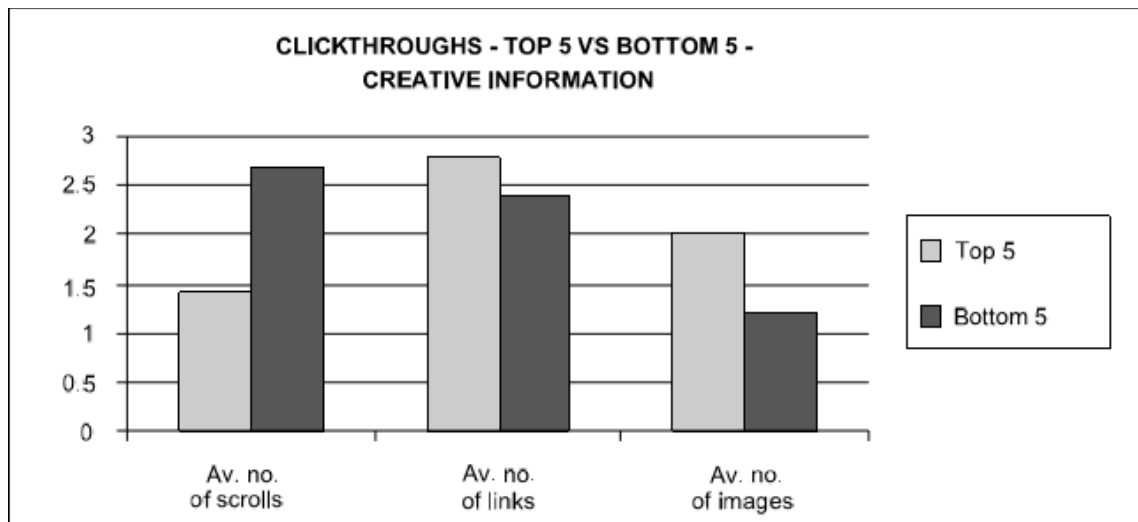
Figure 3: Creative impact on response, source (Chittenden and Rettie 2003).

As suggested by (Merisavo and Raulas 2004) keeping a regular contact with customers supports marketing professionals to determine and enhance customer loyalty. Direct mail can be used to cross and up-sell and lead customers to be more active and purchase more, the more customers buy or respond to marketing e-mails, the better is the perception of customer's loyalty.

(Fariborzi and Zahedifard 2012) suggested a few disadvantages in e-mail marketing, as such undelivered e-mail, as e-mail service providers put a lot of filters to avoid spam, it is difficult to assure those e-mails are delivered. The authors suggested that is expensive to deliver a sophisticated e-mail that will be in consumers top of mind, it requires resources to think about the e-mail design and create it. Finally, the authors considered it can be overloading for consumers to get so many e-mails in their inbox from different organizations and they might struggle to find out which is relevant or non-relevant for them.

2.1.3   Permission-based e-mail marketing

(Tezinde, Smith and Murphy 2002) indicated that permission marketing is commonly defined as promotional e-mail to recipients who consented to receive commercial messages from the sender, typically by signing up at the organization's website. This is based on consumers explicit consent to receive marketing and commercial messages and providing the possibility of consumer to not receive e-mails at any time.

According to (Marinova, Murphy and Massey 2002) the permission marketing improves the relationship with customers who have given the marketing professional the go-ahead to send them information about a product, a service, special offer or sale. In one hand this approach decreases the mailing volume but on the other hand enhances the percentage of success and becomes potentially more effective using information technology. Consumers who allow their names to be added on e-mail lists can foresee receiving commercial and marketing messages, from the company perspective those messages can be more personalised, and they will be more relevant to the customer's needs.

According to (Merisavo and Raulas 2004) while the increasing number of unsolicited ("junk") mail threatens consumers' acceptance of e-mail marketing, consumers who have given permission to be contacted, may appreciate receiving brand information from the marketing professional whom they want to hear from. Permission allows consumers to make the choice whether to be subjected to communications or not. The principal of targeting who voluntarily provided contact permission, increases the chance that consumers pay more attention to the marketing message.

(Marinova, Murphy and Massey 2002) indicates that permission marketing involves a long-term process that requires the organization to plan the strategy by investing time, information and resources. The outcome of this approach can potentially result in having an active and interactive relationship between the organization and consumer. Marketers can plan marketing campaigns considering the volume of e-mail permissions and have a better understanding of consumer's data base and have a feeling of who have given permission in a long run.

(Seth 2000) highlighted the importance of opt-in e-mail, mentioning that getting consumer's permission to receive tailored and customized e-mail communications improved segmentation and targeting precision.

According to (Chittenden and Rettie 2003) in case customers and consumers receive e-mails they do not want and unsubscribe, this has a big cost to the list owner, as the organization can no longer communicate with them. The organization will face reduced ability to market to the customers and consumers and less capacity to advertise useful product information or new product marketing.

(Krafft, Arden and Verhoef 2017) have done a study in marketing permissions and privacy matters , they suggested that due to high registration effort, privacy matters can stop users to provide e-mail permission. Those concerns with privacy and bureaucratic process can negatively influence the consumers to provide consent on e-mail permission to receive e-mail marketing content.

2.1.4   Digital marketing content

(Kantilla 2004) suggested the concept of digital marketing content as being delivered to consumer or customer in a digital form, has a strong contribution to commercial landscape. As cited by (Opreana and Vinerean 2015) Content marketing can be used as a tool to create added value in distributing relevant and consistent content and be able to attract and keep a consumer audience and transform it into a profitable relationship between consumer and company. There are currently a series of digital content forms, such as slideshow presentation, e-books, blogs, vlogs, images, text, infographics and many other forms delivered using electronic means.

(Rowley 2008) highlighted the relevance of information in marketing messages, both with regards to image design and call to action is clear for the author the importance and need of using interactive content within e-marketing communication. According to (Kalyanam and McIntyre 2002), e-marketing focuses on relational exchanges in digital and interactive environments. Additionally, marketing communication distributed through digital channels has brought new approaches with regards to content display such as: banner ads, portal and search engines, trackable URL's, hyperlinks, e-mails, e-mail newsletter etc.

(Baltes 2015) concluded that content marketing is a key tool, especially when it comes to the development of digital marketing and broadly speaking marketing itself. To be able to have a successful digital marketing strategy, quality content is a key factor and organizations need to follow a deep research in order to design and build content

marketing that meets consumer interest. The target goal of content marketing is to educate audiences and inform them and be able to build a privileged relationship with them. To be able to build a powerful brand and be relevant for consumers, organizations must win their trust and admiration and aiming to be in the position to determine brand loyalty.

According to (Chittenden and Rettie 2003) e-mail content can be related to unsubscribe rate, if there are key elements which contributes to the consumers and customers unsubscribe, then this could be analysed in the e-mail content design. (Chittenden and Rettie 2003) analysed 30 live marketing campaigns and sorted descending by unsubscribe percentage. In this analysis, the length of the e-mail (number of scrolls) seems to affect the percentage of people who unsubscribed. As visible in figure 4, the longer the e-mail the higher the probability of a customer to unsubscribe.
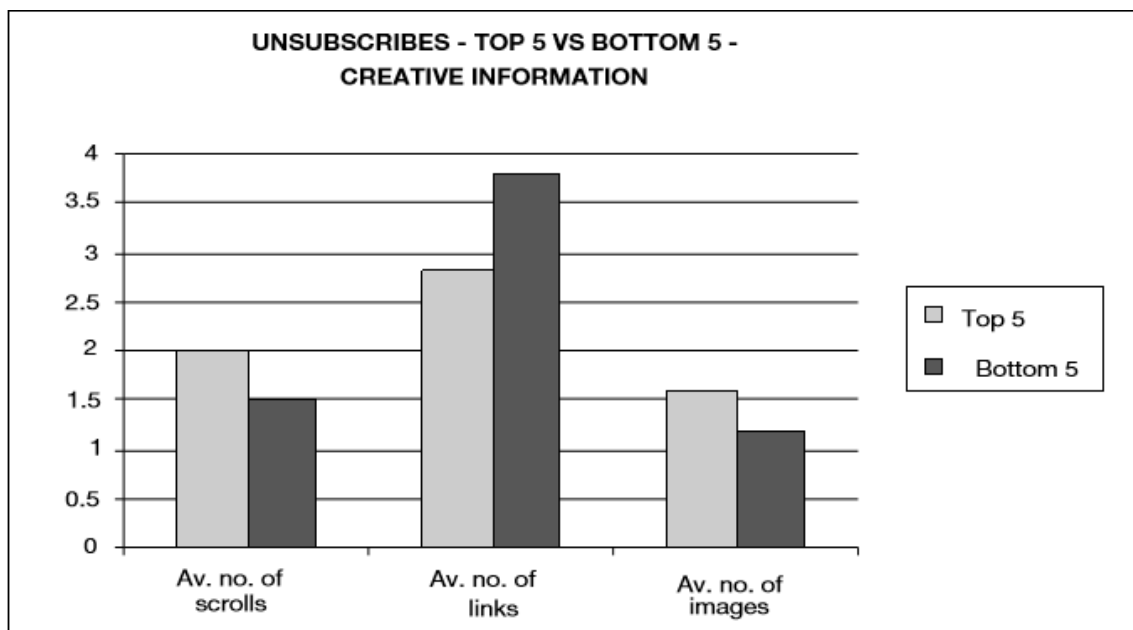
Figure 4: Creative impact on unsubscribes, source (Chittenden and Rettie 2003).

2.2. Marketing information systems overview

2.2.1. Marketing information systems

As result of digital transformation, the role of marketing for consumers and business has rapidly evolved (Jr., Harrison and Risher 2018). Digital transformation together with

data analytics and mobile device have empowered consumers and businesses to make quick decisions at a search or click.

According to (Youcheng 2008) the web-based destination marketing systems have been used as a marketing tool by the organizations. This is defined as a system which uses computer and communication technologies, having the internet to fulfil the system functioning. Same author suggested that today's competitive market having a web presence is not enough, but successful web marketing requires understanding the key factors supporting the management and implementation.

(Layton 2007) stated that a marketing information system is a network of individuals, groups and/or entities linked directly or indirectly though sequential or shared participation in economic exchange that creates a set of products, both tangible and intangible, provided in response to a customer demand. The output of marketing systems is a set of products, tangible and intangible based on several attributes such as location, price, quality.

Other author suggested that a marketing system is a group of complete facilities and procedures that are carried out in order to provide the administration with accurate information related to marketing environment, opportunities, strategies and marketing plans (Alafeef 2015).

As mentioned by (Jr. and Rogers 2015) marketing information systems can support organization's managers to plan, organize, staff and control. Additionally, marketing information systems support marketing decisions considering the so-called marketing mix: product, pricing, distribution and promotion.

(Nedeva 2004) investigated and reviewed a set of marketing information systems, using different review criteria upon two major dimensions: functional purpose and information technology purpose.

The criteria's used by the author on the functional purpose were:

1. Customer orientation for marketing information systems;
2. Keeping of marketing mix elements;
3. Possibilities for making marketing research
4. Information analysis
5. Current accountancy
6. Possibilities for marketing control

7. Using of information from former periods under review (inherited systems)

8. Prognostication

The criteria to evaluate information technology of the marketing systems were the following:

1. Quality of information for making decisions

2. Platform Independence;

3. Information base;

4. Working environment architecture;

5. Working in internet;

6. Technologies of information analysis

7. Information protection

In table 2 several marketing information systems were analysed.

Table 2: Analysed marketing information systems, source: (Nedeva 2004).

#	MIS name	Company
1	iLuxo Suite	iLux Co.
2	3M GEDW	Teradata Comp.,a division of NCR
3	Arena R	Systems Modeling Corporation
4	Charles Schwab	Charles Schwab & Co
5	Clarify eFrontOfficeC	Amdocs Ltd.
6	DIALOG++	Balder Technology Group Inc.
7	EDGE	AIT Group Plc.
8	Enterprise Rent-A-Car's	CIO Service Inc.
9	HTS	HNC Software Inc.
10	Hummingbird	Hummingbird Ltd.
11	iLuxo Suite	iLux Co.
12	Imparto Suite	Primus Knowledge Solutions Inc.
13	Inquisite	Catapult Systems Corp.
14	IQSupport Application Suite	Logica Advantagekbs Inc.
15	LeadMaster TM	Lead Master Inc.
16	Owens & Minor	Owens & Minor Inc.
17	PJM interconnection	PJM Interconnection L.L.C.
18	Plan Magic	Plan Magic Corp.
19	QAD	QAD Inc.
20	Quadstone	Quadstone Company
21	Quintus eContact TM Suite	Avaya inc.
22	SalesLogix R	QGate Software Limited
23	TeamPOINT	Point Corp.
24	Tyson Foods	Optio Software Inc.
25	VANTIVE	VANTIVE Inc. (PeopleSoft Inc.)

In terms of functional criteria, the conclusion demonstrates that using information integration within the different data sources, can contribute to a bigger satisfaction to management in terms of decision making. The internet and web-based works have a big influence on the information readiness to marketing professionals to make decisions.

With regards to information technology, platform independence demonstrated to be very important in order to provide the ability to adapt the marketing system and having the capacity to receive data from different sources. Information security was a very important asset, especially with regards to access the internet with a big number of users in operating in the marketing system.

According to (Ismail 2011), marketing information system design is important, as the quality of marketing information system had demonstrated to impact the effectiveness of decision making. The function of marketing information systems is to provide decision makers timely and trustworthy data to facilitate implementation of necessary measures or decisions. As seen in figure 5, the following are four pillar elements: Data base, marketing intelligence, marketing research and marketing information analytics and are relevant with regards to designing a marketing information system
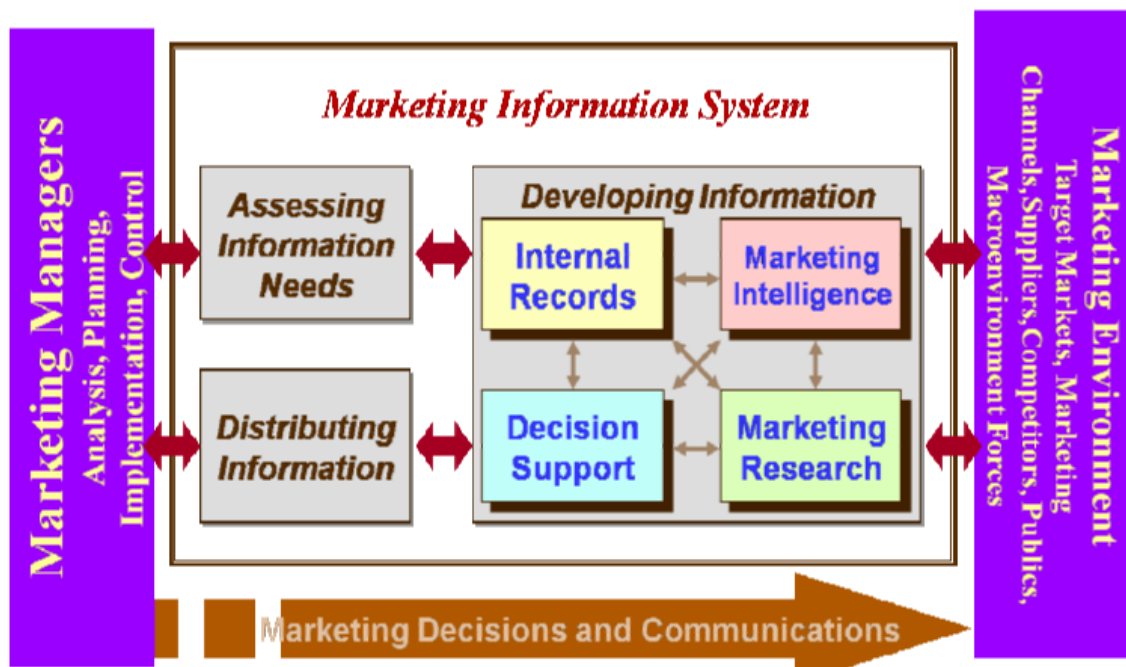
Figure 5: Effective design of Marketing information system, source; (Ismail 2011).

2.2.2. Systems organizational impact model

As suggested by (Gorla, Somers and Wong 2010) and cited by (Alturas 2019) the below figure 6 shows the systems organizational impact model based on the success of information systems model from DeLone & McLean. This model has three pillars: system quality, information quality and service Quality.

To be able to create business value for an organization, the system should be able to ensure efficient delivery, software quality may be used to measure system quality. Low quality software can result in high costs due to inefficiency, lack of information quality and not fulfilling the system purpose. The system quality drivers are flexibility and sophistication.

From an information quality perspective, content and format are key for a successful quality information strategy. Data quality is an essential feature, poor data quality affects organizations on decision making process and can impact on the operational, tactical and strategic levels.

The last pillar of this model refers to the service quality and the ability of the information system to act as a service for the users among the organization. Quality service of an information system can have a direct effect on the service that organizations provide to its customers. The following elements are key on this matter: Reliability, responsiveness, assurance, empathy.
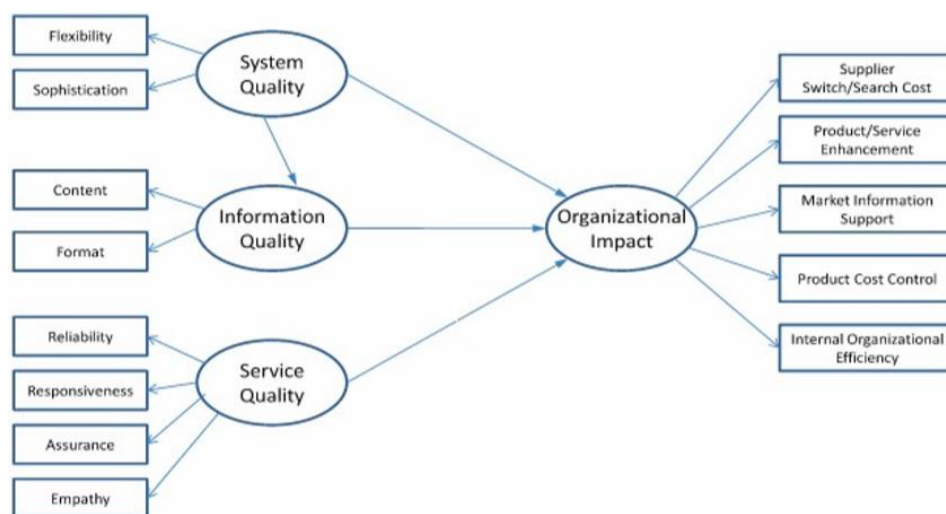
Figure 6: Systems organizational impact model, source: (Alturas 2019)

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This System organizational impact model was used in a study aiming to analyse the organizational impact of implementing an ERP Module in Portuguese SME by (Martins and Alturas 2016), having three main focus such as system quality, information quality, service quality according to the System Organizational Impact Model by (Gorla, Somers and Wong 2010).

Following this model, (Martins and Alturas 2016) refer the importance of system quality in impact analysis, for this system to be able to function, it requires data and here comes the importance of information quality, finally, the service quality is relevant too. (Martins and Alturas 2016) concluded those three variables (Information, system and service quality) were positively associated to organizational impact.

2.3.   Marketing performance key performance indicators

Marketing professionals are continuously under pressure to show their contribution to the organization performance, (O'Sullivan and Abela 2007) has mentioned that to respond to this pressure, marketing professionals are investing in developing performance measurements abilities.

According to (Saura, Palos-Sánchez and Suárez 2017) with regards to digital marketing, key performance indicators play an important role in formulating marketing strategy. As digital marketing metrics are evolving, it might be challenging to calculate the return of investment of a campaign in digital marketing. Organizations need to play with all available information, they should be able to analyse whether the budget spent on digital marketing initiatives generate business and return.

In table 3 the author shows one of the most common and simple methods available in literature review for calculating the return of digital marketing initiatives.

Table 3: Measures to calculate ROI in DMN; source (Saura, Palos-Sánchez and Suárez 2017).

ROI (Return on Investment)	CTR (Click-Through Rate)
A performance measure used to evaluate the efficiency of an investment or to compare the efficiency of several different investments. Calculated by comparing the spending on DM to the sales increases. The return on investment formula:	A metric that measures the number of clicks advertisers receive on their ads per number of impressions. It can also feed into a calculation of paid per click (PPC) or cost per Click (CPC). The click-through rate formula:
$ROI = \dfrac{\text{Gain from Investment} - \text{Cost of Investment}}{\text{Cost of Investment}}$	$CTR = \dfrac{\text{Number of Clicks}}{\text{Impressions}}$

According to (Gronholdt and Martensen 2006) in figure 7 there is a value chain which links marketing actions to the financial performance of the company. The value chain provides a wide view to support better understanding the value created by marketing activities. Many moderating factors can impact moving from one stage to the other in value chain, such as quality of marketing program, market conditions, competitiveness, customer characteristics, etc.
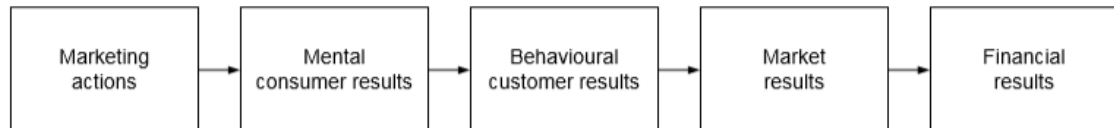
Figure 7: Value chain of Marketing actions and financial company performance, source (Gronholdt and Martensen 2006).

(Gronholdt and Martensen 2006) systematized the most valuable marketing performance measures based on extensive literature review, as visible in table 4. However, keeping in mind that organization and market conditions changes quite quickly, and these measures might need to be revisited in the future and most likely they will change over time. A unique set of performance measures which could be applicable for all companies regardless their industries and market conditions hardly exists.

Table 4: Short-list of Marketing Performance Measures based on Literature Review, source (Gronholdt and Martensen 2006).

Mental consumer results	**Market results**
Brand awareness	Sales (volume and value)
Relevance to consumer	Sales to new customers
Perceived differentiation	Sales trends
Perceived quality/esteem	Market share (volume and value)
Relative perceived quality	Market trend
Image/reputation	Number of customers
Perceived value	Number of new customers Number
Preference	of new prospects
Customer satisfaction	(leads generated/inquiries) Conversion
Customer loyalty/retention (intention)	(leads to sales)
Likelihood to recommend	Penetration
	Distribution/availability
	Price
	Relative price (SOM value/volume)
	Price premium
	Price elasticity
Behavioural customer results	**Financial results**
Customer loyalty/retention	Profit/profitability
Churn rate	Gross margin
Number of customer complaints	Customer profitability
Number of transactions per customer	Customer gross margin
Share of wallet	Cash flow
	Shareholder value/EVA/ROI
	Customer lifetime value

Monitoring performance, according to (Ambler, Kokkinaki and Puntoni 2004) is a tool to support planned marketing activities to produce de wished results. Metrics choice is a very important process providing the ability to marketing managers to improve performance by changing the marketing key variables.

According to (Saura, Palos-Sánchez and Suárez 2017) each individual company can make use of different key performance indicators in digital marketing according to its business. The literature review by this author is consensual in terms of identifying useful key performance indicators with following parameters: they should be measurable, achievable (the objective set in the KPI must be credible), available for a time period (KPIS must be available for a reasonable time period). Considering the above points, a set of indicators were defined for companies to analyse their digital marketing strategies, as shown in table 5.

Table 5: Key performance indicators in digital Marketing source: (Saura, Palos-Sánchez and Suárez 2017).

KPI in DM	Description
Conversion Rate	The average number of conversions per click in SERP results or in Ads click (depends on the marketing objective), shown as a percentage. Conversion rates are calculated by simply taking the number of conversions and dividing that by the number of total ad clicks/actions that can be tracked to a conversion during the same time period.
Goals Conversion Rate	A *goal* represents a completed activity (also called a conversion). Examples of goals include making a purchase -e-commerce-, completing a game level (App), or submitting a contact information form (Lead generation site).
Type of Users	*New Visitors*. They are users who visit your site for the first time. *Returning Visitors*. They are users who visit your site for the second or more times. It is important because it shows the interest of your business and website for the target audience.
Type of Sources	*Source*. Every referral to a web site has an origin, or source. *Medium*. Every referral to a website also has a medium, such as, according to Google Analytics: "organic" (unpaid search), CPC, referral, email and "none", direct traffic has a medium of none. *Campaign*. Is the name of the referring AdWords campaign or a custom campaign that has been created?
Keywords/Traffic of Non branded Keywords	*Keywords* in DM are the key words and phrases in a web content that make it possible for people to find a site via search engines. A *non-branded keyword* is a one that does not contain the target website's brand name or some variation. Ranking for non-branded keywords is valuable because it allows a website to obtain new visitors who are not already familiar with the brand.
Keyword Ranking	Rank is an estimate of your website's position for a search term in some search engines' results pages. The lower the rank is, the easier your website will be found in search results for that keyword.

According to (Milichovsky and Simberova 2015) the right choice of performance indicators is part of company strategic process; such selection is difficult due to complexity of measurable areas. For the purposes of measuring marketing effectiveness, it is necessary to focus on customers and the potential behaviour trend. For this matter, it is very important to choose the right metric corresponding to the actual market situation to support potential expansion.

As markets become more and more competitive, (Gounaris, Panigyarakis and Chatzipanagioutou 2007) companies largely rely on the ability to understand their markets better, being able to run effective marketing information systems becomes essential. An effective system can improve the information processing in a timelier manner, this supports management decision making and provides a clearer picture of customers' needs to the marketing professionals.

Chapter 3 – Methodology

3.1. Methodology approach

The study was conducted on a qualitive exploratory approach, having data collection based on semi-structured interviews. Thematic analysis was carried out, as suggested by (Braun and Clarke 2006) this promotes the interaction between participants, sharing their ideas, beliefs and thoughts. This approach allows open-ended questions within the interview, providing the flexibility and the ability to gain powerful insights from the participants, capturing feelings, impressions and understandings. Thematic analysis reports to experiences, picturing the reality of the participants.

In order to connect and guide the semi-structured interviews with the MCP benefits analysis, a model was chosen, as suggested by (Gorla, Somers and Wong 2010) model to measure impact on information systems in organizations. This model aims to evaluate a system considering the following main pillars: system quality, service quality and information quality. The interview structure followed those three focus areas, each of these individual areas (system quality, service quality and information quality) had a set of relevant questions, a total of 12 questions were part of the interview process.

To be able to measure the importance and recognized benefits by the users of Marketing Cloud Platform, the interviews were carried out, lasting approximately 20 minutes over the phone. Those users had a relevant role in the marketing department of their organization. Interviews were recorded and transcript. In order to carry out text analysis, the so called Leximancer online platform was used to find out relationships between words (Leximancer Pty Ltd 2018). Leximancer built the relationship between words stated by the users through the interview process, those relationships supported the analysis of recognized benefits, as well as supported an overview on system quality, service quality and information quality.

3.2. Research goals

The initial question of this study is: What are the benefits of implementing a marketing information system to manage business processes?

To be able to answer to this question the following goals were defined below, using the (Gorla, Somers and Wong 2010) model, splitting the research goals into the following 3 groups: Service quality, Information quality, System quality.

- Analyse main limits of previous situation before going for MCP
- Analyse **service quality** within MPC:
    - Analyse the impact of MCP on interactions with the end customers
    - Analyse what are the main features in MCP recognized by the users in their daily tasks
- Analyse **information quality** within MCP: Analyse how the available measures and data in MCP support taking marketing related decisions
- Analyse **system quality** within MCP: Analyse how flexible the platform is in adapting to new business needs.
- Analyse benefits recognized by the users when using MCP

Chapter 4 – Results presentation and analysis

4.1. Sampling

The targeted sampling of this study was the users who use MCP on their daily business tasks. They use the same Platform to manage marketing business processes and interact with their end customers.

That said, three users were available to provide their input and participate on the interviews, two persons had strategic positions with regards to Marketing business in their organization and one user worked as the bridge between Marketing and E-commerce business processes.

4.2. Data Collection

The interview process was carried in March 2020. The participants were contacted via LinkedIn, it was explained the relevance of the study and the importance of their input. The interview questions were shared in advance with the participants, in order to make them more aware of the topics to be discussed.

It was absolutely granted to the interviewed persons that personal data would not be shared, as well as name of the company they work for and official name of the MCP, that information are treated with high confidentiality and anonymity.

4.3. Data analysis

Thematic analysis was chosen for this study due to flexibility and ability to gain powerful insights from the MCP users. Open-ended questions allow collecting insights from participants and furthermore the possibility to study their thoughts, experiences, behaviours and feelings.

Within the requirement to use a software to analyse unstructured text, the chosen online platform was Leximancer, which allows the text word counting and visualization representation in a graphical Conceptual Map, showing the relationship between words (Leximancer Pty Ltd 2018).

The answers of the interviews were uploaded in Leximancer and grouped by question. The output of the analysis aimed to find out relationships between words.

4.4. Results

After uploading the answers, using Leximancer the text was analysed and built a list of concepts based on words and their relationship to each other, that sort of information was shown in a Conceptual Map. In this graphical representation it was visible the name of main concepts taken from the interview replies text, concepts are words connected to circles (Leximancer Pty Ltd 2018). Themes were shown in the Conceptual map as coloured circles grouping cluster of concepts. The circle colours are heat-map based, meaning that hot colours (orange, red) represent the most relevant themes.

Below there is a list of analysis and comparisons that were carried out using Leximancer to find out relationships between words.

Q1. Analyse limits of previous marketing business processes situation before implementing MCP

In below figure 8 the conceptual map is presented showing the analysis of previous situation before implementing MCP. The connection between concepts like "Time", "Understand", "Marketing" and "Communication" themes is visible. Based on the reply's analysis, the Global Marketing Manager mentioned that before implementation MCP a lot of marketing processes were manual, the lack of automation in running the business processes was very time consuming.

Other relevant concepts are visible in the figure 8 Conceptual map such as "understand", "know", "database", the users mentioned in the replies not being able to communicate with the customer, promoting products or relevant information of the brand. Global Commerce Solution Director said they could not understand the database, getting to know the customer and their interests in order to perform targeted and personalized marketing communications.
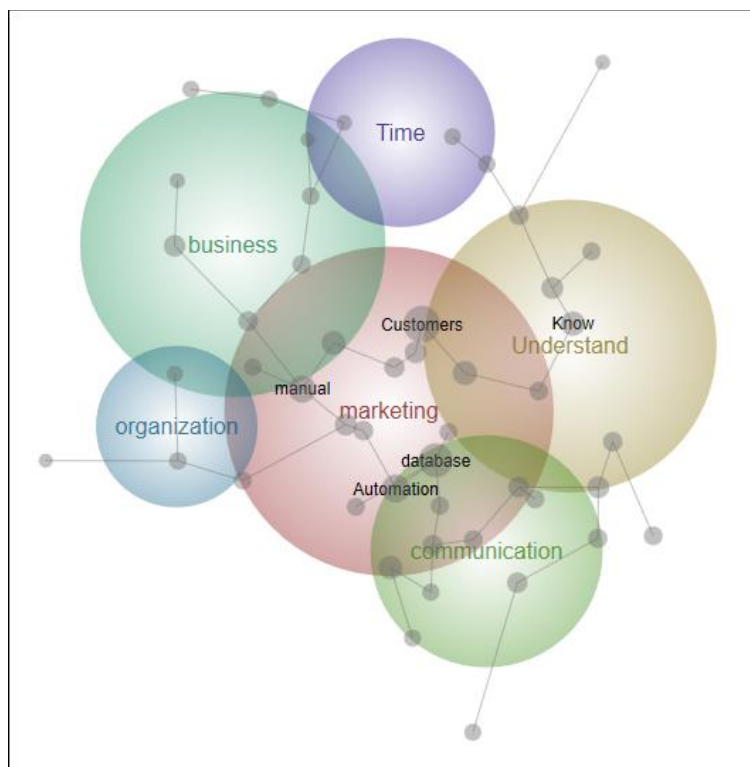
Figure 8: Conceptual analysis of previous situations perception before implementing MCP

Q2.1. Analyse the impact of MCP on interactions with customers

As per figure 9, "marketing" theme is connected to the following concepts such as "clicks", "information", "campaign". Within the analysis of the replies, Global Commerce Director and Marketing and Loyalty Director, said the interaction with customers had increased. They capture e-mail campaign measures such as number of clicks, clickthrough to measure interactions with customers and capture customers interest on certain topics. Those measures provide insights in understanding what content was more appealing to customers, considering the amount of interaction with the e-mail. Global Marketing Manager noticed that there has been an increase in e-mail open rate and clickthrough since they started to use MCP.

"Subscription" and "market" concepts are visible in Conceptual Map (figure 9), The users noticed there has been an increase in subscriptions and customers registering in the company's website triggered by specific marketing campaigns. They capture subscription rate in order to compare the number of the new subscriptions against to the traffic the website that has been generated from specific marketing campaigns.

Global Commerce Director and Marketing and Loyalty Director believed the interactions with customers through marketing campaigns contributed to brand awareness

25

increase, as they were sending marketing communications not only focused in products, but as well, sharing more information about the brand and sharing more information about the company itself.
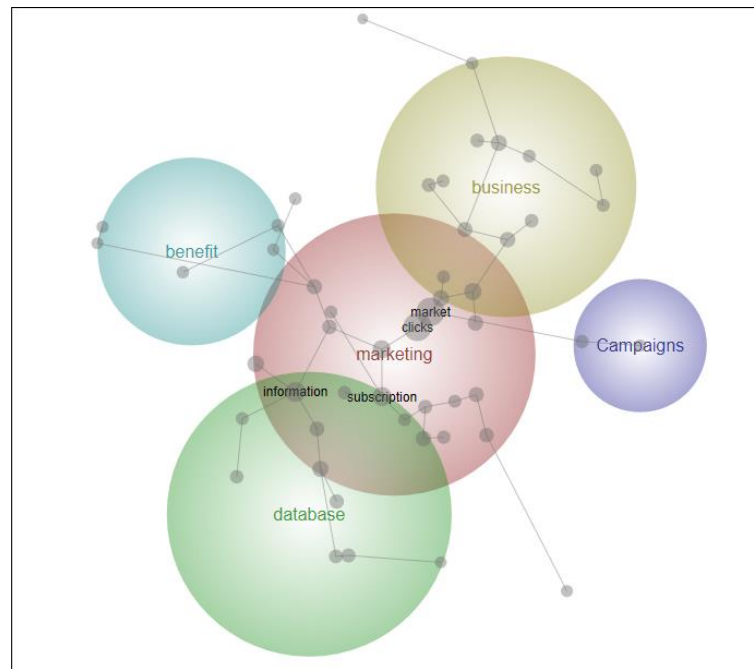
Figure 9 Conceptual map showing MCP impact on interactions with customers

Q2.2 Analyse user's perception of MCP features to support daily tasks

In below figure 10 the conceptual map shows the perception of MCP features with relationship marketing, suggesting that there is a relationship.

The concepts of "Campaign", "Segmentation" ate connected to "Marketing" theme, having most of the terms generated by the text analysis. When looking at the users replies, Global Marketing Manager mentioned that campaign building is a key feature, they were pushing a lot more relevant content to the customers. On the top of this, it was mentioned that automation in campaign run contributed to a quicker pace in sharing content with customers.

In figure 10 it is possible to see a connection between "Database", "Communication", "Audience" concepts, Marketing and Loyalty Director highlighted that understanding database was an obvious featured they perceived, they were able to know more about

customer and insights about their profile. They were segmenting customer in MCP and using analytical reports to understand better the marketing campaign's audience.

Global Commerce Director said that MCP helped to communicate with customers with regards to general communication of the organization and brand promotion.
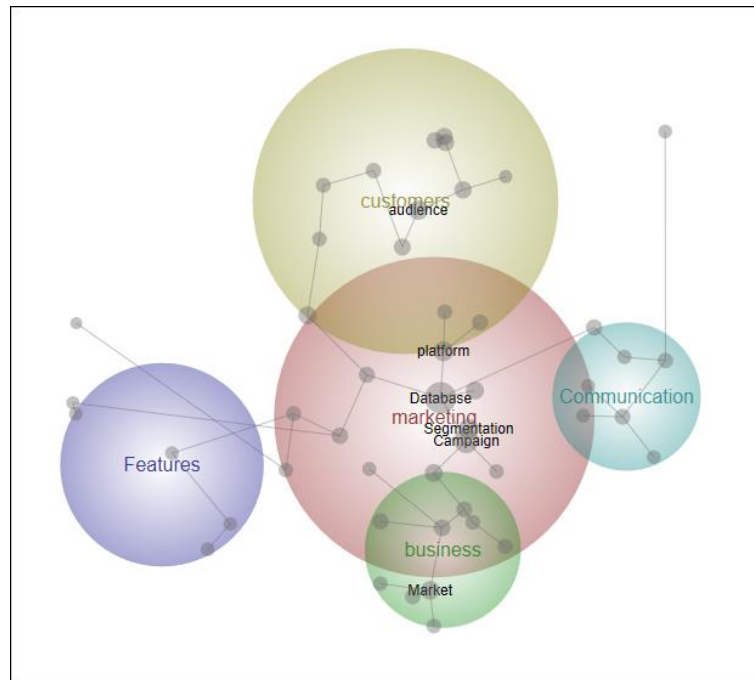
Figure 10 Conceptual map with Analysis of user's perception of Marketing Cloud Platform features

Q3. Analyse the importance of MCP in taking business decisions

In figure 11 Conceptual Map when looking to "marketing" theme, it is visible the connection of a few concepts such as "Rates", "Clickthrough", "Reporting", "Information", "E-mails". Global Commerce Director mentioned that number of clicks, number of opened e-mails, are relevant information to take decisions. Having insights on number of clicks on certain products in a marketing e-mail, support the users to understand what products were more relevant to the customers and support taking decision on future marketing campaigns. They run reporting on e-mail open rates and clickthrough interactions as well as A/B Testing, in order to understand which content was more interesting to the end customers. Within A/B testing, a few e-mail design variants are sent to a testing customers audience, the e-mail variant with most interactions (for example number of clicks) is considered the winner e-mail and this e-mail is sent to

the remaining customers data base. Global Marketing Manager said as the organization grows along with MCP journey, they aim to have a constant review of marketing campaigns analytical reports.

Global Marketing Manager said, they were now able to track e-mail failures, analysing this data allowed turning something negative into an opportunity. This is something that could not be done before implementing MCP. Additionally, with MCP they had the chance to conduct data cleansing on their customer's database, as they wanted to have a clearer picture on their active customer's audience.
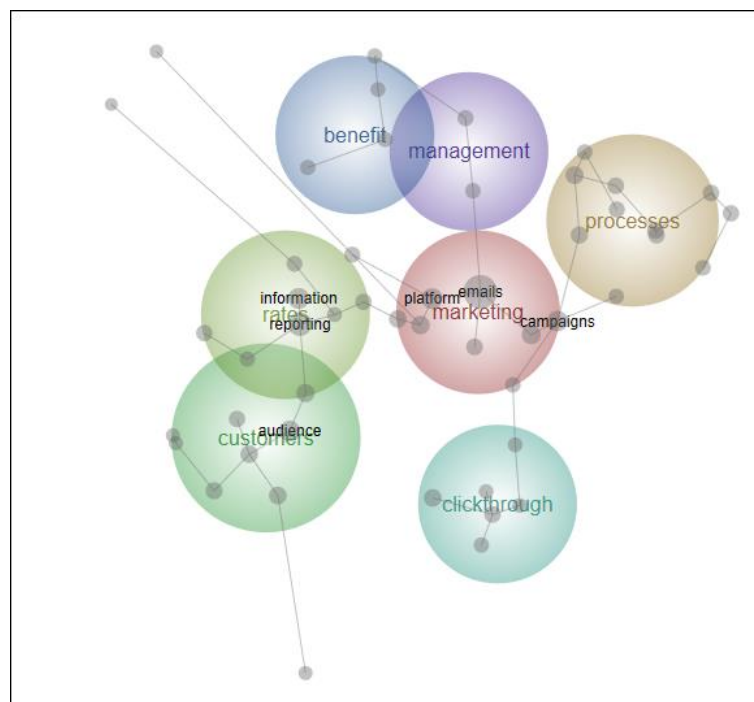
Figure 11 Conceptual Map with analysis of the importance of MCP in taking business decisions

Q4. Analyse how flexible MCP is in adjusting to new business needs

In figure 12 Conceptual Map we can see a few concepts highlighted as such "needs", "requests", "Flexibility", "Requirements", "Opportunities" connected to marketing. Global Commerce Director and Marketing and Loyalty Director considered MCP to be a flexible platform in adjusting to business needs. They are expecting the business to grow fast and have technology supporting that growth, they expect the technology (MCP) to be able to follow that fast-growing pace, not only in terms of volume, but also in terms of offering innovative solutions for marketing business processes management. They

mentioned they would like to continue to benefit from new functionalities and evolutions, as described before, MCP is a cloud-based platform launching new marketing features on a quarterly basis.

Global Marketing Manager believed that MCP fits the organization needs and facilitates different kinds of campaign building. As there are people in the organization and its subsidiaries working in different ways, following different processes, in the future it is planned to roll-out MCP to those subsidiaries and the platform to be able to run those different kinds of campaigns.
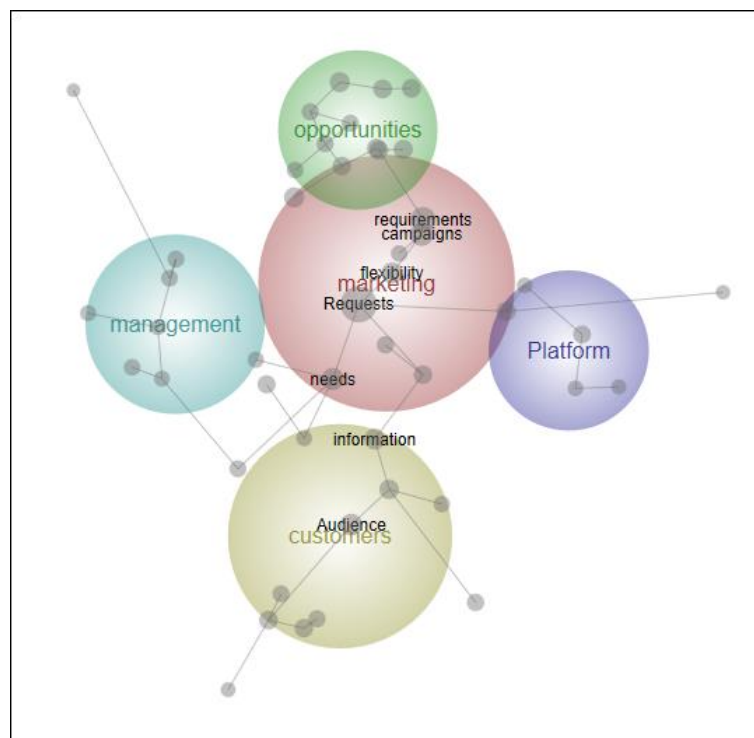
Figure 12 Conceptual Map with analysis of MCP flexibility in adapting to new business needs

Q5. Analysis of benefits recognized by the users when using MCP

In below figure 13, there is a synopsis analysis taken from Leximancer showing relevance of "benefit". Synopsis analysis output was split in two main areas such as themes and hits. Themes (themes column) are ranked by their relevance, those are represented in circles (conceptual Map). Hits are visible in hits column; this denotes the number of text blocks associated with a theme (Leximancer Pty Ltd 2018).

As seen in below figure 13, "benefit" theme has a hit of 35, then we have "customers" with a hit of 12, and respectively, "information" 8, "data" 7, "organization" and

"processes" 5, "management" 4, "traffic" and "rate" 3. This information is aligned with the Conceptual Map shown in figure 14, where we can see that "benefit" theme is shown with a red colour, being represented as very relevant (hot colour) for the analysis. The relationship between those themes is explained in below section together with Conceptual Map interpretation.
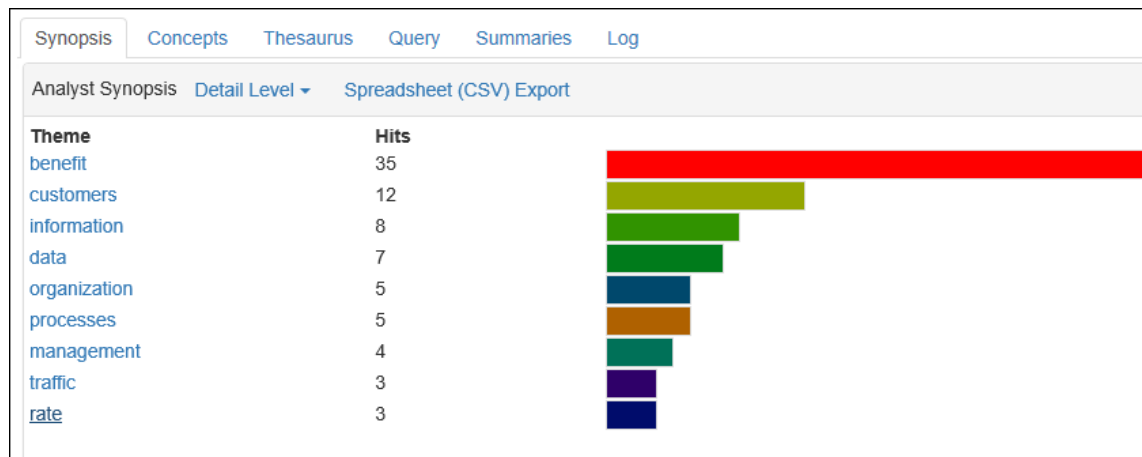
Figure 13 Synopsis analysis of MCP recognized benefits

As visible in below figure 14, "Benefit" theme is connected to the concepts such as "target", "communication", "automation", campaigns". Benefit theme circle is shown with a hot colour (red). Users recognized in the interview replies that a key benefit was the campaign automation when promoting a product or for example sharing information of the brand. In figure 14, we see a connection between "benefit" , "processes", "management", "organization" themes, especially if we look deeper at "benefit" theme we see a connection to "automation" concept, as previously described, the automation of campaign could be recognized as a process improvement, leading to a less time consuming and less manual campaign building process.

Looking at "target" concept linked to "benefit" theme, from the user's perspective, segmentation and customers targeting was described to be very helpful in MCP in finding out what customers to be included in certain marketing initiatives. They highlighted that communication with end customers has been improved, being able to send personalized marketing communicated tailored to the customers shown interests based on previous interactions. Other themes are visible such and connected as "Data", "Information" and "Customers", it has been mentioned that an important achieved benefit was to get to know

better the data base, to get to understand their customer audience, their interests, their navigation behaviour in the brand website

Finally, we have themes, such as "rate" and "traffic" visible in the conceptual map. Users said that there was an increase of traffic to the brand website triggered by certain marketing campaigns. They noticed that e-mail opened rates have increased since they started to use MCP. Marketing e-mail content could contribute to this increase, as they believed to be sending personalized content according to the available customers information such as number of clicks in certain items in e-mails, interests and website navigation behaviour.

Figure 14 Analysis of benefits recognized by the users when using MCP

Chapter 5 – Conclusions and future research

5.1. Main conclusions

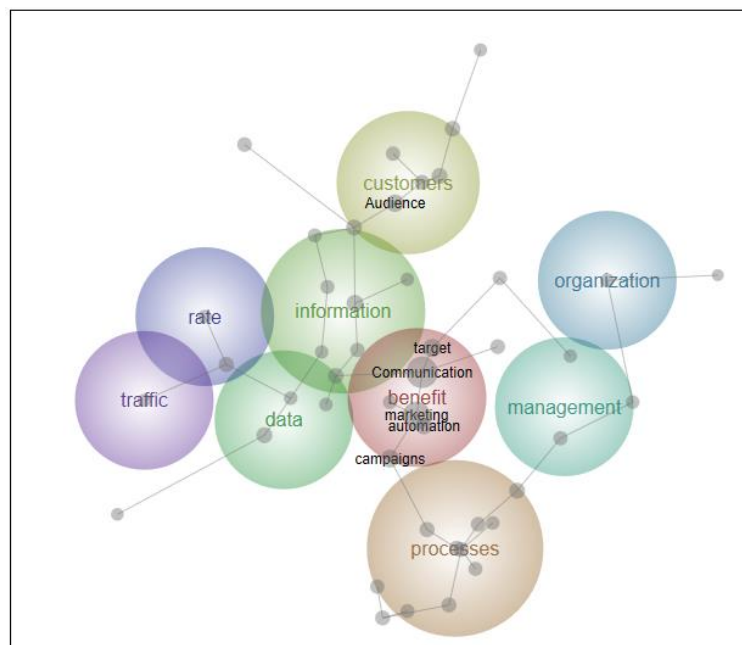Although there is an increase demand for information systems who are capable to provide information in real time to organizations and improve processes automation, it was noticed that in some organizations achieving those could be a work in progress task.

From the perspective of analysed organizations, before going to MCP a lot of marketing processes were very manual and time consuming. Getting to know their customers a challenge, this had an impact on the communication, as they wanted to send relevant and tailored marketing communications to their customers.

With regards to MCP service quality perspective analysis, there were two focus areas: impact of MCP on interactions with customers and user's perception on MCP main features. There was a set of marketing e-mail campaigns measures in MCP showing that customers have continuously increasing the interactions, for example number of clicks, URL links clickthrough, e-mail open rate. It was noticed that certain marketing campaigns advertisements sent by MCP were increasing the traffic to the brand website. The achieved product advertisement and visibility triggered by MCP was relevant, as this was pointing to the website page where the customers could purchase the product. In addition to this, as the marketing communications have been flowing according to customers interests, with regards to product information, brand information and organization updates, the MCP users believed that tailored communication contributed to improve the brand awareness next to the customers.

When looking at key recognized features by MPC users, marketing campaign processing was recognized as a key feature, pushing more content to the customers, not only from a relevancy perspective, but also from a higher volume perspective. On the top, campaign building in MCP was considered a highly automated process and efficient from a time perspective. Segmentation capabilities in MCP were highlighted by the users as a key feature in getting the right marketing content being sent to the right audience. Individual costumer profile insights in MPC shown to be relevant in terms of getting to know more, not only from an audience perspective but from an individual customer too.

Regarding the information quality analysis in MCP in support marketing business decisions, the users believed that the available e-mail campaign marketing measures were

relevant to support decisions taking on marketing initiatives. Having the information of a set of e-mail campaigns measures in MCP, helped the users to understand what products were more relevant and interesting to customers and support taking decision on what content to be included in future marketing initiatives. Additionally, the available marketing analytical reports in MCP provide the possibility to track marketing e-mail failures, tracking this data provides the chance to get a better understanding of customer database and have a clearer picture of active customers.

In terms of system quality and focusing on the flexibility of MCP to adapt to new business needs, the users believed that MCP fits organization's needs, campaign building app has the flexibility to adapt to new and different campaign types. This flexibility is expected to be a key factor, as it is planned to roll-out MCP to other subsidiaries in the organization, having people doing the marketing business processes in different ways, MCP is expected to fit everyone needs in the organization.

To sum up, the MCP users said it was beneficial to communicate better with the customers, to address the right content to the right audience, to be able to send personalized and tailored marketing communications to customers. Marketing segmentation and the possibility to target the right audience for a certain product advertisement, was also recognised as being a key benefit.

The possibility to drill down from a customer audience to a specific individual customer profile, was considered relevant in order to get more insights about a specific individual customer if needed. It has been mentioned that a key benefit was to get to know better the customers and their interests. The available marketing campaign measures were considered very important to evaluate what product advertising content was relevant for a certain audience and support deciding what product related content to be included in future marketing initiatives. Finally, from a data security perspective, the users commented they have no reasons to not trust on MCP so far and they consider MCP as a robust platform from a data security matter.

5.2. Research Limitations

A limitation of this study was related to the few numbers of organizations who were part of this research using the same MCP. Therefore, having the chance to interview more organizations who uses same MCP could contribute to a deeper understanding of benefits of MCP in managing marketing business processes.

The analysis of KPI readiness in MCP to take marketing business decisions was based on e-mail marketing campaigns measures and interactions that customers do when navigating in brand website triggered by certain marketing campaigns, eventually other marketing KPIs could be useful to get a wider view on this matter.

5.3. Future research proposal

In a future research it could be beneficial to interview more organizations and having organizations from different business industries. Therefore, other analysis and comparisons could be done, such as for example finding out for business industry "X" what are the main benefits of using MCP, in comparison to business industry "Y".

Other aspect that could be valuable is to have interviewed people with different profiles, such as: marketeer, marketing director, system administrator/developer, social media manager, creative content manager, those different stakeholders with different connection to marketing business could have a different view and give more inputs on MCP key functionalities analysis and overall benefits. In a future research, it would be interesting to have wider marketing KPI's, to be able to analyse deeper the information readiness to support marketing business decisions.

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Appendix

Interview template

This interview is about your experience with Marketing Cloud Platform and aims to collect feedback of the benefits of using the platform to manage marketing related business processes.

When answering the below questions, please keep in mind that there are no wrong or right answers. For now, I'm sharing the interview questions only, afterwards the interview will be carried out individually over the phone which takes 20 minutes.

Your answers will be treated with confidentially, your name and your company name will not be visible anywhere in the interview, as well as in the dissertation or any other documentation, to ensure anonymity. The data will only be used for scientific and academic reasons in the dissertation.

Section 1 - Marketing Cloud Platform implementation motivation	
Q1: What is the name of your function in the organization?	A: Example Marketing manager
Q2: In terms of managing marketing business processes, what were the main limits of the previous situation before implementing Marketing Cloud platform?	A:
Q3: Why did the organization decide to go for Marketing Cloud Platform to manage marketing business processes?	A:
Q4: How does the implemented solution cover the limits of previous situation?	A:
Section 2 - Service quality	
Q5: Has the platform contributed to the increase of interactions of consumers with your brand? If so, what measures are more significant to capture those?	A: For example, e-mail open rate, e-mail click-through rate, increase in number of emails sent etc.
Q6: Has the solution contributed to increase consumer's brand awareness? If so, how?	A:
Q7: Considering the implemented marketing tool, what features do you consider key to support your daily activities?	A:
Q8: Is there any other benefit of using Marketing Cloud Platform you would like to mention?	A:
Section 3 - Information quality	
Q9: Has the integrated data coming from different sources contributed to enrich consumer profile information? If so, how?	A:
Q10: How has the available data and measures in the marketing tool supported decision taking in marketing initiatives?	A:
Section 4 - System quality	
Q11: How flexible the tool is in adapting to new business needs? Please specify.	A:
Q12: Are you confident in terms of information security management of the marketing tool? Please specify.	A:

Interview A

Section 1 - Marketing Cloud Platform implementation motivation	
Q1: What is the name of your function in the organization?	A:
Q2: In terms of managing marketing business processes, what were the main limits of the previous situation before implementing Marketing Cloud platform?	A: I suppose the main ones would be, we were unable to get any return of investment reporting, the majorities for the processes were manual. It was very time consuming getting everything done.
Q3: Why did the organization decide to go for Marketing Cloud Platform to manage marketing business processes?	A: We looked at several. We came down to the perceived usability and cost was a factor.
Q4: How does the implemented solution cover the limits of previous situation?	A: The most obvious one would be the automation. It's much quicker in creating target lists.
Section 2 - Service quality	
Q5: Has the platform contributed to the increase of interactions of consumers with your brand? If so, what measures are more significant to capture those?	A: I noticed the open rate and clickthrough on the comparable campaigns, that we would run previously with the other solution, there has been an increase since we starting to use the marketing cloud platform. The other thing I suppose to highlight, a lot of email failures were not tracked in previous solution, this allows to do is start analysing our data and improving it and turning something from negative to positive. We had a lot of data we thought it was clean, it turns out that it wasn't. That means that we have now the opportunity to market it to more people.
Q6: Has the solution contributed to increase consumer's brand awareness? If so, how?	A: Not yet I would say. One of the things I do track from inbound request is whether that inbound request is from a contact who has previously interacted with us, so it is too early to say if percentage has increased. In the last few weeks we had quite new inbounds of people haven't interacted before, so I can't necessarily say that is due to the marketing cloud, that would be a long-term thing to look at.
Q7: Considering the implemented marketing tool, what features do you consider key to support your daily activities?	A: The key thing I think it would be campaign building, especially now how things are changed in the last few months, pushing a lot more our content out, as quickly as possible to try to get ahead of the competition and be front in mind. So, the campaign features, have been key getting things out to market as quickly as possible.
Q8: Is there any other benefit of using Marketing Cloud Platform you would like to mention?	A: Yes, I think, obviously the segmentation is key, that is going to come into play as we have different organizations within the group. The other one I suppose like to highlight would be lead scoring, that would do the same thing where we have 20 different companies in the organization, and it is key for us to identify where the new business opportunities are. So, lead scoring is going to help with that.
Section 3 - Information quality	
Q9: Has the integrated data coming from different sources contributed to enrich consumer profile information? If so, how?	A: I would say for us not yet. Just because we are at the early stages, our data capture at the moment there is not a huge amount, but again it is was one of the reasons we went for marketing cloud, the

	ability to do that. So not yet, but we are expecting it to.
Q10: How has the available data and measures in the marketing tool supported decision taking in marketing initiatives?	A: It hasn't yet, but the way I think we will look at it in the future, we will be able to have a constant review of all marketing campaigns, the materials that are going out and make sure it is affective as possible. The tendency is always to continue what we have been doing before, without a huge amount of review and analysis on it. We will have the ability to do that, it is one of those things that is going to be easier as more of the group companies come onboard.
Section 4 - System quality	
Q11: How flexible the tool is in adapting to new business needs? Please specify.	A: Yes, I mean very. We have lots of different processes, we have lots of people within the same business function working differently and this is one of the reasons we went for the marketing cloud. It fits everyone needs, the obvious one would be the campaign building and possibility to execute different campaigns quickly and effectively.
Q12: Are you confident in terms of information security management of the marketing tool? Please specify.	A: It is not my area of expertise, but I see no reason not to be. I imagine part of that is dependent of our security with CRM system that plugs in, but no reason not to be.

Interview B

Section 1 - Marketing Cloud Platform implementation motivation	
Q1: What is the name of your function in the organization?	A:
Q2: In terms of managing marketing business processes, what were the main limits of the previous situation before implementing Marketing Cloud platform?	A: Get to know the customers, understand their interests and get to know them, be able to communicate with him in order to promote products and relevant information of the company.
Q3: Why did the organization decide to go for Marketing Cloud Platform to manage marketing business processes?	A: The main reason was to have the solutions of the same provider in order to benefit from having all the information.
Q4: How does the implemented solution cover the limits of previous situation?	A: Not everything has been implemented yet, I would say that after we conclude the implementation phase two, we are able to reach 75% of business requirements.
Section 2 - Service quality	
Q5: Has the platform contributed to the increase of interactions of consumers with your brand? If so, what measures are more significant to capture those?	A: It has improved. The most important for us were certain campaigns we did and saw the customers registering in the website, although the number was not big. It is super interesting to have that type of service that we have with marketing, even if it is capturing only the customers that have been registered. Number of emails opened; number of clicks information helped us to find out that some information's were interesting for the customers.
Q6: Has the solution contributed to increase consumer's brand awareness? If so, how?	A: I believe so, it gives us the chance to communicate as brand with those people, even if the user's database is not big yet, keeping in mind that only customer who have given the consent can be contacted. Anyway, I think that helps, even for a limited group of people. For example, we recently did a corona virus related communication for all the registered customers.
Q7: Considering the implemented marketing tool, what features do you consider key to support your daily activities?	A: What really helps is to be able to speak to our customers with regards to the general communication of the organization. After implementation phase two will make it possible to perform buying recommendations, we will be able to get to know better the customer in terms of buying patterns and website navigation.
Q8: Is there any other benefit of using Marketing Cloud Platform you would like to mention?	A: Considering the actual scope, being able to incentive people to register in the website, see the campaigns effect, segment customer with available information.
Section 3 - Information quality	
Q9: Has the integrated data coming from different sources contributed to enrich consumer profile information? If so, how?	A: Yes, for sure. Although, the actual integration is not big yet.
Q10: How has the available data and measures in the marketing tool supported decision taking in marketing initiatives?	A: For an organization which is 100% digital this is fundamental. We need those information's to take decisions, such as number of clicks, number of opened emails. In comparison to the physical shop model, I have the statistics of my website, that is why it is very important that kind of information. Who are the referrals, who are the affiliates who promote traffic to the website? This is very important to understand who is promoting

	us well, which are the most viewed products, the website top searches in order to position the best products. With regards to the actual marketing measures, today the customer database is not big yet, it is still growing.
Section 4 - System quality	
Q11: How flexible the tool is in adapting to new business needs? Please specify.	A: I believe the marketing platform is flexible. The drawback that I would like to mention is the integration, in the beginning we expected to be clearer to the end customer.
Q12: Are you confident in terms of information security management of the marketing tool? Please specify.	A: Yes. The marketing cloud platform is a robust solution, it has always been robust, until now we did not have any prove that robustness is missing. .

Interview C

Section 1 - Marketing Cloud Platform implementation motivation	
Q1: What is the name of your function in the organization?	A:
Q2: In terms of managing marketing business processes, what were the main limits of the previous situation before implementing Marketing Cloud platform?	A: Within the first go-live of the website, the marketing cloud platform was available, and it was the starting point for us to interact with our clients.
Q3: Why did the organization decide to go for Marketing Cloud Platform to manage marketing business processes?	A: Comprehensive offering from the provider, meaning we have the CRM, Commerce, Finance, User consent management platform. The possibility of 360-degree view of the client, without having several party solutions and the need of interconnection and API's between them.
Q4: How does the implemented solution cover the limits of previous situation?	A: We are now using marketing cloud platform to send newsletter communication to our growing database.
Section 2 - Service quality	
Q5: Has the platform contributed to the increase of interactions of consumers with your brand? If so, what measures are more significant to capture those?	A: Here I can't compare to previous situation, so there is no increase we can measure. Regarding performance measurements of interactions, we are having the classical ones, e-mail opening rate, click rate, subscription rate, we are measuring the number of increase of subscriptions compared to traffic. That's basically we have been measuring at the moment.
Q6: Has the solution contributed to increase consumer's brand awareness? If so, how?	A: Considering that this is a new company, it has helped.
Q7: Considering the implemented marketing tool, what features do you consider key to support your daily activities?	A: It is of course the communication and the other thing is the understanding of the database. We are using the marketing cloud platform with segmentation with some parts of analytics to understand more about the audience. Integration with commerce this certainly will be very useful for us to have a mirror of our database. Better understanding where they are coming from, what are they buying, the reactivity of an abandoned shopping cart, it will help us to understand the behaviour our audience of potential buyers and buyers.
Q8: Is there any other benefit of using Marketing Cloud Platform you would like to mention?	A: In general, the power of the marketing cloud platform can only be unleashed to more interconnections and more data feeds. The biggest benefit lies once this information is all available.
Section 3 - Information quality	
Q9: Has the integrated data coming from different sources contributed to enrich consumer profile information? If so, how?	A: Today not yet, in the future we plan to have commerce and social media integration.
Q10: How has the available data and measures in the marketing tool supported decision taking in marketing initiatives?	A: Specially if we look at the email reporting, as we are trying to communicate better, the e-mailing itself, content wise and A/B testing, so we are trying to address how to communicate the content, what is the best message, what is the best formulation. We are looking of course at the opening rates and performance rates of e-mails itself. The click link alias is something we used a

	lot in order to define which content was the most popular, kind of replicating a heat map.
Section 4 - System quality	
Q11: How flexible the tool is in adapting to new business needs? Please specify.	A: I think there are many opportunities. There are many functionalities, there are many evolutions we would like to benefit from. We are aiming to grow fast where we need technology which can handle them also in volume and new technologies applied. So, we see there are many features which would be available to connect to the marketing cloud, which we haven't done yet due to the traffic and volume we have right now, does not make sense yet to install it. Within the adaptation I believe that the tool has opportunities and features to respond to our business needs.
Q12: Are you confident in terms of information security management of the marketing tool? Please specify.	A: As, I'm a business owner, I can't comment on the security level between the transactions, I trust that within the IT provider the data storage is safe towards the outside world and be comprehensive to the GDPR and regulations according to countries.