

# **The influence of marketing technology on the organisational design of marketing functions in South African banks**

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## **Abstract**

The increasing use of marketing technologies in understanding customers and interacting with customers or potential customers has significantly benefitted organisations. These types of technology disruptions are forcing marketing functions to change how they operate. Organisations are faced with the challenges of integrating these technologies into marketing functions and ensuring that they are effectively used. This qualitative study was aimed at understanding the influence of marketing technologies on the design of marketing functions of banking organisations within South Africa. Highlight the challenges and benefits of marketing technologies and suggest recommendations for the effective use of marketing technologies. The study reviewed literature related to understanding the integration of IT into Marketing, new-age technologies and their impact on marketing, and the shift in marketing functions.

The study collected data by interviewing 10 senior marketing professionals working within the banking sector. The findings of the study indicate that marketing technologies have introduced new skills and roles within marketing functions. Requiring marketers to upskill themselves in areas such as data analysis and tech-savvy. Marketing technologies had led to a change in marketing function structures and play an important role as input to how marketing functions are designed in banking organisations.

## **KEYWORDS**

Martech, Marketing Technology, New-Age Technology, Marketing Functions, Marketing capabilities, Digital Marketing, IT in Marketing.

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# **CHAPTER 1. INTRODUCTION**

## **1.1 Purpose of the study**

The purpose of this qualitative study is to understand the influence of marketing technology on how marketing functions are structured and designed in South African banks.

## **1.2 Context of the study**

The use of technology in marketing functions has seen a visible increase in the past few years. As organisations seek to become more relevant to their customers and to thrive in competitive environments, technology has had a very big impact in enabling organisations to achieve these objectives. Technologies used in the marketing industry focuses not only on helping organisation market effectively, but is also aimed at helping marketing functions work efficiently and keep abreast with the consumer trends which are also affected by technology. These types of technologies are empowered by new age technologies such as Big Data and Artificial Intelligence. In a study aimed at understanding the role of new age technology in marketing, Kumar et al. (2021) found the adoption of technology to be an inevitable decision for organisations. In response to the changes that technology brings, organisations have reinvented processes, organisational structures and business models in line with the application of technologies. The study concluded that research on new age technologies in marketing was still at its early stage, with opportunities for future researchers to explore the “potential and business implications of these technologies” (p. 875).

Technology has disrupted a lot of industries changing processes and business models of organisations. The financial industry has been one of the industries affected by technology disruption and had to make changes to some of their business models. With the emergent of Fintech, the traditional banking sector has seen an increase in competitors, Martinčević et al. (2020) conducted a study aimed at exploring the “fintech revelation in the financial industry”(p. 563) which indicated that fintech is a fast growing industry in the financial sector. In the study conducted to analyse the impact of fintech on the banking sector, Siek and Sutanto (2019) suggested that most of the organisation providing fintech are start-ups mostly offering payment gateway solutions and lending solutions. These start-ups are challenging traditional business models and forcing banks to adopt to more agile ways of working. To respond to technology disruption, banks are becoming innovative in the use of technology and are partnering with other tech companies with an attempt to capture the market and stay relevant (Al Ajlouni & Al-hakim, 2018). Banking organisations are investing more on technologies and marketing technologies are part of this investment. Marketing is a client facing function which plays a very critical role in introducing customers to services and products that an organisation has to offer (Selvarasu, 2017). Sozinova (2018) conducted a study with the purpose of developing a concept for applying “information technology in solving marketing problems of modern organisations”(p. 4). The study indicated that high marketing effectiveness was important for modern organisations and that the application of information technology within marketing functions led to high marketing effectiveness. However the use of technologies by organisations also affects the organisational

designs of business function. In a study conducted by Cascio and Ramiro Montealegre (2016) which was aimed at understanding technology is changing work and organisation, one of the findings of the study was that the use of technology in organisation has an effect on the organisational design of the functions within the organisation often creating new and higher skills jobs (p. 355). An example of some of these effects experienced in the banking sector is the reduced number of bank tellers within branches, which has been perpetuated by the use self-services capabilities. In the study conducted to examine the integration of IT and Marketing, Trainor et al. (2010) found that technology has a positive impact on the organisation's ability to reach, attain and retain customers by creating e-marketing capabilities. The study made recommendations for future researchers to give attention to complementary resources such as human resources required to implement IT-enabled marketing capabilities success. For Marketing technologies, such resources would be the skills, structures and capabilities that make up marketing functions. The positive impact that technology adoption has on marketing functions can be measured by how organisations have enhanced the ability to acquire, retain and have good relationships with its customers. This is making it very important for marketing function to ensure that they are structured in a way that complements the effective use of marketing technologies (Masocha et al., 2011). Marketing functions within the banking sector has evolved through the years, which can be attributed to the use of marketing technologies. This study seeks to explore the impact of marketing technologies in the shift of marketing function designs focusing on the traditional banking industry within South Africa.

### **1.3 Research problem**

The increased pressure to use marketing technologies within organisations has led to changes in the role of marketing functions (Purcarea, 2019). Requiring marketers to have skills that have always been outside of the marketing domain (Baltes, 2017). The proliferation of these technologies has also introduced challenges to marketing, making the task of deciding which marketing technologies to adopt for what purpose harder (Zahay, 2021). For example marketing functions within the banking sectors rely on marketing technology tools such DMP (Data Management Platforms) to create and orchestrate audiences that can be targeted with specific banking products based on their behaviours and interaction with the channels owned by the bank. There is a vast number DMP platforms in the market available to use, with similar features and capabilities. However having to find a tool that can integrate with all the banking channels effectively is a difficult task leading to banking organisations having a number of tools that perform the same functions. Marketing departments find themselves regularly tasked with the challenge of ensuring that marketing functions have the capabilities to effectively manage marketing technologies and are structured to support the use of marketing technologies (Martensen & Mouritsen, 2017).

Because marketers were not always required to have techs skills, there is a skills gap that currently exist where marketing functions don't have the technical and specialised skills required to maintain and manage marketing technologies (Baltes, 2017). As organisations adopt these technology solutions, they also need to ensure that they have the technical skills required to use the solutions. This leads to organisations structuring their marketing functions to meet technology

skills requirements and challenging marketers to acquire skills such as technology-savvy skills, data and analytics skills (Jain & Yadav, 2017).

To add to these challenges, the rate at which marketing technologies are being introduced is making it difficult for marketers to keep up with the changes. Marketers have concerns that by the time they adopt a technology, a new technology is already introduced in the market making the current technology obsolete (Zahay, 2021). An overview of some of the research studies conducted on the integration and application of technology in marketing and its functions is depicted in table 1, depicting the evolution of technology within the marketing domain.

**Table 1 - Overview of Previous Research Studies**

<b>Source</b>	<b>Title</b>	<b>Findings</b>
<i>Trainor et al. (2010)</i>	Integrating information technology and marketing: An examination of the drivers and outcomes of e-Marketing capability	The study indicated that technology applied with market orientation can lead to e-Marketing capabilities that can improve an organisation's performance, customer retention and satisfaction.
<i>Kokt and Koelane (2013)</i>	Reflecting on Information and Communication Technology (ICT) in marketing from a marketer's and student perspective	ICT strongly merging in marketing, with marketers finding themselves in a transition period. Application of ICT in marketing should be included as part the marketing curriculum with emphasis on marketing lecturers having to familiarise themselves with this concept.
<i>Dilogini and Shivany (2016)</i>	Framework of Technology in Marketing World: A Theoretical Review	Stated ten applications of technology in contemporary marketing, highlighting that most of them are drivers and contributors to e-commerce which has the potential of changing an organisation's competitive edge.
<i>Schmidt (2017)</i>	Technology's Impact on the Marketing Function	The responsibility of Marketing functions within organisations has become vast and multi-faced. The roles of marketing functions can and have been transformed by technology as it continues to introduce new capabilities.

<i>Jain and Yadav (2017)</i>	Marketing and Technology: Role of Technology in Modern Marketing	New age marketers are closing the gap in bringing marketing closer to the consumer's daily lives with technology playing a big role in contributing to closing this gap. Technology has played a major part in changing marketing and its concept and will continue to so.
<b>Error! Hyperlink reference not valid.</b>	Navigating New Marketing Technologies, Channels and Metrics	Successful 21st century organisations are those that recognises the value of new marketing technologies as part of their business models. The application of these technologies combined with the other aspects of Morden marketing contribute the organisations achieving better results.
<i>Grewal et al. (2019)</i>	The future of technology and marketing: a multidisciplinary perspective	Technology and marketing are a multidisciplinary function that should never be isolated to just one domain. Issues surrounding technology and marketing can be better addressed through working in interdisciplinary teams.
<i>Zahay (2021)</i>	Advancing research in digital and social media marketing	Marketing has shifted from needing to understand the customer to a point whereby marketing practitioners are overwhelmed by the amount of data now available and by the applications that are meant to help them understand customers. Advancements of technology in the marketing profession will continue for years to come, taking a learning-based approach will help marketing practitioners advance the theory in this area.

From the findings of the studies, there is a common indication that technology has an impact on the performance of organisations and marketing as a function. Marketing technologies have transformed marketing functions through the introduction new methods and tools. A number of studies have explored the application of these tools in marketing functions and highlighted their benefits with most the studies focusing on the broader organisational benefits of using technology in marketing such improving the organisation's performance, customer retention and satisfaction Trainor et al. (2010), **Error! Hyperlink reference not valid.**, as well as improving the organisation's competitive edge

(Dilogini and Shivany, 2016). However due to the changing nature of marketing technologies and the integration of new age technologies, marketing technology as a concept is still developing. Literature on the implications of marketing technologies on marketing functional designs is still in its early stages. The study seeks to contribute to this growing knowledge body of knowledge by adding a view from the use of marketing technologies within the banking sector. This study will be focused on understanding the implications that marketing technologies have on the design of marketing functions in the traditional banking sector in South Africa, highlighting challenges and to give recommendations on how managers can approach the application of marketing technologies as well as be best structured to realise the full potential of these technologies.

#### **1.4 Research objectives**

- I. To understand how marketing departments have implemented marketing technologies and explore what the benefits and challenges of using marketing technologies in the banks has been.
- II. To understand how marketing technologies are influencing the changes in the organisational structures of marketing functions as well as the roles and skills introduced by the use of marketing technologies.

#### **1.5 Significance of the study**

Over the years marketing has seen a shift in marketing functions as a result of technology. Organisations have realised the importance of IT systems in enabling marketing innovations which has been seen as a driver to the growth of digital marketing (Buckley, 2015). In the early stages of the evolution of digital

marketing, Brady et al. (2010) evaluated several research studies related to the role of technology in marketing and found that the integration of technology into marketing practices has an impact on the skills required from marketers and suggested that marketers will require IT skills to execute some of their marketing functions. Technology has also been attributed as one of the characteristics of modern marketing, suggesting that marketers need to have skills in using technology and an understanding of emerging technologies for them to be able to identify potential opportunities (Rahnama & Beiki, 2013).

Financial services is one of the sectors most impacted by technology disruption and has become a very competitive environment to operate in, making it crucial to have competent marketing functions that can give the bank a competitive edge (Masocha et al., 2011). The purpose of this study will be to delve into how marketing departments within banks are restructuring marketing functions to cater for marketing technology aimed at giving banks a competitive edge.

The study will also be contributing to the growing body of literature that suggests that marketing technologies has an impact on how marketing departments structure marketing functions. From a managerial point of view, this study will be relevant for marketing managers faced with the challenges of implementing and structuring for marketing technologies. The study will give present findings on the experiences of marketing managers in the banking industry.

Marketing functions may have similar roles within the domain however, the structures of marketing functions differ from one organisation to another and is influenced by the sector that the organisation operates in. This study will be providing a focused view on marketing functions in the banking sector and suggest recommendations on how managers can approach the implementation

of marketing technologies in the banking sector taking into consideration the current challenges and opportunities.

## **1.6 Delimitations of the study**

The study focuses on marketing functions within South Africa banks .The focus group of the study is senior managers and executive marketing professionals with experience in using marketing technologies within the banking sector. The study collects data from marketing functions of banks operating in South Africa and focuses on the South African market. The scope of the study focuses on marketing functions within the organisation, their partner agencies and marketing technology providers used by the organisation.

Even though there are many contributors to the organisational design of a marketing function, this research is delimited to study marketing technology as a contributor. It is not the purpose of the study to list marketing technologies used in marketing functions but rather to understand the impact that marketing technologies have on marketing functions. The scope of the study focuses on technology-specific skills that marketers should have rather than all the skills that are required as part of modern marketing.

## **1.7 Definition of terms**

**Marketing Technology** is described as the combination of strategies, solutions and technologies used by an organisation to reach its marketing goals (Baltes, 2017). Whereas Jain and Yadav (2017) define marketing technology as the medium used to assist marketers in delivering to end-users. (Parimi, 2021)

provides a more comprehensive description that marketing technology refers to the software and applications used by marketers to execute marketing activities and also refers to a marketing technologist as a technically skilled individual in the service of marketing.

**Marketing** is defined as “activities, set of institutions, and processes for creating, communicating, delivering, and exchanging offerings that have value for customers, clients, partners, and society at large” (American Marketing Association, 2017, para. 2).

**Marketing Functions** can be defined as various types of tasks that are performed by marketing teams Naujoks (2020), with **Marketing roles** defined as a set of activities conducted as part of a marketing function (Martensen & Mouritsen, 2017).

## **1.8 Assumptions**

The study assumes that marketing functions in banks operate similarly, this being because main banks within the financial sector are similarly impacted by technology and are in competition with each other. The study assumes that the participants of the study have similar knowledge experience in this field. Since the study focuses on marketing functions, marketers should all have the same basic knowledge of the field with different applications based on organisations and sectors. The study assumes that the participants of the study will be honest when answering questionnaires as data collection from participants will be anonymous and findings will be reported on an aggregated level.

## **1.9 Chapter Outline**

This chapter serves as an orientation to the study, it introduces the study by highlighting the purpose of the study and the background. The chapter outlines the questions that the study aims to address, definitions and terms used in the study and the significance of the study. The chapter also expands more on the scope of the study by outlining the delimitations of the study and assumptions.

## **CHAPTER 2. LITERATURE REVIEW**

### **2.1 Introduction**

The literature reviewed as part of this study was focused on understanding the use of technology in marketing functions. How marketing technology is applied in marketing functions and the shift happening within marketing functions.

The literature is divided into three sections:

- Integration of IT into Marketing
- Application of new age technologies in marketing functions
- The role of technology in the shift of marketing functions

### **2.2 Integration of IT into Marketing**

In building the best suitable marketing capabilities, organisations have realised the benefits of integrating IT into marketing. IT integration into marketing has evolved throughout the years to becoming one of the determining factors of how successful a marketing function becomes (Masocha et al., 2011). In this technology era, marketing departments require the use of technology to build capabilities that will help them research and understand their customers, competitors and the market at large (**Error! Hyperlink reference not valid.**). Continuous advances in the use of technology in external and internal business environments has an impact on how organisations prioritise technology innovation (Masocha et al., 2011). This impact is evident in the marketing domain as marketing managers become more reliant on the use of IT to cope with challenges emanating from the fast paced digital era while ensuring that they

meet customer demands (Trainor et al., 2010). The benefits that can be realised though the integration of IT have been a subject of many researchers within this domain. Some of these benefits include increased profit revenue, improved customer retention and customer experience. The integration of It into marketing also has a direct benefit on the effectiveness and efficiency of marketing functions(Masocha et al., 2011). It is however important to discuss the conditions that are required for this integration to be a success, as there has been some misinformation and misunderstandings when it comes to how IT should be integrated into marketing and what the role of IT vs marketing is (Brady et al., 2010). The success of IT driven marketing initiatives is dependent on the level of collaboration that the two functions have, a number of IT enabled marketing projects have struggled to be effective or deliver results due to the problems arising from lack of collaboration (Buckley, 2015). Implementation of technology requires an intra-functional relationship between IT and Marketing, because in most cases IT staff lack the marketing domain knowledge while marketing managers lack the technical knowledge (Brady et al., 2010). The early involvement of both departments is important to the success of marketing technology projects and is critical in making sure that the solutions selected don't only match the IT expertise but also match the marketing requirements effectively (Brady et al., 2010).

### **2.3 Application of new age technologies in marketing functions**

With the advances of technology and increased accessibility, there has also been a proliferations of technology in the marketing domain (Zahay, 2021).The

widespread adoption of the internet has created the foundation for a lot of advances in technologies available to consumer (Zahay, 2021). An average consumer uses up to five different devices in a day, this setting the tone for how marketers engage with consumers (**Error! Hyperlink reference not valid.**). Marketing technologies are designed to be a blend of marketing and technology, these technologies provide marketers with solutions that allows them to attract and interact with customers in an effective and speedy manner (**Error! Hyperlink reference not valid.**). Zahay (2021) indicated that there were more than 8,000 specialised marketing technologies for different marketing functions that were listed by Chiefmartec.

This growth in marketing technologies has made this technology space to be very competitive with MarTech (marketing technologies) companies integrating new age technologies in an effort to enhance their applications (Baltes, 2017). The proliferation of marketing technology also present some challenges for marketers as they are concerned that by the time they adopt to a technology, a new technology has already come into play (Zahay, 2021). Some of these technologies come with high costs and need technical expertise to run effectively (Baltes, 2017). New age technologies have elevated the capabilities of marketing technologies and are an essential part of the success of marketing technologies. Below is a list of new age technologies influencing marketing:

**Blockchain:** Blockchain refers to a method of storing data in a distributed ledger which is decentralised which allows for a secure transmission of data (Kumar et al., 2021). Popularly used in digital payments and Cryptocurrencies, Blockchain can be used to build consumer trust in the digital advertising and e-commerce industry where transparency and privacy has been a big concern for

consumers(Ertemel, 2018). Another use case for adopting Blockchain in marketing is the use of Blockchain to create tokens in loyalty schemes which is aimed to lead a more complete customer experience (Antoniadis , 2019).

**AI and Machine learning:** AI is described as the ability of training machines to perform tasks that could be performed by humans (Kumar et al., 2021), with the ability of processing large amounts of data which the systems can learn from and make decisions(Mari, 2019). Most marketing technology companies incorporates AI and machine learning into their traditional solutions to enhance its abilities, using this as a value add to their solutions and giving them a competitive advantage in this digital era e.g. Sensei from Adobe (Vishnoi et al., 2018). AI-driven marketing tools are used to automate marketing activities, optimize them and processes data into actionable actions (Mari, 2019).

**Big Data:** Marketing departments are generating a large volume of data from different marketing activities, this combined with other data that is generated within the organisation can be used to generate valuable insights (Vishnoi et al., 2018). IT systems and business intelligence tools are used to collect, store and analyse big data to produce insights for marketing departments. These insights are critical to understanding consumers and customer's trends and preferences (Camilleri, 2020).

**Internet of Things:** Defined as a global infrastructure enabling the information society (Kumar et al., 2021). This allows for a large integration of users, systems and platforms connected via the internet and other communication methods such as Radio Frequency Identification (RFID) (Camilleri, 2020). Internet of Things provides marketers opportunities that can bridge the gap between the physical and digital world making it possible for organisation and marketers to reach and

respond to customer needs at the right time. With initiatives such as sale notifications via the app on customer's device when they visit a store, Marketers are finding ways of connecting to customers where it matters.

The new technologies highlighted in this section have played a big role in shaping marketing technologies. Marketing technologies have evolved into intelligent tools that can equip users with very valuable capabilities and can be used for more than just one function. It is this integration of new age technologies that give marketing technologies the edge and growth currently being experienced.

## **2.4 The influence of technology in the shift of marketing functions**

The role of an organisation's marketing department is to ensure that it attracts, acquires and develops long lasting good relationships with customers which can be beneficial to the organisation as well as customers (Rahnama & Beiki, 2013). Marketing functions are also viewed as multidimensional (Naujoks, 2020), with various roles that consist of bundles of marketing activities or capabilities (Martensen & Mouritsen, 2017). With the evolution of technology and its impact on the society at large, marketing functions have no choice but to adapt. As marketing functions strive to excel in moving goods/services from production to consumption, they often depend on technology to facilitate the different activities involved in these processes (Naujoks, 2020).

Digital Marketing has been one of the prominent concepts in the evolution of marketing functions which is also described as a type of marketing used to reach consumers on digital channels (Sozinova, 2018) or marketing services that are used to engage consumers online (Sinha, 2018). It is however important to clarify

that marketing technologies do not only apply to digital marketing but also applies to traditional marketing as it can be used to facilitate other processes within traditional marketing such as broadcast (Purcarea, 2019). Different studies that have evaluated the changes and evolution of marketing functions have indicated that technology plays a role in this evolution (Schmidt, 2017), (Jain and Yadav, 2017), Grewal et al. (2019). Rahnama and Beiki (2013) refer to the concept of modern marketing as a reflection and response to the new economy in line with the trends currently impacting the society. Modern marketing has also been described as the organisation of marketing processes with the aim of enabling marketing functions to effectively respond to the environment (Purcarea, 2019). Another concept in the evolution of marketing functions is agile marketing which places on emphasis on the speed and flexibility involved in executing marketing activities (Kalaighnam et al., 2021). Agile marketing proposes changes to functional structures in-line with the agile methodologies where marketing teams are cross functional and processes streamlined to achieve outcomes efficiently (p. 36).

Marketing functions are continuously redefining their processes to reflect the different stages that the society is going through. The study argues that marketing functions are evolving due to technological influences however, the main purpose of the function remains the same (Rahnama & Beiki, 2013). Rosenbloom (2013) indicated that the core concept of marketing functions has remained the same since the inception of the marketing discipline and that the things that have been changing are the technologies and methods. The study refers to the shift in marketing functions as an axiom "You can eliminate the middleman, but not the functions he performs" (p. 195). Naujoks (2020) describes marketing functions as

being dynamic with technologies and methods acting as a means to performing basic marketing functions. Marketing activities are moved and shifted to an entity or function that will be more efficient in performing those activities. (Naujoks, 2020). The theory of shifting marketing functions serves as one of the critical factors when reviewing structural changes in marketing channels (Rosenbloom, 2013).

## **2.5 ANALYTICAL FRAMEWORK**

### ***2.5.1 Theoretical Framework: The five effects on digitisation***

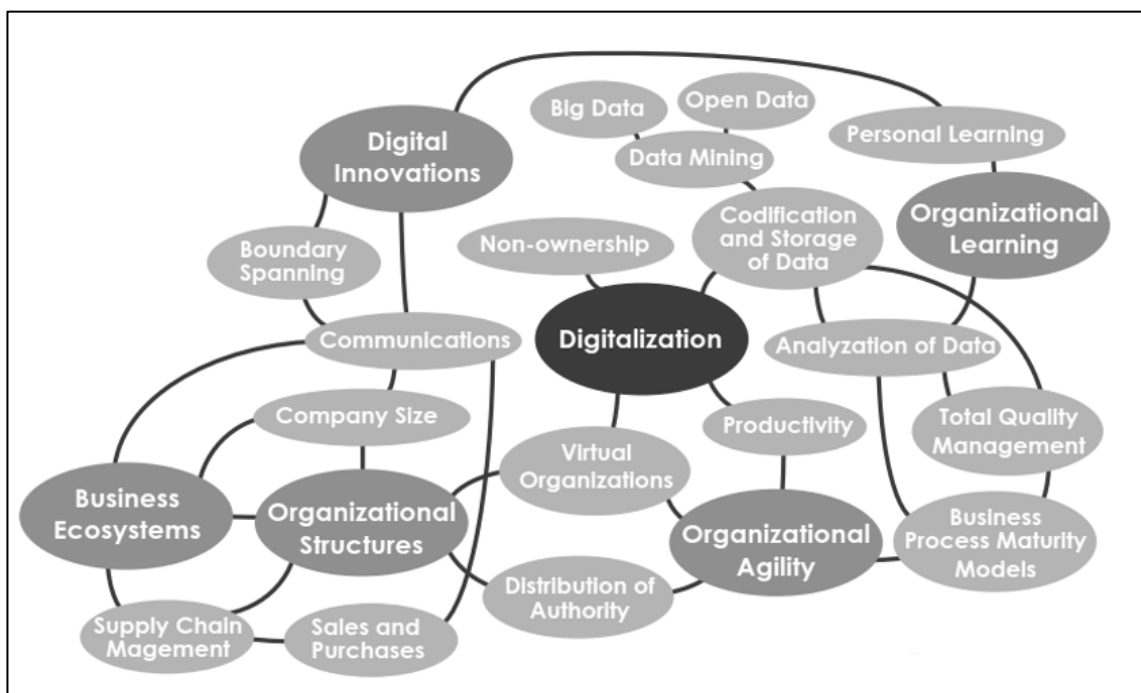
In the research study to review the organisational effects of digitalisation, Markku (2017) developed a framework that depicted five main effects on digitalisation as shown in figure 1:

- **Organisational learning** – Which refers to the organisation's ability to create, share and grow knowledge that equips the organisation's employees with competencies that improves performance of the organisation. Digitisation provide effective tools that can codify and improve analysis of knowledge.
- **Digital innovations** – New technologies are emerging at a faster rate than before, organisations need to adopt processes, cultures and structures that will enable them to manage innovations.
- **Organisational Agility** – This refers to the organisation's ability to structure their workforce and business process in a manner that will enable them to respond to business threats and opportunities.
- **Business ecosystem** – Referring to the overall environment which an organisation is operating in. Digital platforms have become an important

part of the ecosystem as they have been elevated by the use of new technologies.

- **Organisational structures** – Organisational structures have been changing due to the use of technology. Organisations are becoming smaller in sizes with less people required on the middle management level as digitisation has made the accessibility of information easier through programs such as business intelligence enabling lower-level employees with the insights to make informed decisions.

**Figure 1 - Framework of the Effects of Digitalization Markku (2017)**



This framework is aimed at assisting managers to prioritise and focus on the right components of their organisation based on the aspects they want to enhance. Organisational structure has been found to be the aspect mostly affected by digitisation, with organisations opting for flat structures that allows for agility. Using this framework as an underpinning theory, the study will be focusing on

understanding the impact that marketing technologies have on the organisational structures of marketing functions in traditional banks.

Sozinova (2018) attributed the growth of digital marketing to technology influences suggesting that since most of the marketing functions are driven by technology, marketing as we know has now become digital marketing. Naujoks (2020) proposed a different view of how marketing technology is impacting functional structures of marketing, stating that the changes in functional structure are organically driven by the changes in the society with technology acting as one of the influencers. This theory is also supported by Rosenbloom (2013), suggesting that the marketing functions have always adhered to the same core principles with technology acting as a method of execution. These researchers all indicated that there have been a visible shift in marketing functions as the use of marketing technology increased.

### ***2.5.2 Theoretical Framework: Socio-technical Framework***

The socio-technical framework is based on the socio technical systems (STS) theory, which is founded on the idea of designing and optimizing organisational systems by incorporating both social and technical aspects which are interrelated parts of a complex system (Davis et al., 2013). The socio technical systems theory has had a significant impact on how organisations are designing functions, ways of workings and even job profiles. Socio technical systems theory has also been widely used when looking at the social aspects of organisational designs (Davis et al., 2013). The theory represents a complex organisational system as a hexagon with six core components that are interrelated and interdepend.

The socio-technical framework is underpinned by research and past experiences on organisational change (Davis et al., 2013). The framework makes emphasis on the relationship and interrelatedness of tasks, people, technologies and structures within an organisation (Davis et al., 2013). The framework focuses on the following six core elements that are interrelated and embedded within an external environment:

- **People** – Focusing on individuals, teams/functions or departments within the organisation. This element considers the different roles that people have within their functions.
- **Infrastructure** – Which refers to the physical infrastructure that people would be working within.
- **Technology** – Referring to the technologies used by or within the organisation.
- **Culture** – Referring to the organisational culture depicted by the people working in the organisation.
- **Processes or Procedures** – Referring to the standard processes and procedures followed by people within the organisation.
- **Goals** – Referring to the goals that people are working towards within an organisation.

**Figure 2 - Socio-technical system, embedded within an external environment**  
*Davis et al., (2013)*

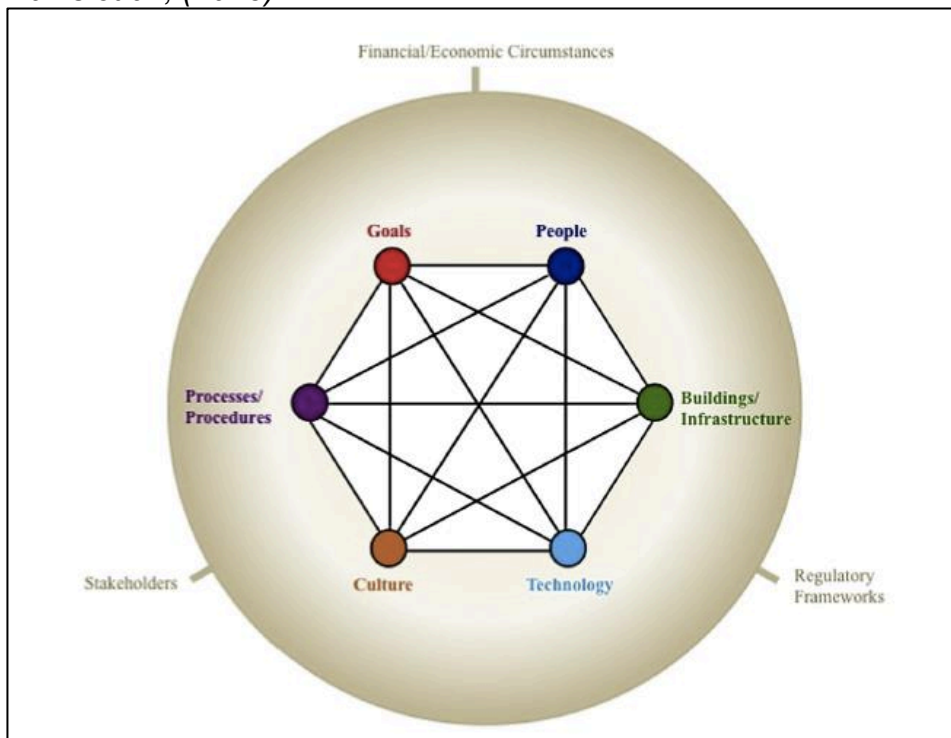


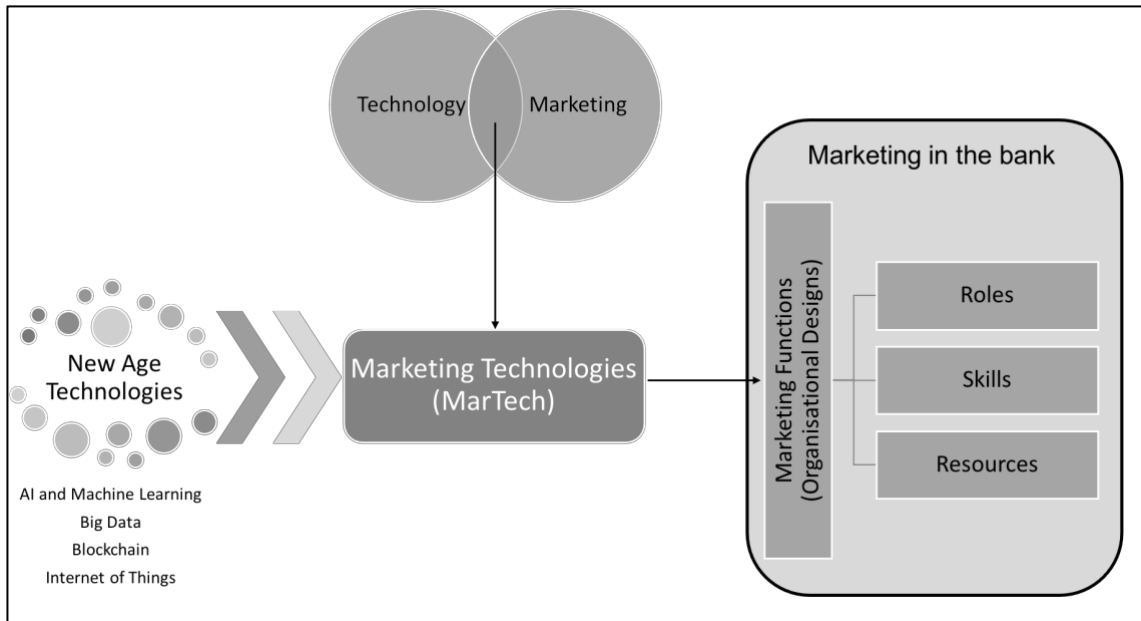
Figure 2 represents the six elements of the socio-technical system with the external environment affecting the complex system. The depiction indicates the interrelatedness of the elements showing how people employed in an organisation are working towards a shared goal, following specific processes, sharing a specific organisational culture, using technologies and working within the same buildings/ infrastructure. Each element on the socio technical system has an impact on the other elements and the system as a whole. This system is also affected by external factors such as regulatory frameworks, external stakeholders and economic circumstances.

The study will be using the socio-technical framework as the underpinning theory to guide and support the research objectives. The study will be applying a microscopic view of the framework by focusing on the marketing organisation as a subset of a banking organisation. The study will be focusing on understanding how the use and implementation of marketing technology as one of the six

elements of the socio-technical system is impacting the design of organisational structures in marketing functions, mainly focusing on the people element of the socio technical system with references to roles, skills and resources.

### 2.5.3 Conceptual Framework

**Figure 3 - Conceptual Framework of the study**



Some studies have classified Marketing Technology as the integration of technology and marketing (Baltes, 2017). Figure 3 presents the relationships formed by this integration to which has been used as the basis of the focus domains for this study. Marketing technologies have elevated the role of marketing become one of the most critical aspects ensuring the success of marketing functions. This has been made possible by the use of new technologies within marketing technologies, providing more intelligent solutions for making marketing more effective. Marketing technologies have an influence on how marketing functions are designed. Marketing managers are challenged with having to ensure that they select the correct marketing technologies that are fit

for purpose and ensuring that they have the relevant roles, skills and resources to support the implementation and management of these marketing technologies.

## **2.6 Conclusion of Literature Review**

The use of technology in marketing has been a growing trend in the marketing domain. This integration has been able to create value for organisations and customers. Marketing departments are seeing marketing technology an enabler to marketing functions. The impact that marketing technologies have on the design of marketing functions is viewed differently by the researchers. There is however a suggestion of an evident shift in marketing functions and that marketing technology is one of the influencing factors of this shift.

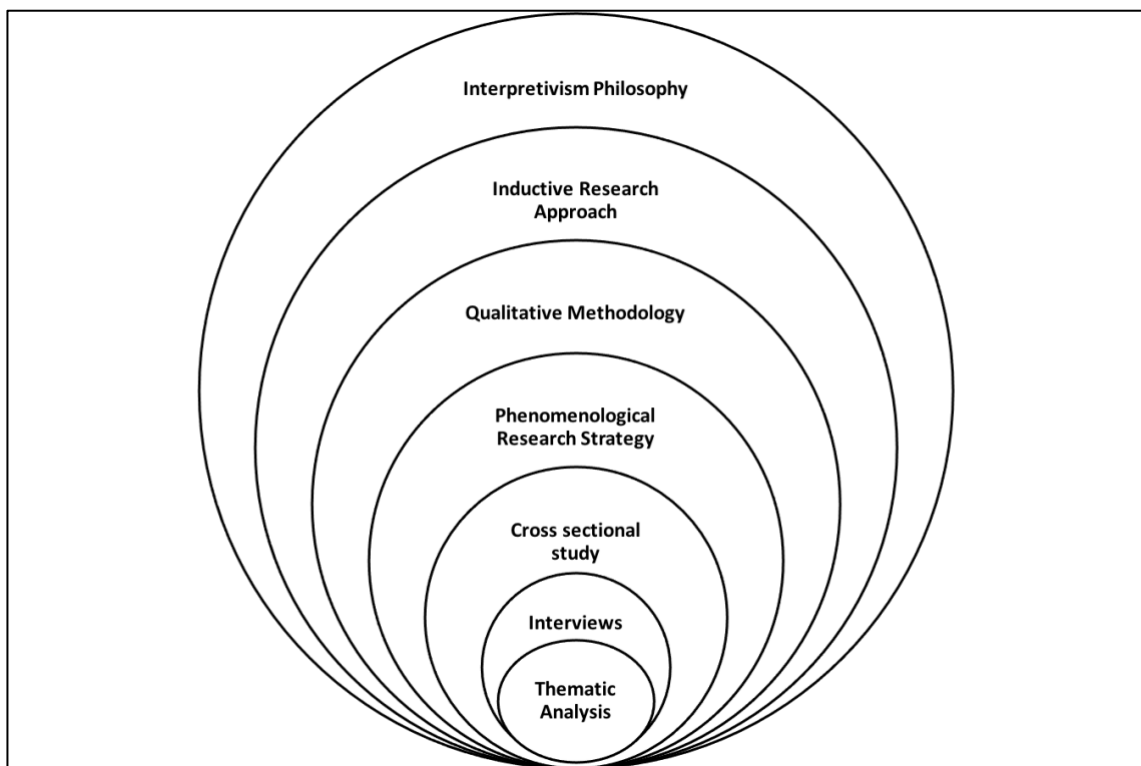
The study will be exploring how marketing technology is impacting the design of marketing functions by attempting to answer the below research questions:

- How are marketing technologies applied in marketing functions of banks?
- Has the implementation of marketing technologies impacted the structure of marketing functions?
- Do marketing departments consider marketing technologies as an input when designing marketing functions?

## CHAPTER 3. RESEARCH METHODOLOGY

The purpose of this chapter is to describe how the research will be designed. Highlighting the different methods that will be used to collect data and the approach that the research will be using. Below is a summarised representation of the research methodology depicted by figure 4.

**Figure 4 - Representation Of The Research Methodology**



The study adopted the Interpretivism philosophical world view, which is concerned about seeking subjective meanings to concepts (Shah & Al-Bargi, 2013) with a view that there is no single truth of what the world is but the truth is relative to interpretation (Petersen & Gencel, 2013). This research approach is particularly focused on exploring and understanding how people see and interpret experiences within a given context (Pietkiewicz & Smith, 2014). The impact of marketing technology on marketing function structures has been interpreted

differently by previous studies considered in this research study. Figure 4 depicts the research methodology that the study adopted. Each section of the methodology is discussed in detail within this chapter.

### **3.1 Research approach**

The study adopted the qualitative research methodology, this research methodology is defined as an iterative process used to get a good understanding of a phenomenon by providing researchers guidelines that can assist them in getting the data required to support their studies (Aspers & Corte, 2019). The qualitative research method is best suited for this type of study, as the study focuses on understanding the narratives of multiple realities in order to answer the objectives of the study through analysis of textual data.

The purpose of the study was aimed at creating a subjective interpretation of individual experiences coming from professionals within marketing departments. Focusing on how the use of marketing technologies influence the designing of marketing functions. The study adopted an inductive research approach. The scope of the study included inputs from senior to executive marketing professionals who work and have experience in the banking environment. The study assumed that these individuals will have a good knowledge of the domain and the concepts that this research study focused on. These professionals are at an organisational level that is usually involved in decision-making regarding marketing technologies that the department should invest in and organisational designs of marketing functions.

### **3.2 Research design**

The study adopted the phenomenological research strategy. Phenomenological studies seek to examine experiences through the views and understanding of the actors involved, with a goal of describing the meaning of events through the actors' understanding (Donalek, 2004). The phenomenological strategy is suitable for the inductive research approach that the study adopted to build its theory and is a subjective strategy (Shah & Al-Bargi, 2013). This approach will be suitable for the research study as it will enable the researcher to answer the research objective effectively. The research study sought to collect data from marketing professionals to analyse and identify common themes associated with their experiences and views on how marketing technologies impact the design of marketing functions.

**Advantages:** The phenomenological strategy gives the researcher enough flexibility to collect in-depth data on the concepts of this study. The concepts evaluated in the study are broad and can be interpreted in many ways, therefore this strategy was well suited for this diversity. This research strategy enabled the researcher to get a detailed understanding of the phenomena and provided the study with rich data.

**Disadvantages:** The phenomenological strategy produces large amounts of data that required more time to analyse. The strategy can lead to researcher biases influencing the study. A lot of consideration and focus was spent on deciding how to present the findings in a meaningful way. The findings of the study can only be used in the context and scope that the study focused on and cannot be generalised.

### **3.3 Data collection methods**

The study collected data through interviews which were conducted virtually. Interviews enabled the researcher to collect the detailed data required for this research study. To answer the research question, participants needed to be allowed to voice their experiences from their point of view and given the chance to elaborate more in order to clearly articulate their statements. Interviews were designed to cater to these requirements and were very beneficial in gathering data for this study.

### **3.4 Population and sample**

Marketing departments within organisations tend to work with partners such as marketing agencies and marketing platform companies. This setup also applies to marketing departments in banks. These strategic partners serve as an integral part of marketing functions and operations. The study collected data from the senior to executive marketing professionals working within South African banks, agencies partners of the banks, and marketing platform providers that provide marketing technology services to banks.

#### **3.4.1 *Population***

The population of the study included the below marketing roles working within marketing departments in South African banks:

- Chief Marketing Officer/Marketing executive
- Marketing director
- senior marketing managers

- Digital marketing managers
- Marketing account managers
- Marketing technology account managers

The population selected for the study included all the main role players involved in decisions concerned with the implementation and management of marketing technology. This population also included marketing professionals involved in the design of marketing functions. The population provided a well-rounded perspective view of the concept of the study. The qualifying criteria for marketing professionals to be included in the study is that, these professionals should be occupying senior or executive management positions with experience in working with marketing technologies in the banking sector.

#### **3.4.2 *Sample and sampling method***

The study adopted the purposive sampling method. Using this sampling method enabled the researcher to collect data from participants who met the specific criteria relating to the focus of the study. The study aimed to gather data from marketing professionals within the banking domain, who are on the senior to executive level. The study sought to include participants that represented a broad perspective. The participants included in the study are not easily accessible and would be difficult to attract through random sampling. The study intended to obtain at least 10 interview responses from the participants divided into the three categories; Professionals with experience in working within marketing departments in the banks (4 responses), Professionals with experience in working within marketing technology providers (3 responses) and Professionals with experience in working within agencies that support the bank (3 responses). The

sample size was decided by taking into account the amount of time allocated to the study and nature of targeted participants. Even though there are a number marketing professionals on the senior and executive level that can be reached, the reach is very limited when looking at the combination of marketing professionals with experiences of working in the banks and working with marketing technologies. Participants were assured that their data will be treated with confidentiality and the findings that will be published in the study will be anonymized. This was included in the participant information page (Appendix A), which each participant received with the meeting request for the interviews.

### **3.5 The research instrument**

The study used interviews to gather data from participants. The interviews were structured in three parts:

**Part 1:** This part focused on collecting data related to the respondent's demographics such as the study's audience group they represent and what their position was. This input was used to assist the researcher in understanding the category that the participants fall under, professionals employed within the bank or partner agencies, or marketing platform providers.

**Part 2:** This part was used to distinguish the extent to which the banking organisations have integrated the use of marketing technologies within their marketing departments or functions and understand the benefits or challenges associated with how they have entrenched these technologies into their functions.

**Part 3:** This part was focused on collecting data about the kind of support that marketing departments require to effectively use marketing technologies and

understand the influence that marketing technologies have on how marketing departments design their functions..

### **3.6 Procedure for data collection**

Data was collected through virtual interviews, using Microsoft teams. Participants were contacted through available contacts within the banking marketing communities and some of the respondents were approached directly. The details of the study were sent via email to respondents. The interviews were conducted and recorded using Microsoft Teams. 11 participants were interviewed but only 10 participants' interview responses were considered in the study. One of the participants that were interviewed did not have the required experience in working with marketing technologies and was still new in her role as a senior manager.

### **3.7 Data analysis and interpretation**

Data collected from the study was analysed using the Thematic Analysis method. Thematic Analysis allows for a range of flexibility in the analysis of theoretical data and is aimed at supporting researchers identify patterns within their qualitative database (Lester et al., 2020). This analysis method enabled the study to generate meaningful data interpretations and identify themes related to the phenomena and also assisted the researcher in ensuring the trustworthiness of the study. The NVivo program was used for data handling and data management. The researcher listened to all the recordings and reviewed the transcripts from these recordings while making notes on the initial findings. The transcripts were uploaded into the NVivo program for further analysis and handling.

Data analysis will follow the below steps:

- **Preparing and organizing for analysis:** The recordings of the interviews were reviewed to ensure that they meet the requirements to be included in the report.
- **Transcribing data:** Data collected through interviews was transcribed from audio files to written formats of text files. These files were uploaded into the NVivo program for further analysis.
- **Exploring and getting familiar with the data:** The researcher reviewed all the audio and transcribed data making notes of key concepts as well as creating a high-level view of how they can structure the data.
- **Coding the data:** Each transcript was reviewed where the researcher reviewed all the responses creating short phrases summing up what was expressed in the responses. Short descriptive codes were created and assigned to the data creating primary themes of the data collected.
- **Identifying themes:** These primary codes were reviewed, analysing the relationships between them and identifying recurring to create sub-categories. These sub-categories were then analysed and grouped into categories related to the objectives of the study.

### **3.8 Limitations of the study**

- The interpretations of the findings of the study are limited to personal views, these personal views influenced the conclusion of the study.
- The study was only limited to South African banks.
- There is a possibility of biases presenting themselves from some of the respondents and the researcher.

- The sample size represented four of the major banks in South Africa which might not be good enough to represent the broader banking sector.

### **3.9 Transferability and dependability**

#### **3.9.1 *Transferability***

To ensure transferability, the study collected data regarding the context of the study from participants and not just participants' views. The study instruments have been designed to cater to this requirement and the interviews were conducted thoroughly allowing participants to clarify any questions they did not understand and to express their views without interruptions.

#### **3.9.2 *Dependability***

The study has been keeping track of all records related to the study to ensure its dependability of this study. All the steps taken throughout the study were recorded including interview recordings, findings from the study were recorded and all recommendations of the study are based on information received from the study's participants.

#### **3.9.3 *Credibility***

The findings represented by the study are based on original information obtained from the participants of the study and were interpreted through the views of the participants. To ensure that information is captured correctly, close attention was applied when obtaining information through interviews, and follow-up questions were made to clarify responses. The information obtained has been stored in its original format which has been used as a reference to report on the study.

#### **3.9.4 Confirmability**

To ensure the confirmability of the study, the path that the study took was recorded throughout the study. The researcher was transparent about how data was collected with a record of data collection stored for any future requirements.

#### **3.10 Ethical considerations**

The respondents of the study were given an option to volunteer to participate in the study. The respondents were allowed to withdraw their responses and which would have been excluded from the study. The purpose of the study was explained to participants and the respondents were given an option to contact the researcher regarding any concerns that they might have. All data collected through the study was stored in a secured electronic data storage. The study did not collect any sensitive personal data and all data was handled with confidence. The data collected was presented as anonymous data. The participants of the study were given the option to request the report of the study and have the right to know how their data is being used in the study.

## **CHAPTER 4. PRESENTATION OF FINDINGS**

### **4.1 Introduction**

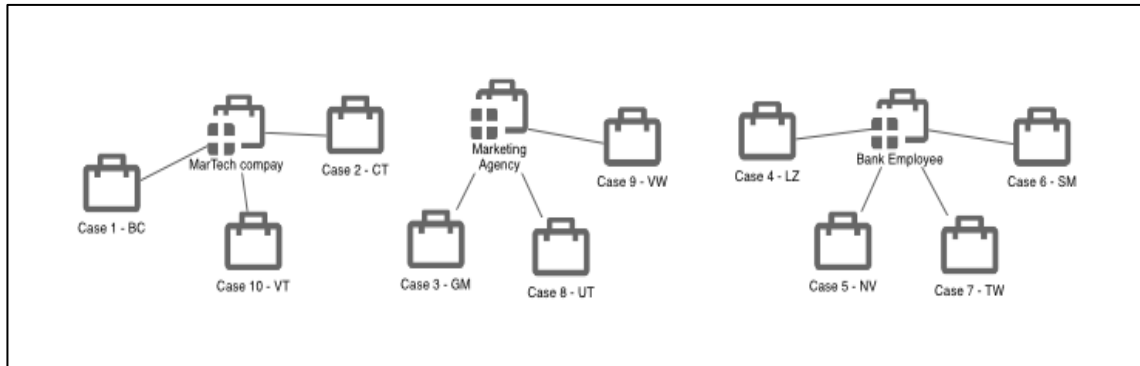
This research aimed to understand the influence of marketing technology on the organisational design of marketing functions in South African Banks. This chapter will focus on presenting the findings of the study. The findings are presented according to the themes and categories identified during data analysis. These themes and categories are aligned with the research objectives. Each objective has had a set of interview questions that were used to collect data from participants. Themes identified from the responses of the interviews have been categorised and will be presented under each research objectives.

The study has two research objectives which are:

- To understand how marketing departments have implemented marketing technologies and explore what the benefits and challenges of using marketing technologies in the banks have been.
- To understand how marketing technologies are influencing the changes in the organisational structures of marketing functions as well as the roles and skills introduced by the use of marketing technologies.

## 4.2 Demographic profile of respondents

**Figure 5 - Demographics of the interviewed participants**



The research study was based on a sample size of 10 interviews conducted with senior marketing professionals which can be placed within three different categories, represented by figure 5. Out of the 10 participants, three of the participants were marketing professionals that worked for marketing technologies companies that provide Martech tools to banking organisations. Three of the participants were marketing professionals employed by marketing agencies that act as agency partners of the banks. Four participants were marketing professionals that were employed by the banking organisation.

Four South African banking organisations were represented by the participants interviewed as part of the sample. Each interview took an average of 40 minutes to conduct, the interviews were conducted on teams and were recorded. The participants were asked question based on the interview guide with additional follow up questions asked where more clarity was required. The targeted participants represented a good view of the top 5 traditional banks within South Africa.

### 4.3 Findings for objective 1

The interview questions for objective one were centered around understanding how marketing technologies are implemented within banking organisations and understanding the challenges and benefits that are associated with the implementation of marketing technologies and the use of marketing technologies.

The findings can be summarised into three categories each made up of several sub-category themes as depicted in table 2, which is also indicating the number of participants that referenced the themes and the number of times each theme was referenced. All 10 participants had input into the categories with the category for integration of IT into marketing functions for implementation of Martech coming out as the most referenced category. The table consists of 4 columns:

- **Categories** – representing the main category themes that were formed from the data collected.
- **Number of subcategories** – representing the number sub categories under each main category.
- **Number of Participants** – representing the number of participants responses that had an input in each category.
- **References** – the number of primary code references linked to each category.

**Table 2 - Categories And Sub-Category Themes For Objective 1**

<b>Categories</b>	<b>Number of Sub- category themes</b>	<b>Number of Participants</b>	<b>References</b>
<i>Integration of IT into Marketing Functions for implementation of Martech</i>	4	10	61

<i>Challenges of Using Martech in Marketing Functions</i>	2	10	55
<i>Benefits of using Martech In Marketing Functions</i>	5	10	27

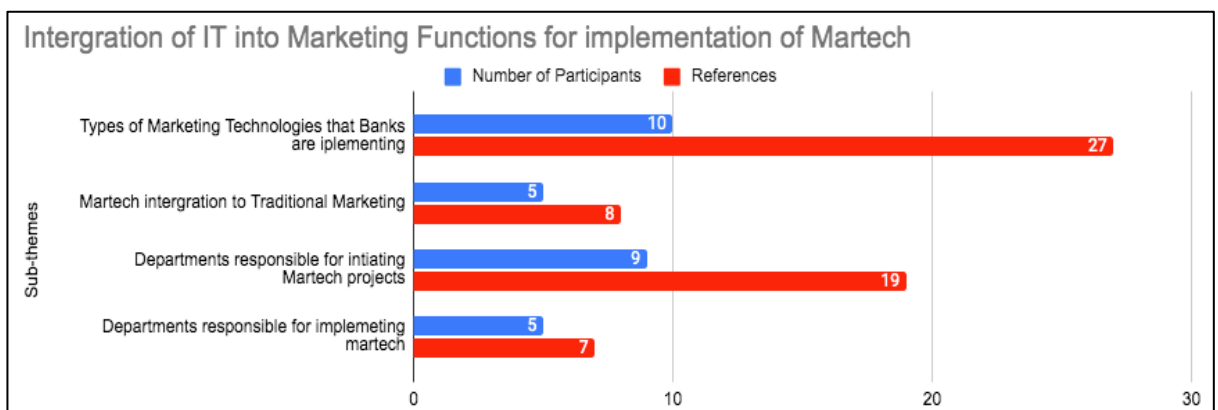
### 4.3.1 Integration of IT into marketing functions

The integration of it into marketing functions for implementation of Martech category was focused on understanding which departments within banking organisations are usually tasked with implementing marketing technology and what type of marketing technologies are being utilised in banking organisations. Four sub-category themes were identified from the data collected from the responses of the interviews namely:

- Types of marketing technologies that banks are implementing
- Martech integration to traditional marketing
- Departments responsible for initiating Martech projects
- Departments responsible for implementing Martech

Figure 6 below is showing the number of participants that made reference to the sub-theme during the interviews and the total number references made by participants adding to each sub-theme.

**Figure 6 – Sub-Category themes for integration of IT into Marketing Functions**



### **Types of Marketing technologies that Banks are implementing:**

Participants reported that banking organisations are interested in implementing technologies that can be used enterprise-wide. The marketing technology should be scalable and should have been implemented somewhere else before. Data security and governance play a big role in evaluating and deciding which technology should be implemented within banking organisations, therefore all marketing technologies are assessed to ensure that they meet the bank's requirements for data security and governance. Participants indicated that banking organisations are interested in implementing marketing technologies that can allow them to understand their customers' interactions with the bank in relation to all the channels that are made available to banking clients. One participant indicated by a statement such as, *"So I think our technology stack for banks centres mainly around understanding your customer better"*. These technologies should be able to assist with access to data and the unification of data which can be used for insights by marketing functions. Below is a list of some of the popular marketing technologies that banking organisations have implemented:

- Marketing cloud
- Data management platforms and customer data platforms
- Marketing optimisation tools
- Digital Asset Management tools
- User experience management tools

### **Martech integration into traditional marketing**

Participants reported that marketing technologies have evolved traditional marketing and continue to evolve this function. This evolution is not replacing the core fundamentals of traditional marketing as these fundamentals are still required as the primary foundation of marketing functions, with marketing technologies enhancing the performance of marketing functions.

Most of the participants highlighted that traditional marketers need to upskill themselves in order to stay relevant. One of the participants reflected this through the following statement: *“You will become irrelevant because you won't be able to use the systems that we are saying are doing marketing and helping us market better. So yeah, so they will need to upskill as marketing professionals”*.

The participants reported that there is still a need for more education and awareness regarding marketing technologies as Martech requirements are still an afterthought when executing campaigns. Some participants reported that it is much easier to upskill a technical person, by giving them marketing domain knowledge to assume the role of managing marketing technologies.

### **Departments responsible for initiating Martech project**

Participants reported that the initiation of marketing technologies in banking organisations is conducted by different departments, with the IT department being one of the popular departments that is responsible for initiating marketing technology projects. Some participants reported that the initiation of marketing technology projects is a joint responsibility between the marketing department and IT department.

Some participants indicated that the initiation of marketing technology projects can come from departments that are not within marketing or IT, such as the user

experience team or the product teams as indicated by a statement from one of the participants who work for a market technology provider. *“what happened was the entire suite of how you market service and, you know, sold to a client started to change. And that all started to fall under and more of a customer experience hub than it did just the marketing department itself”*. Initiation of marketing technology is also driven by the mandate that needs to be achieved by the technology. Participants have reported a shift in responsibility of initiators of marketing technologies, which includes shifting of marketing technology project initiation from IT Departments to marketing departments and shifting of marketing technology project initiation from marketing departments to user experience department.

### **Departments responsible for implementing martech**

Most participants reported that the implementation of marketing technologies is the responsibility of the IT department as this is where you would find most of the technical skills. One participant stated this in a statement that said *“So in our organization, we've got a department or cluster called Group Technology. That's the cluster that is central to introducing any technologies and implementation of”*. Some participants reported that the implementation of marketing technologies is a collaboration between IT departments and other departments. Participants also highlighted the fact that the team responsible for the implementation of marketing technology projects are not usually the teams that will be using the system or responsible for maintaining the system.

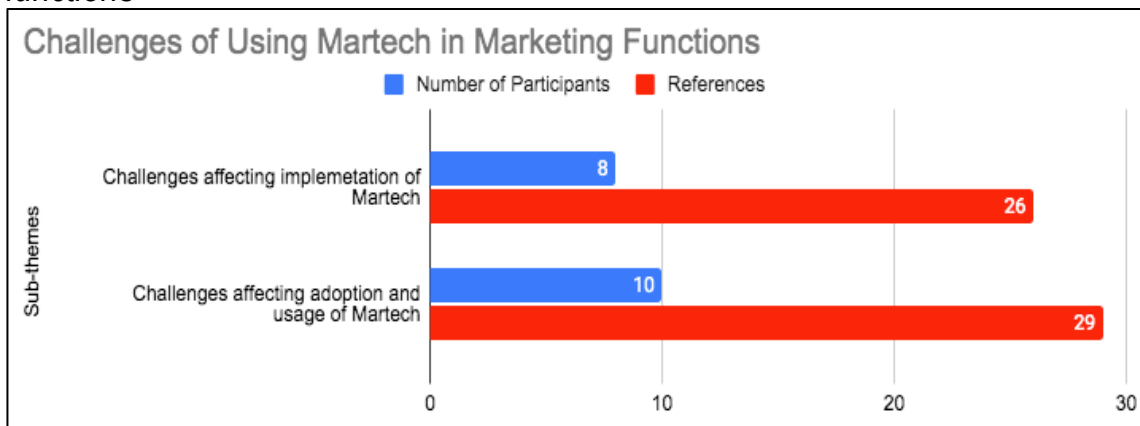
### 4.3.2 Challenges of using Martech in Marketing Functions

This category focused on understanding the challenges that are associated with the implementation of marketing technologies and the use of marketing technologies within marketing functions of banking organisations:

- Challenges affecting implementation of Martech
- Challenges affecting adoption and usage of Martech

Figure 7 below is showing the number of participants that made reference to the sub-theme during the interviews and the total number references made by participants adding to each sub-theme.

**Figure 7 – Sub-Categories for challenges of using Martech in marketing functions**



#### **Challenges affecting implementation of Martech**

Participants reported that legacy systems and systems that cannot be integrated are one of the biggest challenges affecting the implementation of marketing technologies. Participants indicated that the lack of requirements understanding and data requirements understanding is a challenge to the implementation of marketing technologies. Conflicting requirements from stakeholders has also been cited as a challenge when implementing marketing technologies.

Some participants reported that processes and approvals were a challenge to the implementation of marketing technologies which also negatively impacted the cost of implementations. Some participants indicated that the lack of understanding of marketing by IT departments is a challenge in the implementation of marketing Technologies. Participants also cited that complication of use cases when doing the initial implementation causes challenges. Below are some of the utterances from the participants:

*“IT doesn't fully understand what marketing does”*

*“Challenges with that specifically in banking is that banks have legacy systems which are not built to integrate with the new marketing technologies”*

*“Because just approving of the concept takes it can take the whole year or two years. It becomes an expensive exercise for the technology partner which obviously you as the marketing lead that's trying to see this thing, you have to absorb those costs as well”*

### **Challenges affecting adoption and usage of Martech**

Participants reported that the lack of marketing technology skills is a challenge that is affecting the use and adoption of marketing technologies within marketing functions. Participants also cited access to data as one of the biggest challenges that are affecting the use of marketing technologies, this challenge is also driven by people working in silos. One participants made the following statement: *“You would have a marketing team. And they're all very siloed. And the skill is within each team very vastly. And then they all have their own processes and they all have their own systems”*. Participants reported the lack of dedicated technical support within the function as one of the challenges inhibiting the use of marketing technologies. Participants indicated that some marketers are threatened by new

technologies and are therefore reluctant to use these technologies, while other marketers have aligned themselves with specific technologies and only want to use technologies that are familiar to them.

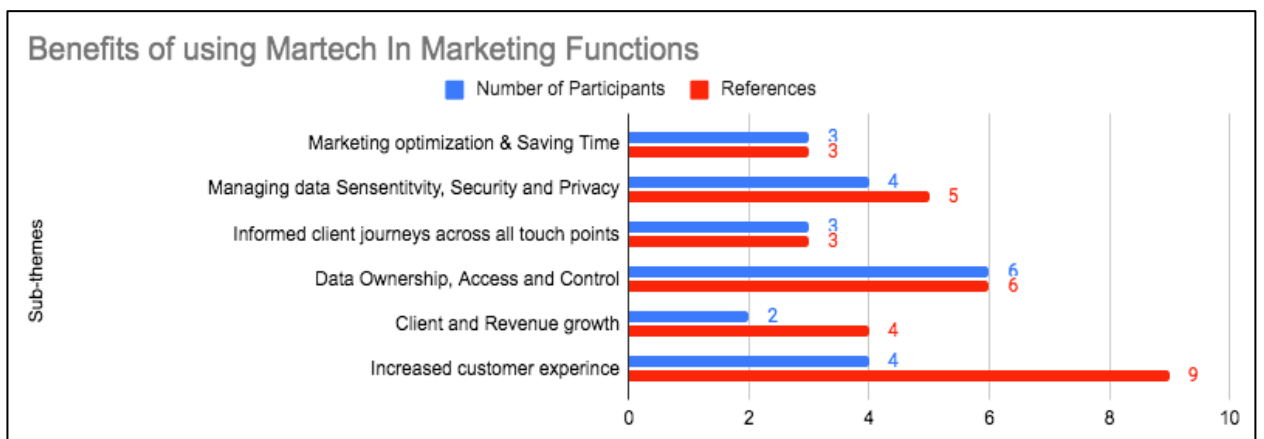
### 4.3.3 Benefits of using Martech In Marketing Functions

This category focused on understanding the benefits that marketing functions have realised by using marketing technologies in their everyday processes. This category consists of six sub-category themes:

- Marketing optimization & Saving Time
- Managing data Sensitivity, Security and Privacy
- Increased customer experience
- Informed client journeys across all touch points
- Data Ownership, Access and Control
- Client and Revenue growth

Figure 8 below is showing the number of participants that made reference to the sub-theme during the interviews and the total number references made by participants adding to each sub-theme.

**Figure 8 – Sub-Categories for benefits of using Martech in marketing functions**



### **Marketing optimization & Saving Time**

Participants reported the ability to save time on manual tasks that can be automated via marketing technology as one of the benefits that they have realised by using my Martech, one of the participants said *“I think the key benefits is with automation, you save time”*. Some participants have indicated that the ability to solve more than one business problem using the same capability has been one of the best benefits of using marketing technologies.

### **Managing data Sensitivity, Security and Privacy**

Most participants have indicated that the capability to be able to manage data sensitivity, security and privacy through marketing technologies is one of the benefits of using marketing technologies. This capability ensures that banking organisations are able to implement regulatory requirements and standards governing the operations of banks. This was emphasised by one of the participants who said *“I think another benefit is that things like because the organization that I work with, it's in the financial space, things like security is also quite important and also regulations in terms of what you can do with people's data together”*.

### **Increased customer experience**

Participants reported that the capability to have an informed view of client journeys that run across all customer touchpoints was one of the biggest benefits realised by using marketing technologies. Participants also cited that the ability to better understand customers in an effort to retain them was a benefit of using marketing technologies, one of the participants expressed this through a statement which said *“Um, so the benefits of those technologies is obviously to give us more data and insights into what is happening across the board”*.

### **Data Ownership, Access and Control**

Participants indicated that having a single source of data and real-time information, simplifying access to data for better decision-making, and owning the data were some of the benefits realised by using marketing technologies. One participant stated this benefit by saying *“you can have a view of different information consolidated into one”*.

### **Client and Revenue growth**

Participants reported growing revenue and client base as some of the benefits that came with the implementation and use of marketing technologies. One of the participants stated the following *“We've seen spikes of 20% of revenue increase, access optimization”*.

## **4.4 Findings for objective 2**

The interview questions under objective two were centered around understanding the kind of support required by marketing functions in order to effectively use marketing technologies as well as understanding the roles and skills introduced by the use of marketing technologies and how these marketing technologies are impacting the organisational designs or structures of marketing functions.

The findings can be categorised into three categories each made up of several sub-category themes as depicted in table 3 . All 10 participants had input into three categories with the category for Ensuring effective use of Martech of Martech coming out as the most referenced category. The table consists of 4 columns:

- **Categories** – representing the main category themes that were formed from the data collected.

- **Number of subcategories** – representing the number sub categories under each main category.
- **Number of Participants** – representing the number of participants responses that had an input in each category.
- **References** – the number of primary code references linked to each category.

**Table 3 - Categories And Sub-Category Themes For Objective 2**

<b>Categories</b>	<b>Number of Sub-category themes</b>	<b>Number of Participants</b>	<b>References</b>
<i>Skills and Roles introduced by Martech</i>	3	10	26
<i>Role of Martech in restructuring and designing of marketing functions</i>	2	10	19
<i>Ensuring effective use of Martech</i>	3	10	54

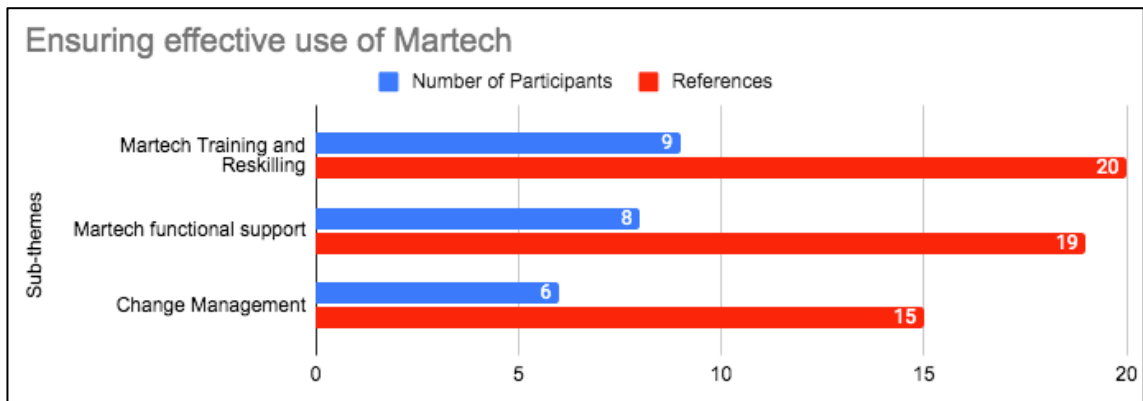
#### **4.4.1 Ensuring effective use of Martech**

The category for ensuring effective use of Martech was focusing on understanding how marketing functions can better equip themselves to support the implementations and adoption of Martech by marketers. The researcher aimed to get a view of the type of ecosystem required for the effective use of marketing technologies by looking at aspects such as internal and external technical support, skills, and the environment. This category has three sub-category themes:

- Martech training and reskilling
- Martech functional support
- Change Management

Figure 9 below is showing the number of participants that made reference to the sub-theme during the interviews and the total number references made by participants adding to each sub-theme.

**Figure 9 – Sub-Categories for Ensuring effective use of Martech**



### **Martech training and reskilling**

Participants indicated the need for ongoing training and re-skilling of marketers within the function of marketing technologies as one of the fundamental requirements for ensuring that marketing technologies are used effectively. This training and reskilling should not only focus on marketing technology platforms and tools but should be focusing on the entire ecosystems of which marketing technologies are part of. One of the participants expresses this through the following statement *“So I think when I say change management and I talk about upskilling and training and engagement, it's more around training individuals on how to approach and think about the spaces”*. Participants indicated that improved usage becomes easier when team members are able to train one another.

### **Martech functional support**

Participants Indicated that different kinds of support are required from all stakeholders involved in the use of marketing technologies. Participants indicated that driving usage should be first supported by executives/top leadership and that digital transformation should be high on the agenda of these leaders. One of the participants said *“Leadership, is important in making sure that with the right sponsorship, there’s accountability for that money being spent and the people spending the money are clear on when the return on that investment is”*. Participants highlighted the importance of support from agencies and implementation partners, indicating that these partners should ensure that they are part of post-implementation support and provide ongoing support and advice on marketing technologies used within the functions.

Most participants reported that the support of a skilled technical team sitting within the function is very important in ensuring that marketing technologies are being effectively used. Having this team as part of the marketing function would make it easier for marketers to get effective assistance with any issues that they might encounter while working with marketing technologies.

### **Change Management**

Most participants highlighted the requirement for proper change management when implementing and introducing new marketing technologies. This change management approach should be people-centered and not technology-centered. This finding was supported by one of the participants that said *“So I think when I say change management and I talk about upskilling and training and engagement, it’s more around training individuals on how to approach and think*

*about the spaces. And then they can do that, how to use it and effect it has and building the capability”.*

It is important to ensure that all stakeholders and role players are involved in the early stages of implementing marketing technologies as they can influence the adoption of marketing technologies within the functions. Marketers should be made aware of the impact that marketing technologies have on the delivery and objectives of their day-to-day work.

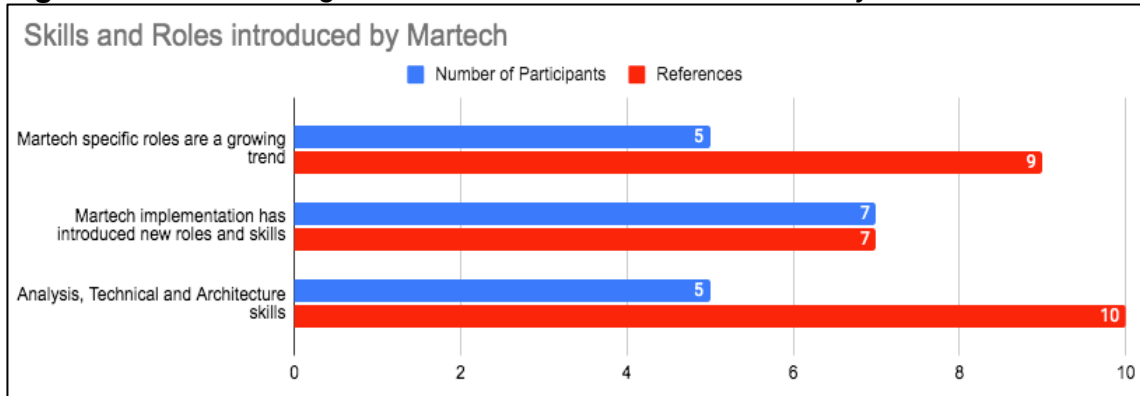
#### **4.4.2 Skills and Roles introduced by Martech**

The focus for this category was to understand whether the use of marketing technologies has led to the introduction of new skills and roles within the marketing function as well as to understand the type of skills and roles that have been introduced as a result of the implementation and use of marketing technologies within marketing functions in banking organisations. This category consists of three sub-category themes:

- Martech Implementations have introduced new roles and skills
- Martech specific roles are a growing trend
- Analysis, Technical and Architecture skills

Figure 10 below is showing the number of participants that made reference to the sub-theme during the interviews and the total number references made by participants adding to each sub-theme.

**Figure 10 – Sub-Categories for skills and roles introduced by Martech**



### **Martech Implementations have introduced new roles and skills**

Most of the participants reported that from their experiences, implementation of marketing technologies within marketing functions has introduced the requirement for new roles within the functions and has also introduced new skills. Some participants have indicated that the implementation of marketing technologies in marketing functions has not introduced new roles but has led to the enhancement of skills of marketers within the function, with one of the participant stating the following when asked if Martech has introduced new skills *“I think so, and I think that you can't get away from it”*. Some participants reported that new skills were introduced by the implementation of marketing technologies however these skills do not sit within the marketing function.

### **Martech specific roles are a growing trend**

Participants reported that they have been seeing a growing trend in the requirement for marketing technology-specific roles with new roles such as marketing technologists being introduced in the market. One of the participants said when explaining the role *“And yeah, it's someone who basically looks after and more of the management of that technology because they've got a technical*

*capability*". Banks and marketing agencies have created roles focusing on the management implementation and use of marketing technologies. The demand for marketing technology-specific skills has been growing all over the world but is still particularly scarce within South Africa, making this a very competitive market. Banks have to compensate for these skills by partnering with agencies that can assist with filling the gaps.

### **Analysis, Technical and Architecture skills**

Analysis, technical and architecture skills were reported as the most sought-after skills required and introduced by the use of marketing technologies. One of the participants explained one of the skills set as *"So you've got I mean, what they often call in business architects so it's someone with a not, not like a coder but has a, you know, a technical background in which they can help manage the process"*.

Participants indicated that skills such as technologists with marketing domain understanding are critical skills required for using marketing technologies. Participants highlighted that there have been changes in skill sets required in marketing functions from just creative people to including people who are solution-based thinkers and problem-solvers. Most participants indicated that data analysis, business analysis, and business architecture skills have become some of the important skills to have.

#### **4.4.3 *Role of Martech in Restructuring and designing of Marketing functions***

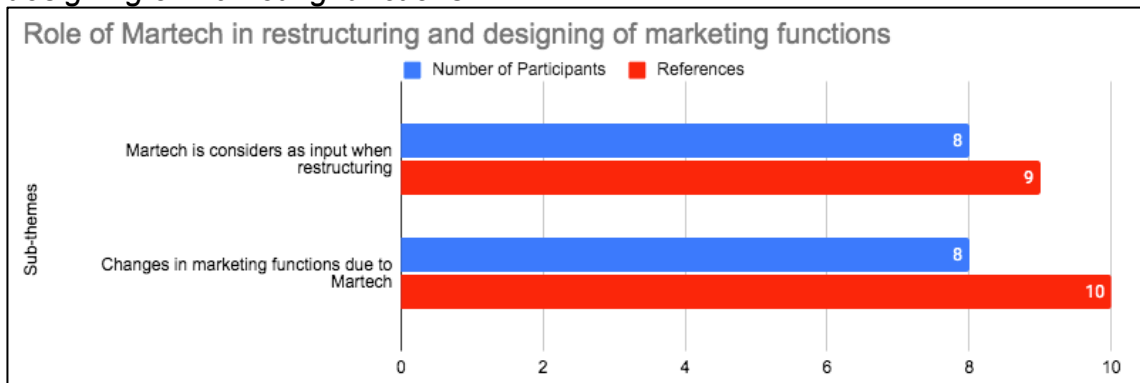
The focus of this section was to understand whether the implementation of marketing technologies has introduced the requirement to restructure marketing

functions and whether marketing technologies are considered as input when restructuring or designing new marketing functions. This category has two sub-category themes:

- Martech is considered as input when restructuring
- Changes in marketing functions due to Martech

Figure 11 below is showing the number of participants that made reference to the sub-theme during the interviews and the total number references made by participants adding to each sub-theme.

**Figure 11 – Sub-Categories for the role of Martech in restructuring and designing of marketing functions**



**Martech is considered as input when restructuring**

Participants have reported that marketing technologies are considered as an input of how marketing functions should be structured, with one of the participants expressing this in the following statement *“Yep. Yeah. UM, yeah, I’ll say. there are situations, where marketing technologies are considered as input, especially from those brands that are more like market forecast or say or client focused”*. Some participants indicated that marketing technologies have massively impacted restructuring within marketing functions. As these technologies are being introduced into marketing functions the right environment has to be created so that the marketing technology and people can coexist in harmony.

### **Changes in marketing functions due to Martech**

Participants have indicated that implementations of marketing technologies have led to changes in the structure of marketing functions. One of the participants supported this with a statement that said *“Yes, absolutely. Because you're now adding with more tools and more data comes more time you needed to be when you have so much time, which means you need to increase capacity, but with the right skills”*. These changes are not only visible and happening within the banking sector but in all sectors. Some participants have indicated that the changes in structures due to marketing technology is actually slower in banks as compared to other sectors, also stating that organisations that are more mature in marketing have already made huge changes to their structures due to the use of marketing technologies.

### **4.5 Summary of the findings**

The findings of the study were presented by creating categories within each objective and linking these categories to subcategory themes that were identified from the responses of the interviews. The findings of the study indicate that banking organisations have different approaches to the implementation of marketing technologies, however, IT departments play a big role in the implementation of marketing technologies. The findings of the study have highlighted both challenges and benefits of implementing and using marketing technologies in relation to banking organisations.

Participants have indicated that having proper support in place is critical in ensuring the effective use of marketing technologies. This support should include

technical support, leadership support, and change management. Most participants have also reported that the use of marketing technologies in marketing functions has led to the introduction of new roles, skills, and restructuring requirements within the functions. Some participants reported that marketing technologies have merely enhanced current skills within the functions. Some of the new skills highlighted were related to business and data analysis skills as well as architecture skills. Participants have indicated that marketing technologies are being considered as input when designing new marketing functions.

## **CHAPTER 5. DISCUSSION OF FINDINGS**

### **5.1 Introduction**

This chapter will be discussing the findings of the research in relation to the aim of the study, which is to understand the influence of marketing technologies on the organisational design of marketing functions in South African Banks. This chapter will interpret and explain the findings of the study as well as discuss the significance and implications that these findings have on the study and previous literature reviewed within the study. The chapter will be discussing the findings related to the two objectives of the study. Under each objective, the discussion is summarised by categories created from themes identified from the data collected in the study.

### **5.2 Discussion for objective 1**

#### ***5.2.1 Integration of IT into marketing functions***

Findings from the study indicate that banking organisations are interested in implementing marketing technologies that can allow them to better understand their customers and interactions between the banks and customers in all the channels that are made used by customers. Cvitanović (2018) indicated that consumers can use up to five different devices in a day while interacting with brands. Banking organisations are looking for marketing technologies that can allow them to create seamless user experiences in all customer's touchpoints.

The findings of the study suggest that the ability to access data and use this data for insights is one of the important functions that marketing technologies should

be able to perform. This is evidenced through the implementation of tools such as the data management platform and customer data platforms. These marketing technologies apply different aspects of new-age technologies such as Big Data, where large amounts of data can be collected from marketing activities Vishnoi et al. (2018), and AI to learn and produce insights that can be actioned by the marketing function (Mari, 2019).

The findings suggest that the integration of marketing technologies into marketing functions is evolving traditional marketing and encouraging traditional marketers to upskill themselves in order to stay relevant in the market. This evolution has also been suggested by Masocha et al. (2011), stating that technologies improve the effectiveness and efficiencies of marketing functions. The findings of the study also highlighted the fact that traditional marketing fundamentals still play an important role in marketing functions viewing the integration of marketing technologies as an enabling capability to perform marketing activities better. Rosenbloom (2013) argues that the core concepts of marketing cannot be changed by the use of technology, this phenomenon is also supported by the findings of this study.

The findings of the study propose that there has been a shift in departments that are responsible for initiating marketing technology projects. This is an indication that marketing technologies are not only being used in marketing functions but in other functions that are integrated with marketing. Most of the literature reviewed as part of this study focuses on marketing functions and IT departments as the main users and stakeholders of marketing technologies. However, the findings from this study indicate a shift in the use of marketing technologies from

marketing departments to other departments such as user experience departments.

The findings of the study indicate that the IT Department is mostly responsible for the implementation of marketing technologies within banking organisations. The participants in the study assumed that this would be because technical skills are usually sitting within the IT departments. The findings of this study also indicate a growth in collaboration between marketing and IT departments in the implementation of marketing technologies. The importance of collaboration between marketing and IT departments has been highlighted in the literature reviewed as part of this study, with researchers such as Brady et al. (2010) highlighting that the implementation of marketing technology requires an "intra" functional relationship where the two functions can leverage each other's skills.

### ***5.2.2 Challenges of Using Martech in Marketing Functions***

The findings of the study suggest that legacy systems used by banking organisations are some of the biggest challenges affecting the implementation of marketing technologies. The lack of marketing domain understanding by IT departments and approval processes has also been cited as negatively impacting the implementation of marketing technologies as well as the cost of implementation. Buckley (2015) discusses how some IT-enabled marketing projects have struggled to deliver results due to a lack of marketing involvement. This is also supported by Brady et al. (2010), Highlighting that in most cases IT lacks the marketing domain knowledge required to effectively implement technologies in marketing functions. Conflicting stakeholder requirements and lack of requirements understanding are some of the challenges presented in the

findings which are also related to the implementation of marketing technology being led by IT departments with limited marketing knowledge.

The findings from the study indicate that the lack of marketing technology skills within marketing functions plays a big role in affecting the adoption and use of marketing technologies. This has an impact on the technical support that marketing functions need to continue using marketing technologies effectively. This lack of skills is also impacted by the fast-paced proliferation of marketing technologies within marketing functions resulting in marketers being overwhelmed and feeling like they cannot keep up with the changes happening (Zahay, 2021). Marketers are not only feeling overwhelmed but also feel threatened by these new technologies and therefore become reluctant to use marketing technologies.

### ***5.2.3 Benefits of using Martech In Marketing Functions***

The findings from this study suggest that marketing professionals view the ability to save time through the automation of manual tasks and the ability to solve more than one problem with one capability as one of the benefits of using marketing technologies. In a study conducted by Sozinova (2018) which focused on developing a concept for the application of IT in solving marketing problems, high marketing effectiveness was identified as one of the benefits that resulted from the application of this concept. The findings of this study were in support of this view.

The findings of the study highlight the importance of managing data sensitivity, security, and privacy within the banking environment. This aspect of managing data properly has direct implications for the bank as it forms part of regulatory

requirements. The capability for ensuring data security and privacy is part of the functionalities that are made available through the use of new-age technologies (Ertemel, 2018).

Reaching, attaining, and retaining customers are the main objectives of marketing functions. The findings of the study indicate that having an informed view of the end to end customer's journey across all channels and touchpoints is one of the effective benefits of using marketing technologies as technologies such as Martech enhance the capabilities to reach, attain and retain customers Trainor et al. (2010).

The findings of the study suggest that having one single source of data that can be accessed in real-time and used for decision-making is one of the important benefits that have been realised by using marketing technologies. This is made possible by the use of new-age technologies such as AI & machine learning as well as big data (Mari, 2019). Some of the researchers make references to tools such as 'Sensei' from Adobe which is the AI tool integrated into most of adobe's technologies (Vishnoi et al., 2018). The findings of the study indicate that revenue growth and growth in client base is one of the benefits that marketing functions have realised by using marketing technologies. Trainor et al. (2010) supports these findings not only as benefits to marketing functions but also as important benefits to the organisation.

## **5.3 Discussion for objective 2**

### **5.3.1 *Ensuring effective use of Martech***

The findings of this study indicate that ongoing training and re-skilling of marketers on the use of marketing technologies, processes and ecosystems involved in marketing functions is important in ensuring the effective use of marketing technologies. Researchers from previous literature that has been reviewed as part of this study have emphasised the impact of skills requirements in making sure that marketing functions are able to effectively use marketing technologies. Rahnama & Beiki (2013) argues that Martech skills are not only important in managing marketing technologies but are also critical in understanding and identifying potential opportunities that can come from these technologies.

The findings of the study highlight the fact that executive leadership buy-in is important in driving the adoption and use of marketing technologies within marketing functions. It is also important to ensure that there is buy-in and support from all stakeholders impacted by the use of marketing technologies. Martensen & Mouritsen (2017) highlighted the importance of making sure that marketing functions have the capabilities to effectively manage marketing technology and are also structured in a way that can support the management of marketing technologies.

The findings of the study indicate that there has been a lack of proper change management when introducing new marketing technologies within marketing functions. The findings also indicate that in instances where change management

is included, the focus seems to be more on the functionalities of the marketing technology and not on the entire ecosystem and is usually not people-centered. The findings of the study suggest that stakeholders and role players are not involved early enough in the process of implementing marketing technologies, which can have a negative impact on the adoption of marketing technologies. Brady et al. (2010) emphasises the importance of involving marketing departments earlier in the projects as being critical in making sure that the marketing technology solution is fit for its purpose. The literature reviewed as part of this study does not make enough references to the importance of change management in ensuring that marketing technologies are effectively used. However, based on the findings of the study, this concept has been suggested as one of the important factors.

### **5.3.2 Skills and Roles introduced by Martech**

The findings of the study suggest that the implementation of marketing technologies within marketing functions has either introduced new roles and skills within the function or enhanced the current skills within the function. The findings indicate that some of these new roles sit outside of the marketing function but support marketing functions with marketing technology skills. Baltes (2017) is one of the researchers that support this view, stating the increased growth in using marketing technologies requires marketers to have skills that have always been outside of their domain.

The findings of the study suggest that there is a growing trend in the requirement for marketing technology-specific roles within marketing functions. This includes the creation of new roles such as marketing technologist. This growing trend has

also created a very competitive market in the sector. The creation of new roles such as marketing technologist is in line with what Brady et al. (2010) suggested in their study, after having evaluated research studies that looked at the role of technology in marketing. This suggestion indicates that marketers will need to acquire IT skills in order to execute some of the activities within the marketing functions.

The findings of the study suggest that technical skills related to analysis of data technical support and IT & business architecture are some of the emerging skills that have been introduced by the use of marketing technologies. Some of the findings of the study suggest that people with technical skills are better suited when acquiring marketing domain skills in order to manage marketing technologies as opposed to people with marketing domain skills having to acquire technical skills in order to manage these technologies. In their study, Jain & Yadav (2017) indicated that organisations are challenging marketers to acquire skills that will make them tech-savvy and data and analytics skills in an effort to remain competitive in the environments that organisations have to operate in.

### ***5.3.3 Role of Martech in Restructuring and designing of Marketing functions***

The findings of the study suggest that marketing departments are considering marketing technologies as an input into how marketing functions should be designed. Marketing departments have realised the importance of ensuring that they create the right environment for marketing technology to be effectively used by marketing functions. The findings of the study suggest that the implementation of marketing technologies is leading to changes in the structures of marketing

functions. The extent of these changes is driven by how mature the marketing function is, with more mature organisations having already undergone huge structural changes.

The literature reviewed as part of the study indicates a mixture of views from researchers with regards to whether or not marketing technologies are impacting the shift happening within marketing functions. Naujoks (2020) argues that marketing technologies are one of the methods used to perform basic marketing functions but do not change the structure of the function, while Rahnema & Beiki (2013) suggest that marketing functions are evolving through technologies but not changing the main purpose of marketing. The findings of the study strongly indicate that there have been visible changes in marketing function structures that have resulted from the implementation and use of marketing technologies.

## **5.4 Conclusion**

The findings of the study have been discussed in relation to the objectives of the study and the literature reviewed as part of the study. Using the socio-technical system framework Davis et al. (2013) and The five effects on digitisation framework Markku (2017) as the underpinning theoretical frameworks. The findings of the supports both of the frameworks with reference to the application of marketing technology in marketing functions. The findings indicate that marketing organisational structures are affected by digitalisation, through the introduction and use of Marketing technologies supporting the framework by (Markku, 2017). The findings of the study also supports the socio-technical system framework by Davis et al. (2013), indicating that marketing technology as

one of the six elements of the socio-technical system has an impacting on the people element the socio technical system related to roles, skills and resources within marketing functions.

The findings of the study have highlighted some of the benefits and challenges of implementing and using marketing technologies. The findings of the study have indicated the extent to which banking organisations use marketing technologies and what they deem is important factors when implementing marketing technologies. The requirements for ensuring that marketing technologies are used effectively were highlighted where participants emphasised the importance of change management being people-centered. The findings of the study indicate that marketing technologies have introduced new skills and roles within marketing functions. The structures of organisational designs have been impacted by the use of marketing technologies and marketing technologies are considered inputs in designing marketing functions.

## **CHAPTER 6. CONCLUSIONS & RECOMMENDATIONS**

### **6.1 Introduction**

The focus of this chapter is to conclude the study by summarising the discussions of the study in relation to the objectives of the study. The chapter will also discuss recommendations that were identified from the study and make suggestions for further research.

The integration of IT into marketing has been a growing trend with organisations adopting technology to enhance the ability to attain and retain customers. The adoption of marketing technologies in marketing functions has been beneficial to organisations but it has also introduced some challenges. The rate at which these technologies are being introduced has presented a challenge for marketers to keep up with the changes and has made it difficult for them to choose which technologies to go with.

### **6.2 Conclusion**

The first objective of the study was to understand how marketing departments have implemented marketing technologies and explore the benefits and challenges of using marketing technologies in the banks have been. The findings of the study support that there has been an increasing rate of marketing technologies within marketing functions. The role of IT is very important in deciding which marketing technologies should be implemented, making the

collaboration of IT and marketing functions an important one in ensuring the effectiveness of marketing technologies.

The findings of the study reflected the same conclusions as previous research reviewed, with benefits such as improved customer experiences, growth in revenue and clients as well as access to insights for better decision making.

The challenges identified in the study were similar to those reviewed in previous research with a lack of skills identified as one of the biggest challenges to effective use of marketing technology. The study identified more challenges such as legacy systems, which were not fully discussed in the literature reviewed in this study. This challenge is however more significant to banking organisations. People-centered change management was one of the biggest challenges identified from the findings of the study, all of the participants interviewed indicated the need for a change management approach that is centered around people and not just technology. This challenge was not highlighted in any of the research reviewed as part of the study and should be researched further to fully understand how this approach to change management impacts the adoption of technologies in marketing functions.

The second objective of the study was to understand how marketing technologies are influencing the changes in the organisational structures of marketing functions as well as the roles and skills introduced by the use of marketing technologies. The findings of this study indicate that the proliferation of marketing technologies has an impact on skills within marketing functions, with new roles such as marketing technologists emerging from the use of marketing technologies. Skills such as data and Business Analysis as well as technical architecture skills have been highlighted as some of the important skills required

in marketing functions to support the use of marketing technologies. These findings support findings from previous research that has been reviewed as part of this study indicating that marketers will require IT skills to execute some of the tasks within marketing functions (Brady et al. (2010).

The findings of the study suggest that the use of marketing technologies has resulted in marketing functions having to restructure how they operate. The findings indicate that marketing technologies are considered as an input into the design of marketing functions. This suggests that marketing technologies have become important in marketing functions and are part of the factors influencing the shift in marketing discussed by researchers in previous researchers reviewed as part of this study. The extent to which marketing technologies are impacting the shift in marketing functions and changes in the design of marketing structures needs to be studied further with a broader view as this study was only limited to marketing functions within the banking sector.

### **6.3 Recommendations**

As the banking sector evolves with disruptions such as Fintech, indicating how technology is impacting industries. Marketing functions are adopting marketing technologies to improve the way they attract, attain and maintain customers enabling them to create better experiences with customers at every point of interaction. The findings contributes to the current body of knowledge on the use of technology within the marketing domain. The study is adds a perspective of how technology is used within marketing functions of banking organisations, what are the challenges and how banking organisations can solve for these challenges by designing marketing structures that can support digital evolution.

As marketing functions are adopting Martech they need to take into consideration the full ecosystems that marketing technologies will be operating within to achieve organisational objectives.

Below are some of the key recommendations for marketing leaders to consider when implementing marketing technologies:

**Integration** - The integration of IT and marketing functions is important in ensuring that organisations implement marketing technologies that are fit for purpose and effectively used by all stakeholders. This integration will offer marketing functions the adequate technical support required, ensuring that marketing technologies can be used throughout the organisation to improve customer experience and optimise marketing activities. Marketing managers need to partner with IT when sourcing marketing technologies to ensure that the technologies can be integrated into the organisation's IT landscape in a scalable and secure manner.

**Skills and Support** – The use of marketing technologies should be supported by all stakeholders and functional areas within the customer value chain process. Organisations should ensure that the correct environment is created for marketing technologies to enable better customer experiences and create customer value. Martech does not only benefits marketing functions but also benefit other functions that are part of the customer value chain.

Top leadership from marketing and other functions need to be aligned and have digital transformation as a priority on their agenda to support the adoption of marketing technologies in the organisation. Marketing functions should also be supported by a technical team that understands marketing and has the skills to manage the marketing technologies. This team needs to be easily accessible to

marketers within the function. Marketing leaders should ensure that they maintain ongoing training and upskilling of marketers, this will increase the usage of marketing technologies and ensure that Martech is entrenched in the business processes.

**Change management** - Change management needs to be people-centered and focus on the entire ecosystem of the function, instead of focusing on the technology. Marketing leaders should ensure there is a change management plan when implementing marketing technologies, this change management plan should run from the beginning of the project and include all stakeholders.

The change management approach should take into account how Martech is going to impact people's roles and day to day activities.

The change management approach should take into account how Martech is going to impact people's roles and day-to-day activities. The change management approach should also include other functions that will be impacted by Martech as well as end-to-end processes within the ecosystem and other integrated systems. The training should be configured to cater to all these specific aspects to give marketers a full of how Martech is going to impact their role. This will also benefit the organisation by ensuring that there is proper buy-in from users from the onset, making adoption easy.

## **6.4 Suggestions for further research**

New-age technologies have been evolving the capabilities of marketing technologies and extending the use of these technologies to other functions. Most of the literature reviewed as part of this study focuses on marketing functions and

IT departments as the main users and stakeholders. However, the findings from this study indicate a shift in the use of marketing technologies from marketing departments to other departments such as user experience departments. This topic can be researched further, where researchers can focus on the use and impact of marketing technologies in other functions. The extent to which marketing technologies are impacting the shift in marketing functions and changes in the design of marketing structures needs to be studied further with a broader view as this study was only limited to marketing functions within the banking sector.

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## **APPENDIX A – Participant Information Page**

Dear Participant,

My name is Tlangelani Chabalala, I am currently student in the school of Business Science at the University of Witwatersrand. As part of my studies, I am conducting a research study. The title of the study is the impact of marketing technology on the organisational design of marketing functions. The purpose of this qualitative study is to understand the influence of marketing technology on how marketing functions are structured in South African banks.

As part of my study, I would like you to invite you to take part in an interview, conducted through Microsoft teams or Zoom. The interview should take approximately 20 to 30 minutes.

Please note that there will be no costs associated with participating in this study. Participation in this study is voluntarily and participants can choose to not complete the study questionnaire. Any participant who feels uncomfortable may withdraw from the study at any given time. Participation is confidential and anonymous, and all data collected will be treated with confidentiality.

Should you have any questions during or after the study, you are encouraged to please contact me on the contact details provided. Should you wish to receive a summary of this report, you may ask for a copy. With your permission the data collected from this research project may be used by other researchers in an anonymized format. If you have any concerns or complaints regarding the ethical procedures of this study, you are welcome to contact the University Human Research Ethics Committee (Non-Medical), Contact number (0)11 717 1408, email [hrecnon-medical@wits.ac.za](mailto:hrecnon-medical@wits.ac.za)

Researchers: Tlangelani chabalala

Contact details: [2393591@students.wits.ac.za](mailto:2393591@students.wits.ac.za)

## APPENDIX B – Participant Agreement Form

**Title of the study:** The impact of marketing technology on the organisational design of marketing functions

**Name of researcher:** Tlangelani Chabalala

I, ....., agree to participate in this research project. The research has been explained to me and I understand what my participation will involve. I agree to the following:

(Please circle the relevant options below).

I agree that my participation will remain anonymous	YES	NO
I agree that the researcher may use anonymous quotes in his / her research report	YES	NO
I agree that the interview may be audio recorded	YES	NO
I agree that the information I provide may be used anonymously after this project has ended, for academic purposes by other researchers, subject to their own ethics clearance being obtained.	YES	NO

### Participant:

..... (signature)  
..... (name of participant)  
..... (date)

### Researcher:

..... (signature)  
..... (name of person seeking consent)  
..... (date)

## **APPENDIX C – Interview Guide**

### **Part 1:**

This section of the interview will be used to categorise participants into one of three main categories of the study's population:

**Question 1:** Which type of organisation that you represent?

- Employed by the bank
- Agency Partner of the bank
- Marketing technology platform provider working with banks

**Question 2:** What is your current designation?

### **Part 2:**

This section of the interview will be used to distinguish the extent at which the banking organisations have integrated the use of marketing technology within their marketing departments or functions and understand the benefits or challenges associated with this

**Question 1:** In the banking organisation, which departments are tasked with sourcing and initiating projects relating to the implementation of marketing technologies?

**Question 2:** What type of marketing technologies are used by the banking organisation and how are they used?

**Question 3:** What have been the benefits of using marketing technologies in your banking organisation?

**Question 4:** What have been the challenges of using marketing technologies in your organisations?

### **Part 3:**

This section of the interview will be focused on collecting data about the kind of support that marketing department require in order to effectively use marketing technologies and understand the influence that marketing technologies have on how marketing departments design their marketing functions.

**Question 1:** Briefly describe the type of support you required to effectively use marketing technologies in banking organisations relating to the below aspects?

- Internal technical support for the technology (skills within the immediate department using the tool)

- External technical support for the technology (support offered by the marketing technology service provider)
- Training (upskilling and training of marketing users)
- Dedicated resources with skills to use the technologies

**Question 2:** Has the implementation of marketing technologies within the departments introduced a set of new roles within in the functions? Please give an example of these roles.

**Question 3:** Has the implementation of marketing technologies introduced a new requirement of skills within the function? Please give an example of these roles.

**Question 4:** Has the implementation of marketing function introduced a requirement to restructure or change how the function is currently operating?

**Question 5:** Are marketing technologies considered as an input when restructuring or design marketing functions?