

**THE ANTECEDENT OF MARKETING AUTOMATION
SUCCESS IN SYSTEM IMPLEMENTATION PROCESS –
CASE FINNISH MANUFACTURING COMPANY**

**Jyväskylä University School
of Business and Economics**

Master's Thesis

2020

**Author: Roosa Hämäläinen
Discipline: Marketing
Supervisors: Heikki Karjaluoto & Matti Leppäniemi**



JYVÄSKYLÄN YLIOPISTO

TIIVISTELMÄ

Tekijä Roosa Hämäläinen	
Työn nimi The antecedents of marketing automation success in system implementation process - Case Finnish manufacturing company	
Oppiaine Markkinointi	Työn laji Pro gradu -tutkielma
Aika (pvm.) 08/2020	Sivumäärä 94 + 3
<p>Tiivistelmä</p> <p>Teknologian kehittyminen on parin viime vuosikymmenen aikana vaikuttanut suuresti asiakkaiden ostokäyttäytymiseen. Asiakkaat ovat entistä tietoisempia siitä, millaisia tuotteita ja palveluita he haluavat kuluttaa ja millaista viestintää vastaanottaa. Tämä asettaa yrityksille paineita palvella asiakkaita entistä yksilöllisemmin ja personoidummin. Yksi keino vastata tähän muuttuvaan tarpeeseen on markkinoinnin automaatio.</p> <p>Tämän tutkimuksen tavoite on lisätä tietämystä markkinoinnin automaation käyttöönottoprosessista ja tekijöistä, joita yrityksen tulisi siinä ottaa huomioon onnistuneen järjestelmän luomiseksi. Tämä saavutetaan tunnistamalla haasteita ja havaittuja hyötyjä, sekä analysoimalla järjestelmän käyttöönottoprosessia valitussa kohdeyrityksessä. Tämä tutkimus toteutettiin siis tapaus-tutkimuksena puolistrukturoituja haastatteluja apuna käyttäen.</p> <p>Työn teoreettinen perusta pohjautuu järjestelmien käyttöönottoon liittyviin malleihin, sekä markkinoinnin automaation ja se ominaisuuksien aiempaan tutkimukseen. Tutkimus on rakennettu ja analysoitu perustuen Murphyn (2018) luomaan viitekehykseen markkinoinnin automaation menestystä edeltävistä tekijöistä. Tutkimuksessa viitekehyksen tekijöitä tutkitaan case yrityksen kontekstissa ja tämän perusteella tehdään päätelmiä siitä, miten eri seikat voisi tulevaisuudessa huomioida entistä paremmin markkinoinnin automaation käyttöönoton onnistumiseksi.</p> <p>Kokonaisuudessaan tämä tutkimus laajentaa olemassa olevaa tutkimusta markkinoinnin automaation käyttöönottoprosessista syventäen ymmärrystä eri tekijöiden vaikutuksesta prosessin onnistumiseen. Tutkimuksen tulokset ovat linjassa aiemman tutkimuksen kanssa siinä, että markkinoinnin automaation käyttöönoton motiivit kohdistuvan etenkin brändin tunnettuuden lisäämiseen, viestinnän helpottamiseen ja myynnin tehostamiseen. Suurimmat käyttöönottoprosessin haasteet taas liittyvät datan hallintaan, markkinointi ja IT osastojen yhteistyöhön ja projektin hallintaan suuressa yhtiössä.</p>	
Asiasanat Markkinoinnin automaatio, järjestelmän käyttöönotto, sisältömarkkinointi, liidigenerointi	
Säilytyspaikka	Jyväskylän yliopiston kauppakorkeakoulu

ABSTRACT

Author Roosa Hämäläinen	
Title of Thesis The antecedents of marketing automation success in system implementation process – Case Finnish manufacturing company	
Discipline Marketing	Type of work Master's Thesis
Time of publication (month/year) 08/2020	Number of pages 94 + appendix
<p>Abstract</p> <p>The development of technology in the last couple of decades has greatly influenced customer buying behavior. Customers have become more aware of what kind of products and services they want to consume and what kind of communication to receive. This puts pressure on companies to serve customers in a more individual and personalized way. One way to meet this changing need is through marketing automation.</p> <p>This study aims to increase knowledge of the marketing automation implementation process and the factors that a company should consider in order to create a successful system. This attempt is attained by identifying challenges and perceived benefits of marketing automation and its implementation and by analyzing the system implementation in the chosen case company. This study is thus conducted as a case study by using semi-structured interviews.</p> <p>The theoretical background of the study is built on models related to system implementation, as well as previous research on marketing automation and its features. Research is constructed and analyzed based on the framework of Murphy (2018) who has identified the antecedents of marketing automation success. The antecedents identified in the framework are investigated in the case company context and the conclusions are drawn on how aspects could be better considered in the future to successfully implement marketing automation.</p> <p>All in all, this study extends existing research on the marketing automation implementation, deepening the understanding of the impact of various factors on the success of the process. The results of the study are in line with the previous study in that the motives for the implementation of marketing automation focus on increasing brand awareness, facilitating communication, and increasing sales efficiency. The biggest challenges in the deployment process, on the other hand, are related to data management, marketing and IT department collaboration, and project management in a large company.</p>	
Keywords Marketing Automation, System Implementation, Content Marketing, Lead Generation	
Storage	Jyväskylä School of Business and Economics

CONTENTS

ABSTRACT

TABLE OF CONTENTS

FIGURES AND TABLES

1	INTRODUCTION	7
1.1	Introduction to the topic	7
1.2	Justification of the study	8
1.3	Objectives and research questions	9
1.4	Key concepts.....	10
1.5	Structure of the study	12
2	SOFTWARE IMPLEMENTATION.....	14
2.1	Software Development Life Cycle.....	14
2.2	The Waterfall model.....	16
2.3	The Agile model.....	17
2.4	Differences between Agile and Waterfall methods	19
3	MARKETING AUTOMATION.....	21
3.1	Benefits of marketing automation.....	22
3.2	The general framework of marketing automation.....	23
3.3	Personalization.....	24
3.4	Content marketing.....	25
3.5	Marketing and sales alignment.....	26
3.6	The seven antecedents of marketing automation success	28
3.6.1	Pre-implementation	29
3.6.2	Post-implementation.....	32
3.6.3	Human resources as a part of marketing automation	33
4	METHODOLOGY	36
4.1	Case company description	36
4.2	Qualitative research and case study	37
4.3	Semi-structured interviews	38
4.4	Data analysis.....	39
5	RESEARCH FINDINGS	41
5.1	Review of marketing and business processes	41
5.1.1	The current state of marketing automation and implementation process.....	41
5.1.2	Benefits of marketing automation in the development of current processes	43
5.1.3	The management of brand and aftersales marketing	46
5.2	Planning and scoping of instance requirements	48

5.2.1	Definition of roles.....	48
5.2.2	Definition metrics.....	50
5.2.3	The quality and amount of data.....	51
5.3	Organizational buy-in.....	54
5.3.1	Personal opinions towards marketing automation.....	54
5.3.2	The effects of marketing automation on employees' tasks.....	55
5.3.3	Employees' attitudes towards marketing automation.....	58
5.3.4	Employee involvement and training.....	59
5.4	Content creation.....	61
5.4.1	Marketing automation's effects on content production.....	61
5.4.2	Measuring content production.....	63
5.5	Expectations and found efficiencies.....	64
5.5.1	Expected results.....	64
5.5.2	Expectations for the timetable of results.....	65
5.5.3	Reallocation of resources.....	66
5.6	Human resources.....	67
5.6.1	Marketing automation's effects on the number of human resources and the needed expertise.....	67
5.6.2	Sales and marketing cooperation.....	69
5.6.3	IT and marketing cooperation.....	70
5.6.4	Outsourcing.....	72
5.7	Summary of research findings.....	74
6	CONCLUSIONS.....	78
6.1	Theoretical contributions.....	78
6.2	Managerial implications.....	82
6.3	Evaluation of the study.....	87
6.4	Suggestions for future research.....	88
	REFERENCES.....	90
	APPENDIXES.....	95

FIGURES

FIGURE 1 Structure of the study	13
FIGURE 2 Software Development Cycle.....	15
FIGURE 3 The Waterfall model.....	16
FIGURE 4 The Agile model.....	18
FIGURE 5 The general framework of marketing automation (adapted from (Heimbach et al., 2015).....	23
FIGURE 6 Sales and marketing funnel (adapted from Järvinen & Taiminen 2016)	28
FIGURE 7 The seven antecedents of marketing automation success (adapted from Murphy 2018)	29

TABLES

TABLE 1 Study interviews	39
TABLE 2 Guidelines for factors to consider in the marketing automation implementation process.....	83

1 INTRODUCTION

1.1 Introduction to the topic

During the past decade, IT and technological developments have changed the markets, marketing, and customer behavior a lot. Technological developments have significantly contributed to the ability of a company to communicate with its customers (Doyle, 2000). This change has forced companies to consider their strategies and operating models and form new ways to operate. The competition has intensified and companies who are not able to develop their processes and to scope to the changes in a competitive environment may lose their place on the market.

The role of technology as part of marketing, and as a part of a business and consumer purchasing processes, has grown significantly in the last 20 years. The purchasing processes of both the B2B and B2C markets are undergoing a major transformation, and that information from online sources is more trusted than ever. According to Adamson, Dixon, and Toman (2012), B2B companies complete nearly 60% of their purchasing process even before the first contact with the company itself. This process involves, among other things, finding solutions, evaluating alternatives, and setting requirements. B2C market research also gives similar results. RetailingToday (2013) reports that 81% of consumers search for product information on the Internet before making the purchase. Studies also show that up to 61 percent of consumers read product reviews (Charlton, 2015) and 67 percent give these reviews and product information have an influence on their purchasing decision (Hinckley, 2015).

As technology advances, the use of content marketing as a marketing technique has also become more common. Its importance as part of marketing and purchasing processes is growing as consumer attitudes towards traditional marketing measures have challenged. Halligan & Shah (2014) argue that people no longer want marketers and salespeople to harass and interrupt them when they use the Internet. Instead, they want to be helped and get personalized and informative content (Keens & Barker, 2009).

Traditional marketing refers to a way of thinking where marketing is one-way, contains elements of sales, and is distracting to the customer (Holliman & Rowley, 2014). Traditional marketing channels are usually defined as one-way communication channels such as television and radio as well as newspapers and magazines (Hasan, 2011). Traditional marketing thus does not offer the same opportunity for two-way communication as social media (Andersson & Wikström, 2017). As a result, the proliferation of technology and social media has provided companies with a great opportunity to make greater use of content marketing.

The above-mentioned changes in technology and consumer attitudes are forcing companies to adopt new marketing technics and ICT systems, as well as to increase interdepartmental collaboration (Buckley, 2015). Thus, one way to respond to change is to increase the collaboration between marketing and sales to produce better and more personalized content, and in this way enhance the acquisition of high-quality leads. Marketing automation is a tool that helps to solve this problem by combining sales and marketing processes into one seamless entity. (Järvinen & Taiminen, 2016.) However, the implementation and adaptation of this new system must be planned and carried out very carefully. Therefore, this study seeks to find answers to the most common technology and marketing automation implementation problems so that they can be avoided and thus complete the implementation process.

1.2 Justification of the study

The Internet makes it simple and easy for customers to compare products and services from different providers (Srinivasan, Anderson, & Ponnayolu, 2002). For this reason, customers are also more aware of what they want and can demand more from companies. As competition through products, services, and prices is challenging, the importance of marketing and value creation as a competitive advantage for companies has emphasized. (Todor, 2016.)

One way to respond to increased competition is through marketing automation, as it facilitates and accelerates the implementation of real-time marketing efforts and provides opportunities to produce personalized content. Besides, marketing automation helps to streamline lead acquisition and conversion, facilitates data collection and reporting, and improves customer relationship management. (Jena & Panda, 2017.)

However, unlike, the implementation of sales force automation systems and customer resource management systems, there is little prior research on the implementation and adaptation of marketing automation systems (Murphy, 2018). Although the research of ICT implementation can be in some extent generalized to the implementation of marketing automation, it is still important to study if there are any special characteristics in the marketing automation implementation process.

Besides the lack of research on the implementation of marketing automation, there is also not much previous research on the use of marketing automation (Murphy, 2018). The research has focused more on areas related to marketing automation such as content marketing, and marketing and sales alignment (Järvinen & Taiminen, 2016).

These gaps in the past marketing automation research serve as the basis of the importance of this study. It is important to get more information about the implementation and use of the marketing automation system so that the whole process can be fully understood, and mistakes can be avoided.

The research topic is also important for the case company of this study who is an international machine manufacturing company based in Finland. The company is part of a large international multi-brand group that is currently implementing a marketing automation system. The resulting information of the study plays a key role in moving forward the implementation process. The implementation of the marketing automation system is seen as necessary, as the case company expects it to give the organization a competitive advantage, increase sales and marketing efficiency, and improve the customer experience. To achieve these objectives, it is important for the case company to determine whether all relevant aspects have been sufficiently taken into account in the implementation process so far.

The organizational structure of the case company and its parent company is quite segmented and for example, the administration of whole goods and aftersales marketing are managed from their own units and countries. Besides, the case organization manages country-specific brand organizations that independently implement all their own marketing activities. These poses its own challenges to the implementation and use of marketing automation. The case organization, therefore, needs to find out whether there are differences in perceptions between the brand and aftersales regarding the implementation and use of marketing automation and to find best practices to overcome possible challenges. Besides this, it is important to identify other challenges related to the system implementation process and on the other hand, identify benefits that are expected to be realized after the implementation of marketing automation. Based on these, it is possible to create a cross-sectional description of what aspects the case organization should pay more attention to in the future implementation process. To investigate all these standpoints, the different user groups inside and outside of the organization will be interviewed. These user groups refer to the persons responsible for marketing, sales, and IT in the case company, aftersales unit, and the parent company, and an external consultancy.

1.3 Objectives and research questions

The objective of the research is to create a cross-sectional description of the case organization as to which considerations they should better take into account in the future in the marketing automation system implementation process from

the perspective of the antecedents of marketing automation success. This research goal is supported by examining the benefits and results that the different actors expect to achieve with the help of marketing automation. Besides this, the challenges related to the marketing automation implementation process are identified. To achieve the study objectives, the research question and two sub-questions are formed.

Research question:

What considerations should be taken into account in the system implementation process from the standpoint of the antecedent of marketing automation success?

Sub-questions:

1. What are the expected benefits and results of marketing automation in terms of the antecedent of marketing automation success?
2. What challenges are related to the system implementation in terms of the antecedents of marketing automation success?

The research questions above are formed based on Murphy's (2018) The seven antecedents of the marketing automation success model.

1.4 Key concepts

The key concepts are presented to provide an understanding of the subjects discussed in the study. These include software implementation, marketing automation, content marketing, marketing and sales cooperation, and perception.

Software implementation

The introduction of a new system is a process in which, through design and implementation, the aim is to create a functioning system. There are several different models for implementation, the umbrella model of which can be considered the Software Development Life Cycle Model. (Sommerville, 2016, 44.) The model is divided into six different phases, the first three focusing on design and the latter three on implementation, testing, and deployment. The SDLC model includes several models that handle process steps in different ways. (Stoica et al., 2013.) Examples of these are the Waterfall model, in which the steps are carried out in a systematic order, and the Agile model, in which the steps are carried out in cycles and even overlapping with each other. The choice of a suitable implementation model depends a lot on the nature, scope, and timing of the project (Baseer, Reddy, & Bindu, 2015).

Marketing automation

Marketing automation is a solution (software) that uses IT to automate marketing processes (Keens & Barker, 2009; Todor, 2016). Marketing automation enables the automation of several tasks and processes such as marketing campaigns and the scoring and allocation of leads (Buttle & Maklan, 2015, 339). The system combines data based on rules and tests different processes to find the best possible process. Thus, marketing automation can provide customers personalized and timely content across many different channels such as websites, email, and mobile (Chaffey & Smith, 2017, 442, 542.) Marketing automation enables a company to improve both planned and opportunistic approaches to potential customers (Grossberg, 2016, 215). Other benefits that marketing automation can bring to a company include increased marketing efficiency, advanced accountability, improved customer experience, and customer management, and improved marketing intelligence. (Buttle & Maklan, 2015, 339-341).

Content marketing

Content marketing is the production and distribution of content that is valuable and relevant to the customer, to attract and engage customers and creating profitable customer relationships (Content Marketing Institute, 2011; Holliman & Rowley, 2014; Pulizzi, 2012). Unlike traditional marketing, content marketing rarely contains sales elements or references to a company and its products (Holliman & Rowley, 2014). The concept of content marketing is relatively new, but as a practice, it has been done as early as the 20th century. Examples of this are John Deere, which published tips and information about new technology instead of ads in the magazine, and JELL-O jellies, which distributed free recipe books to its customers. (Pulizzi, 2012).

Content marketing differs from traditional marketing in the interactivity of communication, which has been increased, especially by the growth of social media (Andersson & Wikström, 2017), and in how content is brought to the attention of the customer (Halligan & Shah, 2010). Traditional marketing is described by the term push marketing, which, as the name implies, utilizes pushy means to get content to customer awareness. Content marketing, on the other hand, utilizes attractive means, ie in practice, it attracts customers to its website with the help of interesting content. (Halligan & Shah, 2010.) According to Patrutiu-Baltes (2016), the most significant difference between these practices is that in pulling techniques, customers voluntarily show interest in a company's products and services, for example by subscribing to newsletters, reading blogs or following the company's social media channels.

Marketing and sales cooperation

When talking about marketing automation, it is not possible to avoid a discussion about the cooperation between marketing and sales. The reason for this is that one of the tasks of marketing automation is to help combine the processes related to these areas into a seamless unity. (Järvinen & Taiminen, 2016.) However, previous research has found that differences in the financial and cultural

minds of sales and marketing personnel may pose challenges to the collaboration between these departments (Kotler, Rackham, & Krishnaswamy, 2006). However, collaboration is essential because, as Järvinen and Taiminen (2016) stated in their study, the implementation of marketing automation is not possible without collaboration between the marketing and sales departments. In their research, they created a funnel model that combines marketing and sales processes into a single entity. The process involves identifying, nurturing, generating, and transforming leads into opportunities and eventually deals. (Järvinen & Taiminen, 2016.)

1.5 Structure of the study

This study is divided into six chapters. The first chapter is the introduction that handles the background of this study. The introduction provides an overview of the prevalence of marketing automation and the underlying factors such as the growth of technology and the change in the consumer purchasing process and presents the factors that justify the importance of this study. Also, the introduction introduces the research question and the aims of the research and opens up the most relevant concepts of the study.

Chapter 2 and Chapter 3 provide a review of the literature on areas relevant to this study. Chapter 2 deals with system implementation and related models and presents a general model for system implementation. Besides, the chapter presents and compares two models under the general model, the waterfall model, and the Agile model. After these, the study proceeds to the second theoretical part of the study. Chapter 3 introduces marketing automation and its process, as well as related factors such as personalization, content marketing, and the integration of sales and marketing. Also, the chapter presents Murphy's (2018) The seven antecedents of the marketing automation success - model, which was used as a framework of this study.

Chapter 4 introduces the research methodology and case company. The chapter deals with the research method, the data collection method, and the analysis of the data, in this case, qualitative and case research, as well as semi-structured interviews. This is followed by Chapter 5, which presents the results of the study, and finally, Chapter 6 draws the conclusions of the study and presents the limitations as well as possible areas for further research.

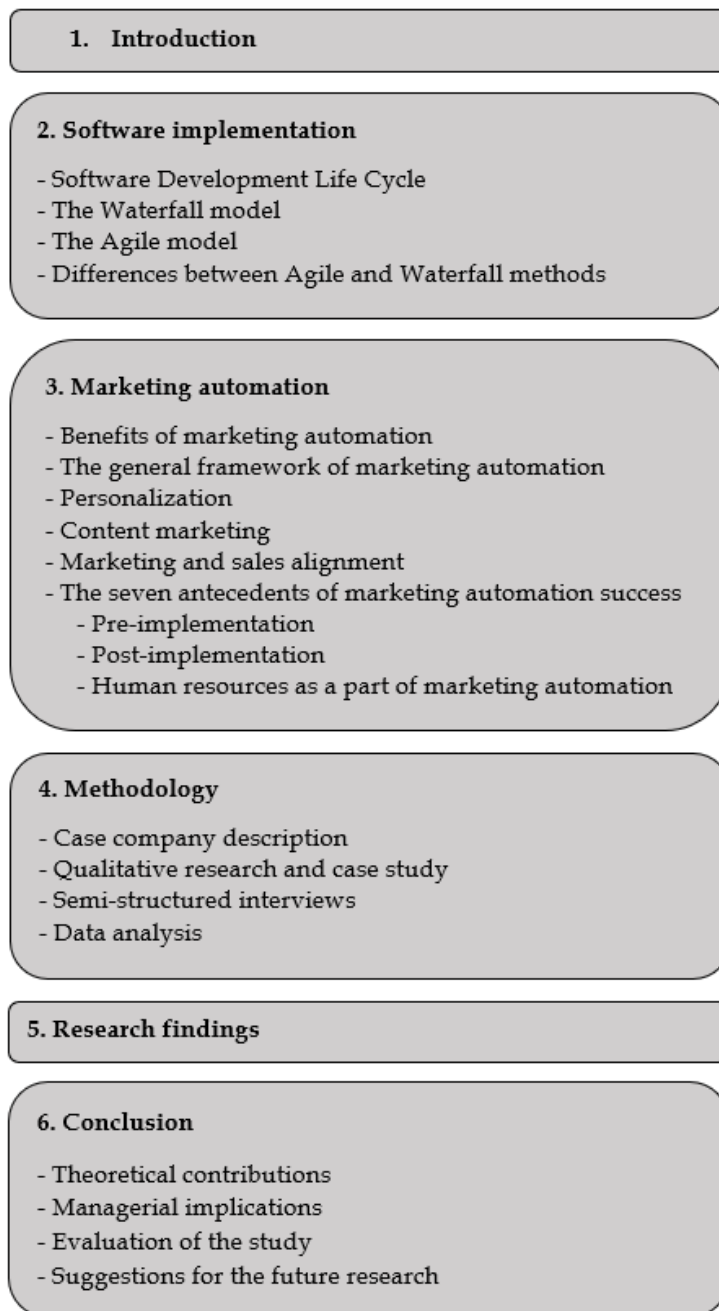


Figure 1 Structure of the study

2 SOFTWARE IMPLEMENTATION

The digitalization of operations, changes in customer needs, and the increased need for rapid innovation have transformed systems development processes from more traditional models to a more agile and flexible approach (Dima & Maassen, 2018). Nowadays, the corporate will seem to be the desire to produce systems quickly while minimizing costs and uncertainty due to changing circumstances (Flora & Chande, 2014). Indeed, previous research (Baseer et al., 2015) shows that the shift from the traditional waterfall model to agile software development in large-scale industrial projects has increased significantly. This can also be seen in the increased research focused on agile and lean models (Baseer et al., 2015).

In general, however, agile methods are not the only right way to implement software. The selected method should always be chosen according to the needs of the company so that it optimizes cost-effectiveness and performance, and minimizes errors (Baseer et al., 2015). Indeed, it has been found that small and medium-sized projects may benefit more from agile methods than large projects, where traditional methods seem to be more appropriate (Stoica, Mireca, & Ghilic-Micu, 2013).

This chapter briefly goes through the software process model and the steps that are commonly read in the model. This is followed by a more detailed look and a comparison of the Waterfall and the Agile models.

2.1 Software Development Life Cycle

To develop information systems, a company must choose the development model that will drive the process forward. The generic name for such a development model is the software process model, also called the software development life cycle, or SDLC for short. SDLC is a simplified description of the system design and implementation stages. (Sommerville, 2016, 44.) It is a generic model, under which there are a multiplicity of process models that observe the development process from various perspectives. The most famous models are

the Waterfall model, the Agile model, the Incremental model, the Spiral Model, the RAD model, the V model, and the Iterative model. The purpose of the models is to improve the quality of the development process and the resulting system. However, each model has its weaknesses and strengths, and a company must select the model to use according to its own needs. (Stoica et al., 2013.) The criteria when considering the different models include e.g. demographic factors, the complexity of the software, project type, and business strategy (Dima & Maassen, 2018).

Figure 1 presents the most common steps of the SDLC. The steps of SDLC usually include requirements analysis and planning, the definition of requirements, product architecture design, implementation or development, testing, deployment, and maintenance. Stoica et al., (2013) define the first step of the SDLC as the most important step of the model. At this stage, senior-level employees identify risks and define a project plan from an economic, operational, and technical perspective, using data from clients, employees, and markets. After identifying and analyzing these challenges, the process continues to the second phase of the model, where requirements are clearly formulated and documented. (Stoica et al., 2013.)

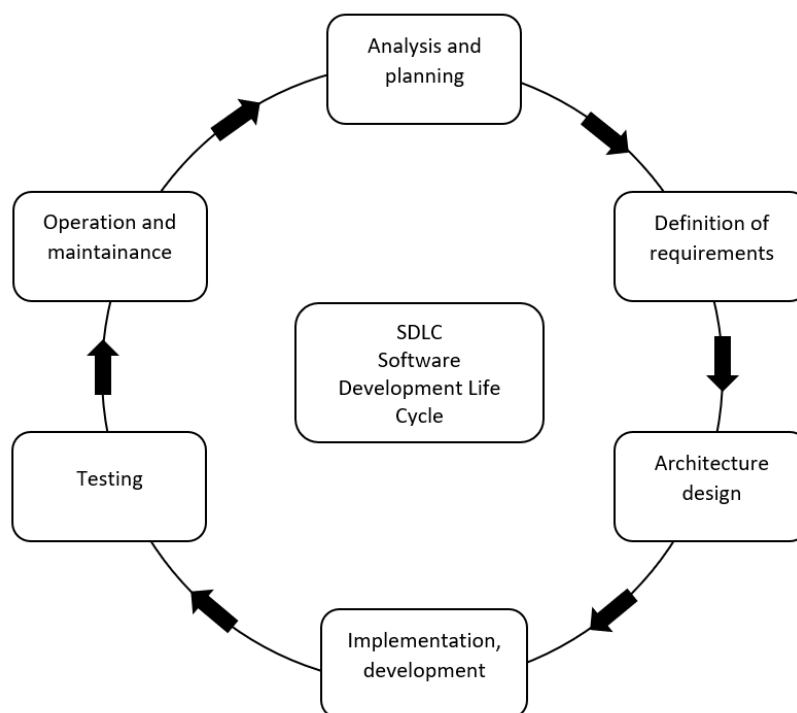


Figure 2 Software Development Cycle

On the third level, the requirements are used to create the architecture of the system to be produced. The choice of architecture is influenced by many factors such as time, risks, and budget. Based on this architecture, the actual implementation and development phase begins in step four, leading to step five, the testing of the developed system. This step identifies and corrects the errors so that the system eventually meets the requirements identified in step two. In the final

step, the finished product is launched, followed by product maintenance. (Stoica et al., 2013.)

2.2 The Waterfall model

The waterfall model is a traditional process model first introduced by Winston W. Royce in 1970. The model is also known as the Linear-sequential life cycle model. The model is very simple as it is based on the idea that each stage of the process model must be carefully completed before moving on to the next stage. Before moving on to the next stage, it should be reviewed that the requirements set at the beginning of the process have been met at that stage. (Stoica et al., 2013.) Figure 2 presents the process of the Waterfall model. The model begins as the traditional SDLC model, with system and software requirements specification and analysis. The initial goal of the model is to define very specific requirements and criteria for the process before moving on to the design and implementation phase. Requirements often come from senior management and rarely involve the opinions of customers or other stakeholders. (Dima & Maassen, 2018.) After the requirement definition phase, requirements can no longer be modified without affecting the project schedule and cost (Andrei, Casu-Pop, Gheorghe, & Boiangiu, 2019).

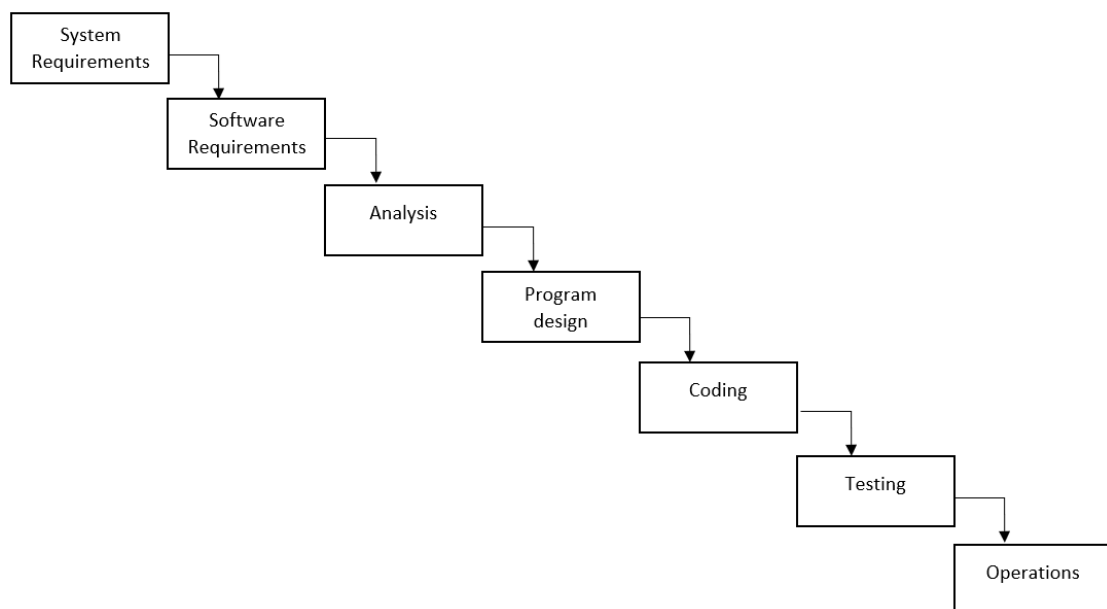


Figure 3 The Waterfall model

After requirement and analysis stages there comes a design stage. This stage aims to determine the system infrastructure and select the required technologies. This is followed by a coding stage in which all the required components are brought together according to the infrastructure defined at the design stage.

The created system will then be tested to detect and correct any errors that may affect the successful outcome of the final software. Once this step is completed so that the system fully meets the requirements defined at the beginning, the process can move on to the final stage, which is deployment and operations. (Andrei et al., 2019.)

The features of the waterfall model include strong advance planning, goal orientation, scheduling, and a structured sequence of stages (Andrei et al., 2019; Flora & Chande, 2014; Hajjdiab & Taleb, 2011). In addition to strict control, one feature is the extensive written documentation that is done after each stage (Flora & Chande, 2014). The model's weaknesses include its slow ability to respond to a rapidly changing business environment, its tendency to exceed a set budget and schedule (Flora & Chande, 2014), and its inflexibility to respond to changes in interest among consumers (Andrei et al., 2019). On the other hand, the waterfall model also has its strengths. The process of the model is clear and easy to understand, tasks are easy to coordinate between teams, and extensive documentation makes it easy for new members to join the team, even during the process. These features make the model ideal for short and clear projects where changes to defined requirements in the middle of the process are unlikely. (Stoica et al., 2013.)

2.3 The Agile model

In February 2001, a group of system developers convened to consider alternatives to traditional heavy and documentation-driven system development methods, often leading to budget and schedule overruns and poor end products. As a result of this meeting Agile Manifesto, consisting of 4 values and 12 principles, was proclaimed. The values focus on individuals and interactions, pursuing a working software rather than extensive documentation, customer collaboration, and responding to change throughout the process. The values thus focus strongly on addressing the weaknesses associated with the traditional system development process. (Agile Manifesto, 2001; Measey, 2015, 4.)

Agile software development is an iterative and incremental development approach that aims to achieve fast and cost-effective results through collaboration. This allows for rapid response to changing environment and customer expectations, which in turn reduces project risks. (Flora & Chande, 2014.) In the Agile approach, the project is built progressively on so-called iterations/sprints (Kisielnicki & Misiak, 2017) and one sprint usually lasts from one to six weeks (Flora & Chande, 2014). Sprint goes through all the steps of the process model and each sprint results in a completed product. (Kisielnicki & Misiak, 2017.) The Agile approach is very result-oriented, intending to produce a valuable product to the customer as quickly as possible with minimal planning and documentation (Hajjdiab & Taleb, 2011). An illustration of an agile development process is shown in Figure 3.

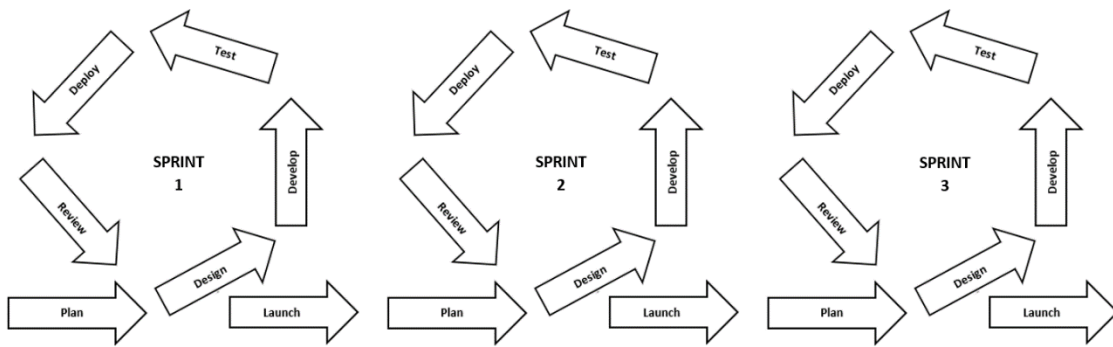


Figure 4 The Agile model

The Agile development model is a generic concept that includes several different approaches. Each approach has its own goals and development cycles. The best-known agile software development methods include Scrum, Lean Software Development, and Kanban. (Flora & Chande, 2014.) All agile methods in the organization require a change of mindset from traditional thinking to a new way of implementing projects (Kisielnicki & Misiak, 2017).

Challenges of Agile methods include the process of decision-making, identifying obstacles, and enhancing agile teamwork. Each project is wanted to be treated differently and the method is tailored individually to each project. It has also been found that when Agile methods are used, the observation of capacity and business value bottlenecks is often not clearly defined. (Baseer et al., 2015.) In their study, Dima and Maassen (2018) found that the Agile approach may in some cases increase competition between teams in the workplace, causing conflicts, increasing pressure of employees, and decreasing motivation. Employees also sometimes found projects too time-consuming and project-related planning too small. To address this, the researchers suggested setting adjustable milestones, increasing financial motivators, involving employees in decision-making, and overhead for planning and preparing meetings and sprint releases. (Dima & Maassen, 2018.) However, the results of employees' challenges cannot be generalized, as research also shows that the Agile approach can improve job satisfaction and work-related autonomy (Tripp, Riemenschneider, & Thatcher, 2016).

The Agile approach also has many strengths. It increases process flexibility, reduces development times (Stoica et al., 2013), increases collaboration with customers and other stakeholders (Dima & Maassen, 2018) and thus increases customer satisfaction (Flora & Chande, 2014). It helps to produce and analyze reliable data while optimizing processes and increasing value creation (Kisielnicki & Misiak, 2017). Agile software development is therefore suitable for projects with rapidly changing requirements and fierce market competition (Dima & Maassen, 2018).

Nkukwana and Terblanche (2017) investigated the expectations of senior management and employees regarding the skills of project managers in agile projects. As a result of the study, two main themes were identified. These

themes were 'Performing a governance role' and 'Interacting with the implementation team'. According to the study, both management and employees agreed that project leaders play a significant role in managing the success of the agile project, including delivery, risk management, reporting, and budgeting. These have also been seen as part of the project leader role in the traditional waterfall model. (Nkukwana & Terblanche, 2017.)

Another theme that the researchers identified as a result of their study was 'Interacting with the implementation team'. This theme was found to fall into the sub-categories 'Exerting control' and 'Serving as a coach and facilitator' as expectations between management and employees differed significantly. It was noted that senior management expected more traditional management from project managers with more controlling and commanding style. The Implementation team, for its part, was looking for a more agile leadership with encouraging, enabling, and participative style. The results prove that the implementation of the Agile method in a company is not always simple, as expectations between different stakeholders may differ significantly, and often the intention is to retain elements from traditional methods such as the waterfall model. Companies need to consider how they can overcome the conflicting expectations of stakeholders when adopting an Agile approach. (Nkukwana & Terblanche, 2017.)

2.4 Differences between Agile and Waterfall methods

As noted, there are several different models for how a system can be implemented in an organization. The company must choose the model that best fits the company's operating environment, culture, and the nature of the project. All models have their pros and cons, but with careful design and model selection, a company can choose the model that guarantees the best possible outcome for the project. In general, the traditional Waterfall model is a good choice for an environment that is predictable and well organized. The Agile model, on the other hand, is suitable for more unstable environments where setting clear goals is challenging. (Andrei et al., 2019; Kisielnicki & Misiak, 2017.)

When comparing Agile and Waterfall models, it can be seen that the methods of the models differ significantly from each other and the only common goal of the models can be stated to be the production of a high-quality product (Andrei et al., 2019). The differences of the models emerge already at the beginning of the processes in the definition of the requirements, which in the Waterfall model are strictly and definitively defined by the product team and communicated one-way to the IT department. In the Agile method, the model emphasizes interaction, requirements can also be modified in the middle of the process, and the definition of requirements takes into account also the perspectives of customers and the IT department. (Buckley, 2015.)

The Agile model has been characterized in the literature as a people- and customer-oriented model (Kisielnicki & Misiak, 2017) that emphasizes a com-

munity and informative organizational culture (Dima & Maassen, 2018), and that generates fast results in low budget (Stoica et al., 2013). The Waterfall model, in turn, is defined as a process-oriented model (Kisielnicki & Misiak, 2017), with an emphasis on formal and hierarchical organizational culture (Dima & Maassen, 2018), and a high-security-orientation (Stoica et al., 2013). However, the model responds slowly to environmental changes, and making any changes increases to the cost of the process significantly (Stoica et al., 2013).

Extensive reporting and documentation, which is much emphasized in the waterfall model, does not always produce the best outcome. Kisielnicki and Misiak (2017) found that a large proportion of companies using the waterfall model experienced deficiencies in data completeness and consistency. Among companies using the Agile model, a similar problem was not observed on the same scale. (Kisielnicki & Misiak, 2017.)

Thus, it can be noted that there are significant differences between the Waterfall and the Agile software implementation models. However, there is not necessarily an exact boundary between the models in practical implementation. In their study, Dima and Maassen (2018) found that many companies using the Waterfall model have begun to add features from the Agile model to their own processes. These include maintaining regular contact with customers and focusing more on changes in the environment, as well as the needs of customers and other stakeholders. (Dima & Maassen, 2018.)

3 MARKETING AUTOMATION

Marketing automation is a solution (software) that uses IT to automate marketing processes (Keens & Barker, 2009; Todor, 2016). Marketing processes, in this case, can mean customer segmentation, customer data integration, campaign management, email marketing (Todor, 2016) marketing planning and budgeting, marketing resource management, interaction management, lead management, analytics, and reporting (Keens & Barker, 2009). Also, marketing automation facilitates customer segmentation and customer relationship management and tracking throughout their customer lifecycle by holding information on prospects, customers, and ex-customers (Doyle, 2000; Jena & Panda, 2017). In summary, it can be said that marketing automation transforms traditionally manual and repetitive tasks into automated ones, making them easier and more efficient, and freeing up time for potential new processes (Jena & Panda, 2017; Todor, 2016).

According to Heimbach, Kostyra, and Hinz (2015), the big motivator behind the implementation of marketing automation is the problem of managing large amounts of customer data. Companies hold a large amount of data that they collect from different sources such as web pages, social media, and direct phone calls. Since the goal of marketing today is to treat consumers as individuals rather than masses, managing and structuring such a large amount of data requires the implementation of marketing automation tools. (Todor, 2016.)

Alongside customer data management, there are other general motives for implementing marketing automation. For example, Heimbach et al. (2015) state that the implementation of the marketing automation system can have a positive impact on online customers and sales, follow-up purchases, products and brands, and communication channels. Jena and Panda (2017) supplement this by defining that marketing automation improves the company's sales, customer satisfaction and conversion of prospects into customers.

Marketing automation is often associated with CRM systems and email marketing as it is seen to combine features related to both (Heimbach et al., 2015; Redding, 2015). In email marketing, automated, segmented messages are sent to the customer, but the difference with the marketing automation system is that it is unable to recognize data related to individual customers. The CRM system, which contains a large amount of customer-attached data, can in turn respond

to this problem. (Redding, 2015.) Thus, marketing automation can use automated processes to combine the best of email marketing and CRM, but it also has other features that make it a unique system. Automation enables the system to, for example, implement real-time campaign planning across multiple platforms. (Heimbach et al., 2015.)

3.1 Benefits of marketing automation

Implementing marketing automation has many benefits. In the academic literature, clear benefits are seen to be increased efficiency of marketing, easier analysis of customer data, improved accountability (Keens & Barker, 2009), and easier lead follow-up (Jena & Panda, 2017).

Marketing automation helps optimize marketing workflow processes to make them more efficient (Keens & Barker, 2009; Todor, 2016). It is so efficient and timely that it would be almost impossible to carry out the same operations manually (Wood, 2015). Consequently, according to Heimbach et al. (2015) firms who use marketing automation may improve their cross- and up-selling and conversion and retention rates.

Another benefit of marketing automation is the possibility to track and monitor the progress of marketing campaigns and the actions of customers (Todor, 2016). This is possible because marketing automation makes this huge amount of data available and manageable (Keens & Barker, 2009; Jena & Panda, 2017). Through this data, companies can tailor future client experiences, create new ways of appealing to customers, and respond to the growing threat of competitors (Todor, 2016; Wood, 2015).

Improved accountability has also been cited in the literature for the benefit of marketing automation. This includes more exact targeting of revenues to marketing programs and campaigns, better ROI tracking across different channels, and a better alignment of sales and marketing goals. (Keens & Barker, 2009; Todor, 2016.) Through these activities, the company may be able to cut costs and increase revenue (Keens & Barker, 2009).

Because marketing automation helps to combine sales and marketing funnels, it also facilitates the lead generation and nurturing (Järvinen & Taiminen, 2016). This has been cited as a benefit of marketing automation in many pieces of literature (Järvinen & Taiminen, 2016; Jena & Panda, 2017; Todor, 2016). For example, Jena and Panda (2017) outline that generating leads, following up and finalizing leads are the most important actions in the marketing field, and that marketing automation helps to enhance these functions by making them more simplified and easier. In this case by lead generation is meant to attract potential buyers with interesting and personalized content, for example by sending a reminder through email (Järvinen & Taiminen, 2016; Jena & Panda, 2017).

3.2 The general framework of marketing automation

In their article on marketing automation, Heimbach, Kostyra, and Hintz (2015) introduce the general framework of marketing automation. The model presents in simplified form the elements and processes of marketing automation. In the model, the marketing automation process is divided into four levels. The framework is presented in Figure 4.

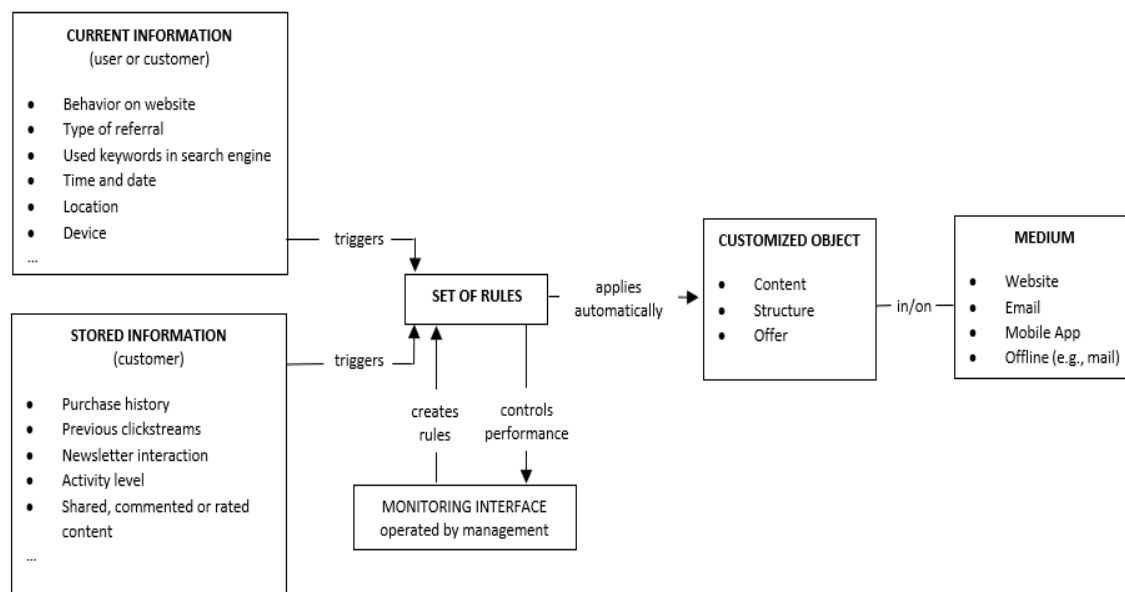


Figure 5 The general framework of marketing automation (adapted from (Heimbach et al., 2015))

The first level of the process consists of current and stored information and is named as an evaluation and calibration phase. The current information relates to both user and customer information and it includes behavior on a website, type of referral, user keywords in a search engine, time and date, location, and used device. Stored information relates only to customers and includes information regarding purchase history, previous clickstreams, newsletter interaction, activity level, and shares, commented, and rated content. Customer and user information plays a big role in marketing automation since all automated actions are based on the information. Therefore, the first phase is crucial for the success of the marketing automation system. (Heimbach et al., 2015.)

The second level consists of the set of rules designed to respond to different forms of consumer behavior. The rules are determined based on the user and customer information and they activate pre-defined marketing actions when they notice certain triggers. Rules can be formed e.g., by creating customer segments based on interests or demographics related information. Conclusions are drawn from these segments and appropriate marketing actions (customized objects) are decided, which will be automatically activated by the rules. (Heimbach et al., 2015.)

The rules trigger based on user and customer information in the system and trigger predefined customized objects. A trigger may be, for example, technical features such as time, IP address, or browser, or it may be a piece of individual information such as account information, purchase history, or searched keywords. Customized objects in turn are e.g. personalized content, email, offerings, or a modified structure. Objects are displayed on a medium, which can be e.g. a web page, e-mail, phone application, or so-called offline platform, which refers to traditional marketing channels (e.g., mail or physical event tickets). (Heimbach et al., 2015.)

The third level relates to the automation of the learning process. This means that if a limited number of options are relevant for automation (e.g., the background color on a website), through experimentation, automation will learn which feature best serves each objective. Marketing automation can thus, to some extent, optimize the effectiveness of the customized objects itself.

The fourth level includes monitoring and controlling the performance of rules and customized objects. This phase is operated by management and their job is to react to the results by creating new rules and formatting existing ones. (Heimbach et al., 2015.)

3.3 Personalization

A feature that is strongly associated with marketing automation is personalization. Marketing has changed strongly from mass marketing to the direction in which the content is personalized in a more individual way (Heimbach et al., 2015). As early as 20 years ago Doyle (2000, 88) wrote in his article as follows: *“One of the primary functions of any marketing automation solution is to determine which client should receive what communication when and by what communication method.”* This main function of marketing automation is still the same. Previous research and literature strongly agree that the most important function of marketing automation is the automatic customization and personalization of content and offers (Heimbach et al., 2015; Todor, 2016; Wood, 2015). According to Heimbach et al. (2015), content personalization has born in the field of B2B-marketing but with the help of marketing automation, it has spread also to the B2C area. Personalization refers to personalizing and customizing the functions of the marketing mix throughout the customer path. In practice, this can be, for example, nurturing prospects and customers with personalized and useful content or providing customized coupons and discounts. (Heimbach et al., 2015; Todor, 2016.)

Based on the above, the following benefits can be defined to the automatic personalization done by marketing automation: (1) Marketing automation does not push content to consumers, instead, it enables that consumers can pull content and this way create their own experiences, (2) consumers can get the content in the format they want, and (3) consumers can consume the content when and where they want. (Wood, 2015.)

Because marketing automation combines marketing and sales efforts, personalization can be extended from marketing content to sales. This can mean personalized pricing and offerings. Therefore, one form of personalization that marketing automation enables a company to use is dynamic offerings. Dynamic offerings have evolved as a result of marketing automation as the automation enables the collection of customer data such as interest and behavior data. Based on this data, companies can make personalized offers to their customers that best meet their expectations. (Todor, 2016.)

3.4 Content marketing

The marketing automation system acts as a platform that enables the delivery of personalized content based on different customer-specific rules (Järvinen & Taiminen, 2016). Usually, this content generated through marketing automation is content marketing, also called inbound and pull marketing (Holliman & Rowley, 2014). Content marketing is a relatively new concept and therefore there is no one established definition yet. However, the first definition of the term, and thus a very widely used one, describes the concept well:

" Content marketing involves creating, distributing, and sharing relevant, compelling, and timely content to engage customers at the appropriate point in their buying consideration processes, such that it encourages them to convert to a business building outcome (Holliman & Rowley, 2014, 285)."

Characteristics of content produced in content marketing can be said to be the usefulness and informativeness of the content, and the desire to help the consumer (Holliman & Rowley, 2014). Content should, therefore, be valuable, relevant, competitive, timely, and useful (Holliman & Rowley, 2014; Pulizzi, 2012). It is also essential that content marketing does not focus on selling products and services or promoting a business, but on creating value, solving consumer problems and building a relationship (Holliman & Rowley, 2014; Järvinen & Taiminen, 2016; Pulizzi, 2012; Wang, Malthouse, Calder, & Uzunoglu, 2019). For the above reasons, in content marketing, a company's awareness of consumer information needs is pronounced, and technology adoption requires an organizational shift from sales thinking to help a customer (Holliman & Rowley, 2014).

Content marketing is often perceived as creating and distributing content in a digital context (Holliman & Rowley, 2014). Content formats can be text, video, images, and animations (Järvinen & Taiminen, 2016), and they are often shared via a website and social media (Holliman & Rowley, 2014). In practice, the content produced can be, for example, webinars, articles, or industry-related news and research (Wang et al., 2019).

In 2012, Pulizzi (2012) stated in his article that in the future, the marketing department will focus on half marketing and half content production. He was right: content production and storytelling have become a significant part of today's marketing. According to Pulizzi (2012), the main reasons for this are a general change in attitudes towards content publishing, a change in the attitudes of journalists towards working with brands, and a generalization of technology.

Other reasons for the spread of content marketing are the shift in the consumer buying process to online focus (Järvinen & Taiminen, 2016), and a change in attitudes towards traditional marketing (Holliman & Rowley, 2014). These changes have required companies to adopt a new mindset away from disturbing and selling-focused traditional marketing (Holliman & Rowley, 2014). Content marketing responds well to these changing attitudes by using discreet pulling techniques to attract customers instead of traditional push marketing (du Plessis, 2017).

Implementing content marketing requires close collaboration between sales and marketing departments. Also, the company should identify and leverage the expertise available throughout the organization as part of content production. Therefore, it is recommended that the marketing department collaborates with various experts in the organization, for example by interviewing them on a specific topic. In this way, the organization can harness all its expertise in the customer value creation process. (Järvinen & Taiminen, 2016.)

Holliman and Rowley (2014) found in their study that the most common goals that companies have when implementing content marketing are lead generation, brand-building, and brand awareness, achieving trust brand status and offering thought leadership. These goals are also supported by a study commissioned by the Content Marketing Institute. According to that study, most companies are still focused on top-of-funnel goals such as creating brand awareness, educating the audience, building trust, and generating leads (Content Marketing Institute, 2020).

3.5 Marketing and sales alignment

The divergences between the sales and marketing departments' mindsets and the resulting silo are issues that are also strongly linked to marketing automation. The causes of this problem have been listed extensively in the literature, but the main major problems can be identified as differences in economic (e.g. pricing and promotion costs) and cultural mindsets (Kotler et al., 2006). Marketing workers are often seen as being more analytical and more focused on products, projects, and long-term goals. Salespeople, on the other hand, are seen to be focused more on the customer perspective, personal relationships with customers, and short-term thinking and profits. (Kotler et al., 2006; Rouziès et al., 2005.) According to Homburg and Jensen (2007), these differences in product knowledge and interpersonal skills can be very detrimental to organizational

performance. Problems may arise, for example, in longer sales cycles, and increased market entry and sales costs (Kotler et al., 2006).

Cooperation between marketing and sales departments has many benefits for the organization and often it is not possible to implement marketing automation or content marketing without collaboration between these departments (Järvinen & Taiminen, 2016). Collaboration enhances departmental operations (Rouziès et al., 2005), deepens market and customer understanding, enhances decision making, and helps to create more value for customers (Guenzi & Troilo, 2006). Successful configurations have been found to have a good knowledge of the market and strong structural links between sales and marketing (Homburg, Jensen, & Krohmer, 2008). Besides, although differences in departments' mindsets are often seen as a challenge, studies have also found this to be beneficial. Namely, differences in thinking help to ensure that any aspect is not overlooked. The performance also improves when marketing and sales departments can challenge each other's different perspectives. (Guenzi & Troilo, 2006; Homburg & Jensen, 2007.)

Järvinen and Taiminen (2016) conducted a study to investigate the impact of marketing automation and content marketing in the generation of high-quality leads. As a result of their research, they created a model that combines marketing and sales funnels into one entity by using marketing automation. The study also showed that it is possible to integrate content marketing with a company's sales process through marketing automation.

Figure 5 illustrates the sales and marketing funnel created by Järvinen and Taiminen (2016). The funnel contains five stages and the funnel is preceded by content (e.g. blogs, articles, videos, and newsletters) generated by the organization and delivered through various platforms such as email, social media, and search engines. The purpose of this content marketing is to attract suspects to the first stage of the funnel, that is, to identify themselves. The purpose of the first stage of the funnel is thus to make the suspects submit their contact information, for example through a form on the website. At this point, the system automatically saves the data into the system and categorizes the suspects as either marketing or sales leads.

If contact is identified as a marketing lead, the second stage of the funnel will begin the nurturing phase, where personalized, useful, and timely content will be delivered to the contacts with the help of content marketing. Marketing lead refers to an identified contact that has not yet shown an interest in buying. Marketing lead can also be an existing customer who has been inactive for some time. The goal of this phase is to turn marketing leads into sales leads.

At the third stage of the funnel, qualified sales leads are transferred to sales queues in the CRM system to await contact from the sales department. At level four, the sales department contacts and negotiates with sales leads. At this point, sales lead become opportunities. At level five, the sales leads make the purchase decision and turn from opportunities into deals. Depending on the business and industry, negotiation and closing a deal can take a short or long time, from a small moment to several years.

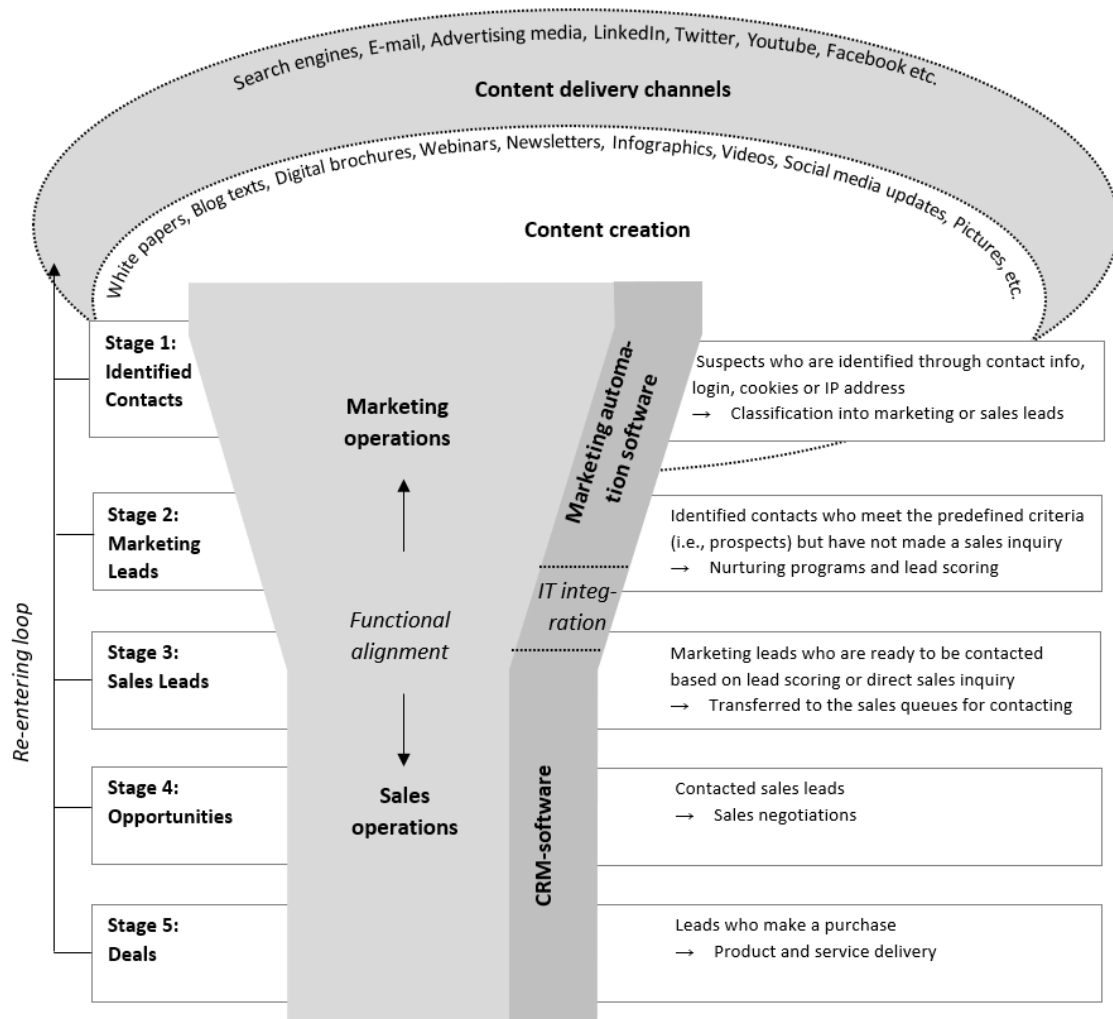


Figure 6 Sales and marketing funnel (adapted from Järvinen & Taiminen 2016)

3.6 The seven antecedents of marketing automation success

Although studies show that some companies benefit more from the implementation of marketing automation than others (Heimbach et al., 2015), it is still clear that in the future, the role of automation in business operations will increase significantly (Murphy, 2018). Wood (2015) argues that the implementation of marketing automation can be a particular benefit especially to large and complex B2B companies operating in a highly competitive environment.

There is not much previous research on the implementation of marketing automation. However, there are a few elements mentioned in the literature that are important to consider when planning to implement a marketing automation system. These include careful process design, tool, and partner selection, data management, and process management (Biegel, 2009; Keens & Barker, 2009). Referring to Keens and Barker (2009), in the implementation of marketing au-

tomation, it is important to remember that marketing automation can only be as good as the methodology used in its implementation.

As there is little previous research on the implementation of marketing automation, there are also no significant models or frameworks for a successful implementation process. However, based on existing literature and information on marketing automation, Murphy (2018) has developed a seven antecedents framework for the successful implementation of marketing automation. The model illustrates the key indicators that should be considered before and after system implementation. The framework is illustrated in Figure 6 and this chapter, the elements of the model are reviewed in detail one by one.

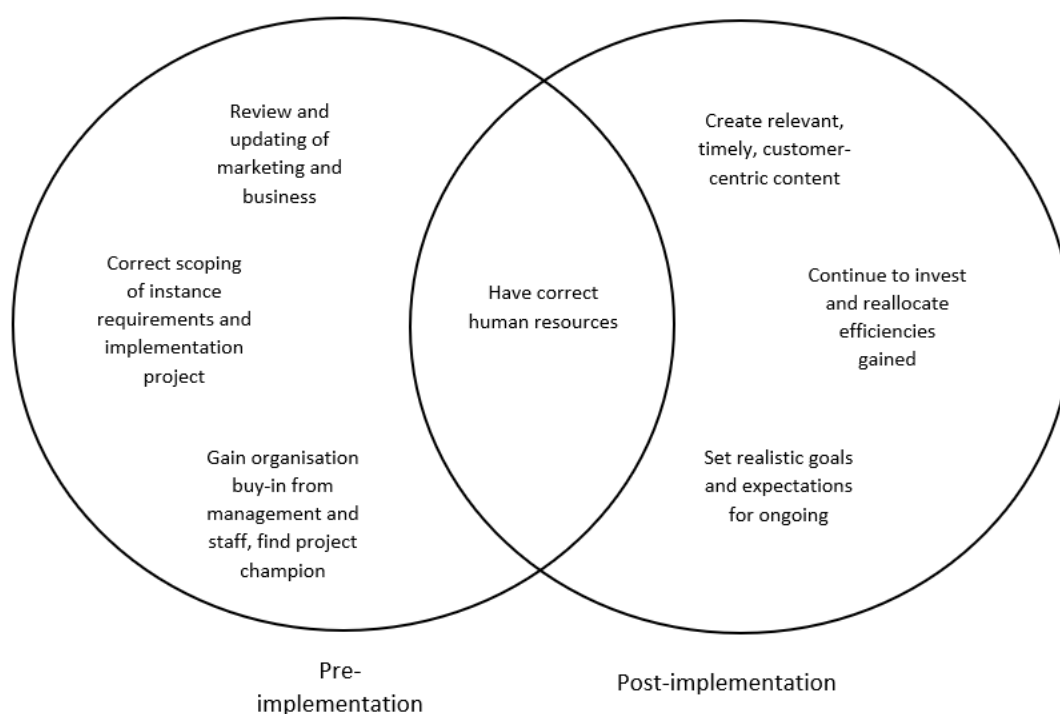


Figure 7 The seven antecedents of marketing automation success (adapted from Murphy 2018)

3.6.1 Pre-implementation

Review and development of marketing and business processes

The first step in deploying marketing automation is to gain a comprehensive understanding of the current state of marketing and organizational processes (Biegel, 2009; Keens & Barker, 2009). Unfortunately, the project time-frames are usually so tight that this critical step is often being skipped (Keens & Barker, 2009).

The goal of this phase is to work on identifying the internal and external areas of marketing and organizational processes where operational inefficiencies can be removed and to find best practices to optimize these processes. (Biegel, 2009; Keens & Barker, 2009.) It is important to understand that implementing marketing automation is not just an IT project, but it affects the entire organization (Keens & Barker, 2009). However, it must be remembered that the

automation of weak processes does not in itself fix and make broken processes effective. The organization must commit to implementing marketing automation and be prepared for the change to improve processes. (Wood, 2015.)

Proper scoping

When planning the implementation of a marketing automation system, the company needs to adopt a change management mindset. Instead of just controlling the change, it should be supported and enabled. (Keens & Barker, 2009.) The process should start with determining the future state and current resources. After this, a detailed plan and timetable for achieving the goal should be defined. It is also important to define clear roles and responsibilities for the individuals involved in the process. (Biegel, 2009.)

To measure the success of the implementation of marketing automation, it is important to determine the right metrics already in the planning stage. If marketing performance metrics are in place before automation is implemented, it is easy to build new metrics that meet the automation measurement needs. Defining metrics is important because without them, measuring the financial impact of marketing automation adaptation at the organizational level is difficult. In general, it is hard to detect changes at the marketing department level alone, so it is important to look for indicators that help to measure the performance of this department in a targeted way. (Keens & Barker, 2009.) According to Biegel (2009), the metrics can be determined based on, e.g., cycle time, productivity, resource costs, and the expected improvements to be gained.

An important part of the pre-implementation and scoping phase is to define software requirements, compare different service providers, and choose the supplier and tools (Biegel, 2009). There are a variety of software vendors on the market with a wide variety of functions (Heimbach et al., 2015). Marketing automation systems are provided by, among others, Hubspot, Salesforce, Adobe, Oracle, Marketo and Pardot, of which the most used are HubSpot, Oracle Marketing Cloud, and Adobe Marketing Cloud. (Datanyze, 2017.)

When choosing a marketing automation system, the company should choose the system that best addresses the weaknesses of the current marketing process. At this stage, it is important to utilize the support and expertise of the IT department. (Biegel, 2009.) Also, a variety of factors should be considered when choosing a marketing automation system, including costs, the suitability of the software to the industry, a set of tools, functionality, and compatibility with existing systems (Jena & Panda, 2017).

Finally, the scoping phase should include a careful analysis of the amount and quality of data held by the organization, as well as the needs placed upon them by the implementation of marketing automation. As we saw from the framework of the marketing automation process (Heimbach et al., 2015) the role of data in the use and implementation of marketing automation is essential since all automated functions are based on existing customer and user data. Therefore, if the company does not yet have a well-designed data storage that collects and analyses all crucial information, including data related to cus-

tomers, product catalogs, sales agent records, digital asset management, budgetary and finance, they should create one at this stage (Heimbach et al., 2015; Keens & Barker, 2009).

Keens and Barker (2009) argue that there are four things to keep in mind when considering the needed information. The first is information quality. This means ensuring the quality of the information so that the data is structured, standardized, and cleaned up according to internal and external standards. The second thing considers customer identification. All customer touchpoints and systems should be integrated so that the customer can be identified using only one customer view. This is often a complex and badly understood entity. (Keens & Barker, 2009.)

According to Keens & Barker (2009), the third thing to consider is data enrichment. This means complementing the company's existing customer data with external data. This ensures better customer understanding and more personalized and effective marketing. The last point concerns permissions, privacy, data protection, and data security. These have become increasingly important for companies, especially since the coming into effect of the GDPR. As the number of marketing channels increases, it is increasingly important for companies to pay attention to complying with local laws, respecting the permissions customer have given, and properly storing and processing customer data. Mistakes in these can significantly damage the public image and the brand of the company. (Keens & Barker, 2009.)

Gain organizational buy-in and find a project champion

For a successful implementation of marketing automation, it is critical to get the buy-in of the new system from both management and staff (Murphy, 2018). After creating a plan, it is especially important to communicate it to the entire organization and get approval from all levels of the organization to carry out the project (Biegel, 2009).

It is significant for the success of the project that senior management is involved in and approves the project. At this stage, a senior steering committee should be set up to oversee the budget, schedule, and allocate human resources. (Biegel, 2009.)

In addition to senior management, the skills and attitudes of the project leaders play a major role in the success of the implementation project. Project leaders need to be business analysts with an understanding of marketing and its various user groups. The implemented system should also be approved by this group as they will decide what are the standard and repetitive processes that should be automated. (Keens & Barker, 2009.)

Finally, it is also important to consider the attitudes and expectations of employees towards the new system. Implementing marketing automation often requires changes across the organization, not just in the marketing department. It is therefore necessary to ensure that these changes are successfully managed across departmental boundaries. (Keens & Barker, 2009.) The process should also ensure that all stakeholders, including seniors, understand that automation

is about changing mindsets, not just adopting new technology. Marketing automation is a tool that enables the transformation from product and service-oriented thinking to customer-oriented thinking. (Wood, 2015.) The acceptance of the system can be promoted by sharing information about the benefits of the system and educating employees on how to use it (Murphy, 2018).

Employees may fear that the new technology will affect their work negatively and, at worst, that it will take their jobs (Tabrizi, Lam, Girard, & Irvin, 2019). When implementing marketing automation, marketing, and sales departments in particular may resist changing processes (Todor, 2016). As a result, they may consciously or unknowingly oppose change. Managers need to be prepared to respond to this by emphasizing that new technology enables learning, and the update of expertise to answer the present and the future demand. Employees must also be involved in the transformation process and consider how their work can be made more effective by adopting new technology. (Tabrizi et al., 2019.)

3.6.2 Post-implementation

Create and deliver relevant and timely content

Technology has changed consumer attitudes towards traditional marketing activities (Järvinen & Taiminen, 2016; Wood, 2015). Still today, many companies produce content that serves a big audience while forgetting to serve their target customers (Järvinen & Taiminen, 2016). However, instead of mass marketing consumers want to get personalized content that is tailored to their personal needs. Marketing automation helps meet these changing expectations by making personalized content production easier. (Järvinen & Taiminen, 2016; Wood, 2015.) Therefore, it is crucial that after implementing a marketing automation system, the company starts to create and deliver relevant and timely content to attract customers (Murphy, 2018).

Content personalization can mean, for example, customizing the content based on the customer's interests or adding personal information to the e-mail (e.g. recipient's name). Indeed, personalization is an effective way to increase marketing efficiency. For example, Sahni, Wheeler, and Chintagunta (2018) found in their research that adding a recipient's name to an e-mail header resulted in a 20% increase in message opening and a 31% increase in sales leads. (Sahni, Wheeler, & Chintagunta, 2018.)

In addition to mass marketing, companies often produce content that is too focused on selling products and services (Järvinen & Taiminen, 2016). However, sales should not play a major role in content production. As Järvinen and Taiminen (2016) point out in their study, high-quality and relevant content should always focus on creating value for the customer. Content production should be seen as an engagement initiative aimed at engaging the customer through timely and relevant content (Wang et al., 2019). To produce relevant content, a company should actively seek information on target customers' information needs through collecting feedback and monitoring social media (Järvinen & Taiminen, 2016).

Alongside content production, it is important to measure the effectiveness of the produced content and marketing performance overall. The determination of the right metrics is crucial because without them it is impossible to control the process performance. (Doyle, 2000.) According to the research of Järvinen and Karjaluoto (2015), when designing the metric system, companies should especially focus on aligning strategy, metrics, definitions, dimensions, and the structure of metrics. The measurement system should include metrics that indicate progress towards the company's marketing goals (Järvinen & Karjaluoto, 2015). Thus, e.g. communication reference data should be used as part of measuring and reviewing the effectiveness of marketing communication activities (Doyle, 2000).

Set realistic expectations and be patient

The challenges of implementing marketing automation include its complexity and time-consuming onboarding (Todor, 2016). An important part of the post-implementation of marketing automation is to understand that the system itself does not fix the marketing problems and that the results of implementing the system may not be visible for a long time (Wood, 2015). Often, finding the most effective solutions requires a great deal of experimentation, learning from mistakes, and modifying the processes (Tabrizi et al., 2019).

The same problem applies to implement content marketing as a means of marketing automation. After the implementation of content marketing, it can take much longer to get measurable results than the business is used to when using traditional marketing techniques. This can reduce management's understanding of the benefits of marketing automation and content marketing. (Holliman & Rowley, 2014.)

Continue to invest and reallocate found efficiencies

The requirements of the marketing automation solution are constantly changing and evolving (Keens & Barker, 2009). If this continuous development is not done, there is a risk that the system will not be used to its full potential (Todor, 2016).

The introduction of marketing automation often reduces the need for resources in the actions to which they have traditionally been directed (Murphy, 2018). However, it is important to remember that instead of cutting these human resources, it is more profitable to re-allocate them to activities, like content marketing, that support and develop marketing automation system performance (Jena & Panda, 2017; Murphy, 2018).

3.6.3 Human resources as a part of marketing automation

The last level of the model is related to human resources. The importance of human resources in marketing automation implementation is strongly linked to both the pre- and post-implementation stages, like lack of resources and proper skills can lead to system failure already before its deployment (Murphy, 2018).

It is significant to remember that the purpose of marketing automation is not to replace but rather to enable the human interaction with customers (Wood, 2015), and to increase employee engagement, satisfaction, and productivity (Carroll & Wagar, 2010). Marketing automation reshapes traditional marketing work tasks and increases expertise in content production, analytics, and automation (Murphy, 2018).

Building and maintaining internal capabilities

What it comes to the reasons regarding the failure of the implementation of IT systems, one reason can be found from not observing the inside information from employees. This knowledge is important because, in fact, employees have the best knowledge of which processes in their daily work are working and which are not. (Tabrizi et al., 2019.) Therefore, information from employees should not be underestimated in system implementation and process reorganization (Carroll & Wagar, 2010).

After the implementation of the marketing automation system, the organization should provide appropriate training for its employees. According to Järvinen and Taiminen (2016), leaders can promote employee learning by encouraging them to learn through experimentation and mistakes. Sometimes, implementing a marketing automation system or training the staff requires additional resources (Murphy, 2018). In this case, it should be considered to recruit new employees with a strong understanding of digital marketing and its regularities (Järvinen & Taiminen, 2016).

One of the reasons for the failure of the marketing automation implementation process is the lack of expertise in the design phase. This mistake can be easily avoided as many organizations have the required skills inside their organization in their IT department. (Keens & Barker, 2009.) Indeed, much previous literature on marketing automation emphasizes the collaboration between the marketing and IT departments in implementing and using the system (Heimbach et al., 2015; Järvinen & Taiminen, 2016; Keens & Barker, 2009; Wood, 2015).

Collaboration between the marketing and IT departments was also highlighted in a study by Buckley (2015). The study found that there is a direct relationship between the success of a marketing automation system and how much IT and marketing departments collaborate. Problems were often found between departments, focusing mainly on language disparity and the resulting need for translation. Other problems were found to be different ways of interpreting things as well as differences in routines and ways of working. The solution to these problems was suggested to increase the IT knowledge of the marketing department, to create documents or descriptions that facilitate understanding between departments, or to create a boundary role that has an understanding of both departments and thus can act as a link between these groups. One suggestion was also to create permanent or project-related teams that include members from both departments. (Buckley, 2015.)

Utilizing external expertise and resources

If an organization does not have enough IT and analytics expertise or it does not have enough resources to train current employees to use marketing automation, it should consider outsourcing some steps of the automation implementation process (Jena & Panda, 2017; Järvinen & Taiminen, 2016; Murphy, 2018). Outsourcing is particularly recommended if the organization does not have the financial resources to hire or train new staff (Murphy, 2018). Depending on the size of the organization and the scale of the implementation process, outsourcing can maintain focus and increase the probability of success (Biegel, 2009).

4 METHODOLOGY

The objective of this study is by using qualitative research to describe and map how the antecedents of marketing automation manifest itself in the system implementation process in the big multi-brand organization. The research method is the semi-structures interview and to support the research aim, the perceived benefits of marketing automation and challenges related to the implementation process are identified. Based on these, the comprehensive cross-sectional description is created of the case-organization regarding how well the different antecedents of marketing automation success have been considered in the system implementation process and what issues should be better considered in the future so that the implementation of marketing automation will be successful. Based on these results, the aim is to create general guidelines for company management on the most important factors to consider in the process of implementing a successful marketing automation system.

The following section briefly describes the case company, opens the definitions of qualitative and case study, and justifies the choice of these research methods. Also, the section introduces factors related to semi-structured interviews and data analysis.

4.1 Case company description

The case company is a manufacturing company that, along with many other brands, is part of a large international corporation. The case company is a leading manufacturer and service provider in the Nordic countries and one of the most popular brands in Latin America. The case company employs more than 1,700 employees and supplies machines to more than 75 countries. As the case company is a part of the concern, it creates certain challenges for the company's operations. For example, the company's products are manufactured and marketed in Finland, but the marketing of aftersales services is placed in the United Kingdom. This also poses challenges for the implementation of marketing au-

tomation, as the division of functions also causes differences in goals, for example.

The case company is currently implementing a marketing automation system. Salesforce Marketing Cloud has been chosen as the system provider, as the company also uses the same service provider to support sales and CRM. Marketing automation has already been implemented to some extent in Finland, and the next step is to complete the implementation process in Finland and other countries so that the system reaches its full potential as soon as possible. This requires careful planning, as the target company has found that due to complex organization structure and divergent objectives, it is not always easy to form united opinions among all actors. Another need for research is to deepen the understanding of the past implementation process and seek to identify factors that will play a significant role in the future success of the implementation of the system. For this reason, this study aims to find out the perceptions associated with the implementation of marketing automation between Finnish actors and actors in the selected target country (UK). Also, the perspective will be expanded by interviewing the corporation's multi-brand marketing manager and one external partner who has been consulting the case company in the marketing automation implementation process. In light of this information, the case company will hopefully be able to make better decisions about what is the most optimal way for them to overcome the noticed challenges and to complete the implementation process.

4.2 Qualitative research and case study

This study was conducted using a qualitative research method. Qualitative research has traditionally been defined as comprehensible, soft, and anthropological research, where it is important to determine what is being done in the research each time (Tuomi & Sarajärvi, 2009, 66-67). Qualitative research is often easily described as the opposite of quantitative research. This is true, for example, in that in quantitative analysis, the data are tabulated, and the argumentation is done by using numbers and statistical relationships. Besides, quantitative research allows research results that deviate from the general rule. In qualitative research, the examination focuses on the whole entirety under study and the differences between the variables are clarified so that they do not contradict the presented interpretation. Although there are differences between these research methods, the confrontation is not consistent, but these should be seen in a sense as a continuum of each other. (Alasuutari, 2011, 32-38.)

Qualitative research was chosen as the method of this study because it is seen to rely heavily on human perception and understanding and thus also supports the objectives of this study. Qualitative research helps to understand and explain how things work in general and are not so much focused on statistics, metrics, and attributes as quantitative research. (Stake, 2010, 11.) Qualitative research is seen as an umbrella term for a large number of other ap-

proaches and methods, the result of which is usually primarily to produce qualitative and composed written material (Saldana, 2011,3).

Qualitative research is divided into several different genres based on the approach and presentation of the research (Saldana, 2011, 4). One genre is the case study, which is also used as the approach of this study. In a case study, the focus is on one unit of analysis such as an event, person, or organization (Saldana, 2011,8), and the study is bounded by a place and time (Daymon & Holloway, 2010, 129). The case study aims to create a thorough picture of the object under study, and the aim is not necessarily to develop a result that can be generalized to other similar units. The strength of the research is that it can be used to produce a very in-depth description of the object under study. (Saldana, 2011, 8.)

4.3 Semi-structured interviews

In qualitative research, data collection methods can be divided into four categories: interviews, observation, collecting, and examining and feeling (Yin, 2016, 138). Interviews were used as a method in this study, as its best helps to answer a research question that aims to examine people's beliefs and perspectives (Yin, 2016, 139) as well as attitudes, feelings, and opinions about something (Saldana, 2011, 32). The term interview refers to a deliberate conversation between two or more people in which the interviewer asks questions with the intent of gathering relevant information and answers to the research question (Saunders, Lewis, & Thornhill, 2019, 434).

Interview types can be divided into structured, semi-structured, and unstructured interviews according to how standardized, structured, and pre-planned they are. In this study, a semi-structured interview was used as the data collection method, as it allows questions to be formulated, the order to be changed, and additional questions to be asked during the interviews. A semi-structured interview is seen as non-standardized and is a more flexible way to conduct interviews than a structured interview. (Saunders et al., 2019, 434-438.)

A semi-structured interview starts with defining the themes suitable for the research question, under which the interview questions are created (Saunders et al., 2019, 437). In this study, the seven themes, based on Murphy's (2018) the Seven antecedent of marketing Automation -model, were used to support the definition of themes. Six themes were created as two themes, expectations and found efficiencies were combined into one. Therefore, the created themes were review and development of marketing and business processes, scoping, organizational buy-in, content production, expectations and found efficiencies, and human resources. Based on these themes, 27 questions and 6 sub-questions were created. The questions are presented in Appendix 1.

Interviewees were selected using purposive sampling. Purposive sampling refers to a method in which interviewees are selected based on who is expected to be able to provide the best expertise for the subject and context being

studied (Emmel, 2014, 34). As this study is a case study, it is justified that this method was used to select the interviewees. Thus, individuals from within the organization who were closely involved in the implementation project and had a strong knowledge of the topics of interest in this study were selected to be interviewed. A total of eight interviews were conducted for the study. Seven of the interviewees were employees of the case and its' parent company, three of them from Finland, one of them from the brand's country organization from the UK, one from the aftersales organization, and two from the parent company. Also, one case company's external partner who has been involved in planning related to the implementation of marketing automation was interviewed.

All interviews were conducted as individual interviews through Skype. Conducting interviews remotely was chosen to be the best way to conduct interviews as many of the interviewees lived in other countries and, also the COVID-19 pandemic caused demand on the use of remote working tools. The interviews were conducted in English, except for the three Finnish interviewees, whose interviews were conducted in Finnish. The length of interviews varied between 26 and 76 minutes but the average length of one interview was 46 minutes. The detailed information of the interviews can be viewed from Table 1.

Table 1 Study Interviews

Respondent	Position & Field	Department	Country	Duration
A	Senior Manager; Communications and digital marketing	Brand department (Case company)	Finland	76 min
B	Vice President; Sales and marketing	Brand department (Case company)	Finland	45 min
C	Digital marketing manager	Brand department (Case company)	Finland	48 min
D	Director; Multi-Brand strategy and brand governance	Parent company	Switzerland	26 min
E	Senior manager; Global Salesforce marketing automa- tion	IT department, Par- ent company	USA	47 min
F	Business manager; Key accounts, adver- tising, and sales	Brand's country de- partment	UK	53 min
G	Manager; Aftersales marketing	Aftersales depart- ment	UK	40 min
H	Senior consultant	External consultancy	Sweden	31 min

4.4 Data analysis

Eskola and Suoranta (1998, 109) define three different ways to analyze the material that is gathered through interviews. In the first option, the material is

transcribed and proceeded according to the researcher's intuition to the analysis stage. In the second option, after transcribing the material, the researcher encodes it and then proceeds to analyze. In the third option, the transcribing and coding steps are combined and then moved to the analysis phase. (Eskola & Suoranta, 1998, 109.) This study used the second approach where the interviews were first transcribed, then coded, and finally analyzed.

The coding and analysis are also called as thematic analysis. The goal of the analysis is to identify themes and patterns from the collected data by coding to help answer the research question. Thematic analysis is often perceived as a general data analysis method for qualitative research and was also chosen as the method of analysis for this study. This can be justified by the fact that the thematic analysis is suitable for the analysis of large datasets and helps to combine data collected from many different datasets or interviews. It also helps to identify themes for further analysis of material acquisition and to draw conclusions from them. (Saunders et al., 2019, 651.)

This study utilized a deductive approach, meaning that the themes studied relate to an already existing theory (Saunders et al., 2019, 652). In this study, the themes of the seven antecedents of the marketing automation -model (Murphy, 2018) described in Chapter 3.5 were used to aid the analysis.

5 RESEARCH FINDINGS

In this chapter, the empirical findings of this study are discussed and explained. There are six themes and their order has been changed from Murphy's original model to more relevant to the study. For the purposes of this study, it is not justified to distinguish between themes before and after the system implementation, as in the Murphy's model, and thus all themes are treated as equivalent in this study and mirrored to the current state of the process. The analysis is structured based on the research themes from the research questions by starting with the review of marketing and business processes and the current state of marketing automation implementation process. Quotations and stories told by the interviewees are used to support and illustrate the empirical findings. Quotations from interviewees A, B, and C are translated into English, focusing on the substance of the original stories been told.

5.1 Review of marketing and business processes

5.1.1 The current state of marketing automation and implementation process

The implementation process of marketing automation is still in a relatively early stage in the case company. For the past few years, the case company has focused on upgrading its sales-, CRM-, and marketing automation systems, and on building a unified set of these. They have chosen Salesforce as the system and Salesforce Marketing Cloud as the marketing automation system. In terms of marketing automation, the case company has taken a few first steps by utilizing automation, for example, in the implementation of trade show-related marketing activities, as well as in email marketing and newsletters. Interviewees agreed that the use of the system is still in the early stage, although the COVID-19 pandemic has given a boost to the project and increased participants' motivation to design digital solutions.

"As a technical investment, we've taken this 'Ferrari' into our garage and actually we've now learned how to get this Ferrari running and we are moving it like a few inches out of the garage door, but we're not in full motion yet." Respondent A

"We are at the very beginning. We're really just learning what the whole system can do." Respondent C

"It's not even live yet. It's getting close to being live, we've been developing our capabilities for the last 2 years." Respondent G

"A good thing that has come out of this COVID-19 pandemic, is that people have to open their eyes on how to do different things and marketing and actually lead itself straight into the marketing automation." Respondent F

Also, an external consultant with whom the case company has collaborated on strategic planning for the implementation of marketing automation thought that the use is still in early-stage and there is still a lot of work to be done before the system starts to generate real value. She also saw this as a challenge, as a marketing automation system is an expensive investment, and currently, it is not generating positive ROI for the case company.

"They basically just dip their toe --- the stage is that they are at step one and there are many more steps to go before they actually do some proper value from the tool." Consultant

"They have bought a very expensive system but right now they are not utilizing it. So, they are spending a lot of money and not getting so much back. They need to get out of this 'Ferrari in the garage' very soon." Consultant

Other interviewees also recognized this challenge and several reasons were found for the slow progress of the project. One reason is related to the challenging structure of the system, as at the beginning of the project the external partner who assisted the parent company in building the system had not been able to build the system into what the parent company's organizational structure would have required. This has caused confusion and problems for the system, which still takes time for employees to fix. This problem was raised by interviewees C and E. The consultant also identified this challenge and added that the parent company's power of making decisions is complicating the case company's operations in the system.

"I've found a lot of bugs that users have been miscoded and we've misbehaved some basic newsletter submissions." Respondent C

"One challenge is definitely the complex set-up. The data models are super complex and it's really difficult for anyone to work in the system since the parent company kind of decides over the system. So the parent company decides what data they can access if it makes any updates then that reflects the brand's system as well, so the technical set up is quite complex." Consultant

Concerning this, respondent A described that the whole deployment process has been difficult precisely because, at the level of the entire organization, preferences, and perspectives on issues vary widely. Contradictions have been

caused, for example, by perceptions about the order of progress of the project, the most important features, and responsibilities. The brand organization has thus not been able to make decisions independently but is highly dependent on what is decided in the parent company. This has also caused the project to progress slowly. As respondent G mentioned, in a large multi-brand organization, schedules are very broad.

"Our brand may have some vision, but it depends so much on what is done in the parent company before we can start making decisions. There is also some struggle for that unification." Respondent A

"Our time frame sounds very extended because we are such a multi-brand organization. We spent two years mapping up what we wanted, what are our intentions, and then we spent the last two years as building platforms and capabilities." Respondent G

The consultant expressed concern that the case company, from her perspective, does not seem to have a very clear vision and plan for what they want to do and achieve with marketing automation in the coming years. This weakness is also confirmed by respondent B, who noted that the case organization has not created a clear long-term plan for roles and progress in the project. The consultant, therefore, recommended that drawing up such a plan could facilitate the work of the case organization and take the project forward.

"We may have gone by the means, strongly trusting that with that individual-level guidance things will move forward. But perhaps there has not been such a long-term plan that with these steps we will move forward systematically." Respondent B

"There is a bit of lack in the plan and the vision. --- I think that if all at the case organization would have a common vision of where they want to go with the system that would also be very helpful." Consultant

5.1.2 Benefits of marketing automation in the development of current processes

Interviewees identified several benefits of marketing automation and inefficiencies in business and marketing processes that can be addressed through the implementation. Roughly, the benefits can be divided into intensifying communication and sales processes, reducing manual tasks, and improving reporting and measurement.

Several inefficiencies related to communication processes were identified in the interviews. The first was related to the inconsistency of communication, i.e. the fact that the organization has so far not had a communication tool that enables it to communicate uniformly to customers, dealers, and employees within the organization. Thus, there has also been no direct visibility into the marketing activities carried out by, for example, country organizations. This was the first disadvantage that can be fixed with the help of marketing automation.

"We do not now have, for example, such a communication tool that can communicate to customers, dealers, and our own organization in a centralized and smart way, and at the same time connect the advertising side to it." Respondent C

"We always talk about marketing automation is something used for three audiences: your customers, your dealers, and your employees." Respondent E

"Currently, there is no full visibility about what kind of marketing measures or what kind of social media marketing measures we have going on in different countries because each country does its own digital marketing." Respondent A

Another communicational benefit that marketing automation brings to an organization's processes is related to a better understanding of customer interests. Marketing automation and the data collected through it help to deepen the understanding of what kind of interests customers have, what kind of communication they like, and what kind of content they perceive as valuable and relevant. By understanding these issues, the case organization will be able to develop its communications and better serve its target groups. In this regard, interviewee D added that marketing automation enhances marketing by enabling personalization of the message sent to the customer according to the most appropriate time, channel, and content.

"Marketing automation brings that customer much closer to us." Respondent B

"If we understand which customers are doing what, then we can make sure that we send them appropriate purchasing messaging." Respondent G

"Marketing automation allows us to be able to mass engagement of individuals in a way that is most suitable from the channels standpoint, from the frequency standpoint, from the messaging standpoint to what the customer is looking for. So that's a very tailored approach." Respondent D

In this regard, the interviewees emphasized that marketing automation enables the production of much more systematic and consistent content at the level of the entire organization. This is important because in the large organization, for example, country organizations and the aftersales organization all produce their own content under the same brand. It is hoped that unified communication will increase customers' sense of belonging to the brand and thus increase the engagement of existing and potential customers.

"That may also help and ensure how we establish in our consistency. I think as well, it gives the transparency and clarity in terms of success given to the campaign. --- The other is that it does provide a very structured approach that helps a brand can actually engage with existing customers or potential prospects." Respondent D

Another clear area in which inefficiencies can be streamlined through marketing automation is the management of the sales process. Respondent B stated that marketing automation speeds up transactions of deals and translates more opportunities into deals. Respondent A, on the other hand, said that automation facilitates the management of leads and the management of related projects, and makes it easier for the marketing department to support sales in lead nur-

turing. Respondent F also outlined that marketing automation enables completely new ways of collecting and nurturing leads that would not have been possible before. In this regard, the external consultant also noted that lead management and communication are the biggest weaknesses that can be enhanced in the case organization with the help of marketing automation.

"So, marketing automation as well as nurturing the leads that we have, for me it is opening some doors that we might not be up to open in a direct sales environment. --
- For me, the main purpose as well as bringing new leads in, is to qualify those leads more with the marketing automation and nurturing." Respondent F

"The very obvious or clear things would be the customer lead management as well as customer and lead communication. Those are like the biggest and fastest weaknesses." Consultant

The third area affected by the implementation of marketing automation in current processes is the automation of manual and repetitive work tasks. This was highlighted by interviewees D and E. This is a major development in the case organization, because as interviewee E stated, the case organization and the parent company are used to doing marketing in very physical and manual ways. She stressed, therefore, that the introduction of marketing automation allows for the experimentation of entirely new marketing activities, which at best may be easier and more effective ways to achieve results than traditional activities.

"It automates your tasks, which previously required individuals to have to take time effort often to repetitive tasks." Respondent D

"Marketing Automation gives people the ability to do something that is intimidating and different but maybe in a way that is easy." Respondent E

As a final point, the interviewees outlined that marketing automation enhances marketing reporting and measurement. Respondent A stated that in the past, reporting and measurement have been very manual work, and thus, as a result of automation, the work of the marketer is greatly facilitated in this respect. The unification of reporting, in turn, makes the marketer's work more visible to the entire organization. Interviewee D also highlighted that the comparison of marketing measures between the brands under the parent company and the consequent development work and benchmarking of the best measures will become easier with the introduction of marketing automation.

"Marketing automation helps us as marketers to quantify the work we do and to be able to compare the effectiveness of different campaigns. This has been done before, but it was very manual work and very much through reflection." Respondent A

"With marketing automation, we can come up with opportunities and ideas to test and experiment across the brands and share learnings." Respondent D

5.1.3 The management of brand and aftersales marketing

One theme that was investigated in interviews related to the cooperation between a brand organization in Finland and an aftersales organization in the UK and the effects of marketing automation on this relationship. The interviewees agreed that the location of organizations in different countries does not affect cooperation between them, as such work is accustomed to a large organization. Indeed, cooperation was described as good and even improved during the COVID-19 pandemic, when everyone has had to work remotely.

“I was just saying that location is not a thing that makes something easier or harder. It's the collaboration of people.” Respondent E

“I don't see any challenges with that. I mean we are a big organization. We got good internal digital capabilities. And I think it's been forced with the COVID-19 everybody working from home.” Respondent G

Although the cooperation is good, interviewees F and B raised the need for unified communication, the role of which is further emphasized in the context of the implementation of marketing automation. In the future, the current model, in which both organizations make their own communications, will no longer work. Instead, the organization must be able to appear to the customer as a consistent organization. However, there are challenges in harmonizing communications, especially concerning different goals for organizations, because, as stated by respondent A, the goal of the brand organization is to sell new products and the goal of the aftersales is to sell spare parts and services.

“You need to have localization, but I think it should be ensured that we got a consistent message.” Respondent F

“For the customer, it should look like 360 communications. So it can no longer be the case that there is wholegoods communication and aftersales communication separately.” Respondent B

“We don't usually have common goals. Our goal is to sell as many new products as possible and get as much positive service or image as possible and on the aftersales side the goals are then to sell spare parts and services.” Respondent A

In this context, respondent A told that the biggest challenge associated with different goals is the inconsistent communication to the end customer. On the brand side, there are fears that the end customer will face conflicting marketing campaigns with both organizations targeting their communications to the same customer. The aftersales side also carries out the aftersales marketing for other parent company's brands, and it often uses the same message templates, only changing the look to suit the brand. Related to this, the brand organization has the fear that messages will be confusing or differ from the usual style of the brand. This in turn can cause confusion among the end customers. Respondent B also drew attention to this and stated that organizations can no longer operate independently in the future without cooperating on the issue.

"It's one challenge, or even a small fear, that messages get confused when two brands send messages and the end customer then has to wonder who is contacting now and who isn't." Respondent A

"In the worst-case scenario, we may have built a repurchase campaign. --- And then the aftersales side wants to sell spare parts to this same customer. In the worst-case, the person may then receive conflicting information and advertising." Respondent A

"We can no longer operate in silos. It otherwise causes conflicting messages to the customer. And, of course, it's important to distinguish between what's the current customer communication, what's the new customer communication, and what's the nurturing communication, which then starts from the perspective of marketing automation." Respondent B

Interviewees A and B stated that to develop unified communication, organizations need to take a holistic view of the end customer perspective and consider what content production will look like from this perspective in the future. Based on this, organizations should define the rules about content production and related roles and develop collaboration so that content testing and development can be done together in the future.

"What does it look like in the eyes of the end customer? Will he then receive a thousand different products from different directions, different messages or will we reach an agreement? In other words, it has not yet been drawn from the perspective of this end customer what kind of messages he will receive and from whom." Respondent A

"It has to be agreed on who produces for which type of content and how each one runs e.g. certain campaigns and what those main messages are." Respondent B

"Both produce their own content, but that content is discussed in close collaboration." Respondent B

Fortunately, the same problems have also been recognized on the aftersales side. Respondent G stated that before moving on in the implementation process, aftersales organization and brand organizations should agree on communication rules that ensure a unified message towards the end customer. He noted that this requires a lot of protocol and governance to make the whole thing work, but said it is necessary before the project can move forward.

"One thing we need to do before going forward is to be far more consistent and then to agree on an approach or style, for our content to sure ourselves the consistency. And we need to do that together with the brands. --- We need to be sure that things are presented consistently so that it does not look as it comes always from two different companies." G

He continued by saying that one way to solve the problem is digital asset management, a common content platform on which organizations store their content. This makes it easier for everyone to access the same materials and makes it easier to monitor unified communications. Such a platform is planned, but it is still under development. He also acknowledged that there have been challenges within the organization in defining a common protocol for the platform.

“There have been some challenges in terms of agreeing what the global protocol should be: tags for the images, backgrounds for images, that sort of stuff. There have been some challenges in terms of arriving at some agreed conclusion on these things, but I think we will get that.” Respondent G

Also, the consultant noted that it would be good for organizations to define a clear governance model and rules on communication issues as soon as possible. She also stressed that the creation of a common content platform is very profitable for the development of unified communication.

“It's really important that they get a clear governance model in place.--- And also have a very clear process like if we in aftersales are e.g. losing a customer, when are we recycling them to Finland again? When having that set up put in place, it doesn't need to be a limitation at all.” Consultant

“It's usually a really good idea to make sure that you have a good storage base for your content that everyone can access ---. So, you can save so much money having everything in one place and having structured taxonomy so that everything is super easy to find.” Consultant

A clear development for organizations in the future is therefore to agree on common rules and to create a common digital asset management platform. Respondent A pointed out that, to perceive the overall picture and facilitate the discussion, it could be good for the parent company's marketing department in Switzerland to take responsibility for defining the whole and leading the discussion. In this way, the debate would be led by an impartial actor who does not only pursue the goals and interests of another organization.

“We need to work together and the challenge is that it takes a lot of time to think about this big picture and that we should also create the discussion platform as an organization. In my opinion, it should be coordinated centrally from Switzerland as a whole.” Respondent A

5.2 Planning and scoping of instance requirements

5.2.1 Definition of roles

The question of the successful definition of project roles divided opinions among the interviewees. First, the roles in this context should be divided into a role definition within the case company and a role definition at the parent company level throughout the organization. Besides, the definition of roles can be viewed in terms of the roles of the project's decision-makers and, on the other hand, in terms of the practical level, i.e. the definition of the work tasks of marketing employees.

Looking at the definition of roles within the case organization, interviewees F and D thought that the roles are well defined, and everyone knows both their own and others' responsibilities. An external consultant also agreed with this.

"We know the people responses and they have all been engaged. ---. If there's a problem, you got a source to that and they've been engaged with it." Respondent F

"My perspective yes. I mean you have clear individuals to which to engage with." Respondent D

"I think it seems to be working very well. They seem to be on the same page and have the same idea on where they want to go and do." Consultant

However, respondent E did not fully agree with this. Regarding the collaboration between the case organization and parent company's IT and the definition of their roles, respondent E felt that not everyone in the organization is on the same page about whether they are allowed to participate in the technology-related decision-making.

"We have our relationship working together and there are these three or four other people who think they should be a part of our working relationship that they are not part of. They're not part of technology, but they have these opinions that they think are important and that they should be consulted." Respondent E

When it comes to defining roles across the organizational level, a large number of actors bring their challenges to this. There are several other brands under the parent company that are also part of the project and thus defining roles and defining a common consensus has not been easy.

"Everyone has had to find that common perspective and consensus and there has also been an external IT partner to implement it. There have been too many cooks in the broth." Respondent C

"We seem to have different - at least not unanimous views on what things to put in place first, what are the important actions that need to be made to work, who is responsible, who supports, and so on." Respondent A

The change of the project leader in the case organization has also brought its challenges to the project and the definition of roles within the case organization. Respondent C told that after the previous person moved on to other tasks, the deployment project suddenly fell on her desk.

"No... in part, perhaps because people have changed here. (the clear definition of roles) --- We had no one else on whose table this could have come, so now it was left to me for now." Respondent C

Defining the practical level roles of marketing employees and the division of work between the brand and the dealer also caused reflection among the interviewees C, G, and A. So far, no major changes have been made to these roles, but respondents were aware that as the implementation of marketing automation progresses, these too need to be examined more closely. Respondent E also emphasized the importance of identifying the level of competence of employees before the actual implementation of the system.

"We need to think about the roles: that who is doing what and whether it is sensible that one makes the content ready and then the other presses the send button and builds those mailing lists." Respondent C

"I think we've dove as much as we possibly can to keep thinking about what is our team structure and what resource do we need." Respondent G

"To what extent is the brand that will do the marketing automation and to what extent is it the dealer? The dealer has an existing customer relationship and the question will probably be whether it is the dealer who sends the birthday greetings automatically or whether the brand sends them." Respondent A

"Because this tool like a lot of tools can be used and a number of different ways, different styles and so it's important to understand the organization and what kinds of approval processes in user access and skill levels do you have in the teams that will be using the tool so that you can make it sit in the company when started the company having the tool." Respondent E

5.2.2 Definition metrics

The number of metrics in the case company is currently small and the measurement focuses mainly on measuring basic newsletter related metrics. Respondent C explained that the project is still in so initial stage that it has not yet been possible to think more deeply about the indicators. Many of the new metrics have been introduced when marketing automation was implied, and thus there are not always benchmarks for the past. Respondents C, A and F described the situation as follows:

"We're just so in the beginning that we haven't quite even thought about our metrics. At the moment we are just sending out a newsletter, and are thinking about what is an open-rate and what is a good klick-through-rate and how many people unsubscribes, and we only have these kinds of basic metrics running." Respondent C

"Many things have only started once we got the marketing automation tools in place. Whether it's good or bad when there used to be a little different model and now there's a new way to do it." Respondent A

"That's probably the biggest challenge of there at the moment. It's very we say finger in the air for measuring. I mean whatever the metrics are there, the thing that marketing automation will give you is the ability to measure them consistently in the right way. That's where we struggle." Respondent F

In the aftersales department, the current state of measurement is at a slightly more advanced level, as the respondent G told that measurement also extends to measuring digital marketing campaigns, for example, as well as monitoring several KPIs. However, marketing automation is expected to enhance current measuring, as well as improve understanding of messages targeted to different customer groups. In addition to this, expectations are also strongly focused on measuring leads and opportunities, which is currently not possible without marketing automation.

"Well, we in aftersales already measure throughout the digital activities. We do Google Analytics in our digital marketing campaigns and we got the whole bank of

KPIs. I think that will continue with the marketing automation but the actual number should improve because instead of being shotgunning the same messages to everybody, we want to target and it should be more appropriate and we should be sending that people think they are more interested in." Respondent G

"One of the key things we will be able to measure which we can't do today is those leads and opportunities. On how many opportunities are turning hard sales. At the moment that's invisible to us, we can't measure that." Respondent G

Also, in the case company, the expectations of respondents A and B were very similar to those of aftersales.

"How many leads have come through a campaign, for example, and how many leads have been turned into opportunities through a campaign." Respondent A

"What are the differences between countries, what are the differences between customer types, how does that strategy in general work, how do different contents work in different countries and how can that content be improved and the analytics associated with it." Respondent B

On the other hand, many other goals were also identifiable in the case company, such as measuring the effectiveness of social media campaigns, positive tone of communication, and engagement.

"The click-through-rate of a particular individual post or campaign-related posts and their success. The recognition of a positive tone of communication in general on the social media side is also important." Respondent A

You can very quickly get to the engagement rate, you can get to the percentage of people's clicking through and doing anything else, and then wanting to type their engagement further" Respondent F

The consultant's view of the key metrics of the case company was very similar to that of the other interviewees. However, she divided important metrics into internal and external ones, of which in external metrics she considered the measurement of engagement as well as ROI important. Unlike other interviewees, she also mentioned the importance of internal indicators and in these especially the measurement of employee adaptation.

"All the basic customer engagement measures like opens and clicks and unsubscriptions and so on. And then --- they should be able to measure the return of investment if they actually do kind of adore or calculate how much money they spend on e.g. events or created stuff. And then also more internal measures could be adapted so they could actually measure e.g. how many times people from case-company go into the system per month or week. So, they could see if people are using the system." Consultant

5.2.3 The quality and amount of data

The case company and the parent company have undergone major reform in recent years. During this reform, all data have been transferred to one unified system. This ensures enabling a holistic customer experience across department boundaries and throughout the customer's lifecycle, from purchasing a new

product to purchasing spare parts and service. Both respondents A and G saw this as a very positive thing.

“I would say we have done a good job of getting all the data to move into one unified system. --- We share the data with the parent company and resellers. It is really positive because it allows us to build a perfect picture of the end customer and his movements.” Respondent A

“Brands are very happy to share their data with us because we are trying to create a holistic customer experience. From somebody enquire to buy a product goes through the demonstration process, buying a product and then into an aftersales experience. So, we call it the whole lifetime experience and we are also some part of that as an aftersales.” Respondent G

Interviewees B and F outlined that the case company constantly strives to increase the quantity and quality of customer data, for example by conducting customer research, collecting data from trade fairs, events, social media and online, and purchasing data from outside.

“We do customer research. We search for that kind of customer segment data in a way that is relevant to communication from the perspective of customer segments.” Respondent B

“We actually as a company go out and buy databases. -- And we use that, and we bring that into the central database. We'll use that as the first data for marketing automation. So yes, shows, exhibitions, our own database, and the distributor databases when they share that with us as well from customers.” Respondent F

However, the challenge posed by several interviewees regarding the data warehouse was weaknesses in data quality. The amount of data in the system was perceived to be wide, but the intricately constructed data model and overlaps in the data bothered interviewees A, E, and F. A major problem in this regard was also that overlaps are not always recognized and detected.

“We have a very complicatedly built data model in that system. It is very possible, for example, that there is the same person who has been in contact with different actors in the company four times, after which he will be found four times in our system. And we may not know that it is the same person.” Respondent A

“I joined in July and I've been here almost a year but there are still moments when we are like: “we don't have that - wait we have that”. Different regions have different levels of data.” Respondent E

“The biggest challenge and I don't know how you simplify it, is cleansing of the data; duplication, cleansing of the data, making it good diet results as I call it. We got duplications, but we don't know we got duplications because the company name is slightly different on one to another one, and its a lot of manual intervention to clean that data through.” Respondent F

The company has a lot of customer data, with a strong focus on product ownership and related purchasing information. However, another problem raised by interviewees A, C, and E is the fragmentation of the data and especially the

gaps in the data regarding current customers. In the future, the company wants to deepen and unify data related to these problems.

"There is a great deal of information about our customers, but we cannot say with 100% certainty, for example, that this person who bought this product is named like this and lives at this address and uses this email. So, the data is very fragmented." Respondent A

"Data on potential customers is well-found, but then those existing customers who often also buy a new product at some point, so that data should be accessed much more smoothly to get this carried forward." Respondent C

"There are still some gaps in our data. So, there is an effort to do something and sometimes we can do that, and sometimes we can not." Respondent E

"We see that the data that we have available is around ownership. We have a lot of information about what products do they own and from where they purchase them. The service team, they are trying to synchronize their data. --- There's an effort to try to get together the ownership information." Respondent E

In this context, the GDPR provision on the collection and management of customer data and the related permission issues also emerged in the deliberations of interviewees D and G. Obeying the general data protection regulation district was described as balancing between the collection of relevant information and secure processing.

"I think the biggest challenge is the customer data you are using to facilitate the use of marketing automation. --- We put a lot of emphasis on ensuring that we treat customer and prospect data as it needs to be in the GDPR district. So, ensuring we have data that enables us to fully leverage the capabilities of marketing automation while at the same time ensuring that we very much are needing these very important expectations on data security." Respondent D

"Customer data and permissions: So we are legally building up our customer record with GDPR permissions but we've got a long way to go. I think we are designing Ferrari with our marketing automation and data analytics capabilities but we haven't got any fuel for it because we haven't got the customer data to directly do marketing campaigns. And we have got some ofc, but we haven't got anyone near that we should have." Respondent G

On the aftersales side, according to respondent G, there are deficiencies in data in terms of both quantity and quality. However, the structure of the data warehouse is good, so the base on which to start building is in order. The organization has hired data stewards to handle the lack of data.

"I think we've got a really good data warehouse in structure. However, there is limited data in there so far. I said this from the aftersales perspective this limited data. --- And also to profile them not just being an owner of a product but which product do they own, what they are doing with it, do they own multiple products? We call it the enriched profiling of customers. Makes it far more sophisticated and increases our capabilities." Respondent G

"We have these guys who are responsible, they are called data stuerts, for the full job is gathering, collecting, validating data and that's one of the key focus at the moment to drive in our power our customer data for aftersales usage." Respondent G

The consultant's view of the data relevant to marketing automation was very consistent with the other interviewees. She noted that automation requires customer data, transactional data, and engagement data. However, instead of the amount of data, she emphasized investing in clear data organization, i.e. investing in quality instead of quantity.

"The most basic customer data like contact information and consent they are ofc the key but then also transactional data and approaches data like what the customers have bought before, what products they own. And then also engagement data like if they have been on the website or let's say downloaded something about the brand or that sort of stuff. But even if they wouldn't have so much data, that's fine as long as it's organized in the way that it is easy to use and it's easy to collect more. So maybe more about the quality than the quantity." Consultant

In summary, according to the interviewees, the biggest development targets in the data are aimed at removing duplications and cleaning up the data, as well as supplementing the customer data, for example through better integration of databases.

"We have to get connected to some databases and systems and think about these rules of duplications. That with this new data, not only the amount would be increased, but we could also be able to identify that this is the same person and now he went there and now he did that. Otherwise, the benefits of marketing automation will be lost if we are unable to say that this one person has been in this campaign and opened this email or clicked on this ad. That we still have work to do." Respondent C

"It is the cleansing issue for me to qualify the data. --- I think we have to introduce smart assistant cleansing that. We already have data stuerts in the department. Maybe we have to have more I don't know." Respondent F

"That is the major focus for. To actually drive the customer data bank to our CRM." Respondent G

"We are having very hard trying to find the right data to go into the right journeys and stuff. So there is room for improvement" Consultant

5.3 Organizational buy-in

5.3.1 Personal opinions towards marketing automation

All interviewees were very positive about the implementation of marketing automation. Interviewees A and D emphasized that marketing automation tools facilitate the work of the marketer by providing better opportunities to measure, test, and develop things. Through this, the marketer's work also becomes more visible in the direction of sales and the rest of the organization.

"I like a lot, a great project. It brings something new. Marketing automation shows what a marketer and a digital marketer do, and if things are handled well, then we have a good chance of raising the digital marketer's profile from both a sales and an organization-wide perspective." Respondent A

“Everything, which allows you to learn, experiment, and improve your capabilities, and in the end can help to translate to an improvement in the bottom line in terms of pursuing your sales, I think is a very positive thing.” Respondent D

Respondent B, on the other hand, was most looking forward to using a marketing automation tool to increase brand awareness, as it will make it easier to target relevant content to the right customers and thus also improve the quality of communication. Respondent D also highlighted the improvement of the customer experience as a positive thing. Respondent E complemented this by stating that by reducing manual tasks, automation frees up time for employees to design better content, offerings, and other communications.

“Building awareness is a key challenge. We are not able to talk to the customer as effectively as through digital marketing.” Respondent B

“It got a lot of potentials to drive extra business for us and to improve our customer experience.” Respondent G

“Philosophically I think that we should be using technology to replace repetitive decisions. --- This gives us a freedom of our mind to be thinking more about what kind of messages can I present, what better offer can I give, what greater good can I do for this customer.” Respondent E

Although the attitude of the interviewees towards marketing automation was very positive, the respondent G also raised one fear. With the development of marketing automation and technology in general, it is becoming easier for companies to get information about their customers and their moves in online. He stressed that the company should pay special attention to where the line between information collected from customers and acceptable communication crosses, as customer privacy must continue to be respected.

“I’m personally very conscious of the sort of Big Brother thing; keeping the eye in everything people do and tracking every click on every website you ever visit and all that. And I’m very conscious of not wanting to get into that with our customers. I think that’s intrusive and we need to walk the tightrope between relevance and appropriate communications and potentially being intrusive by getting too close to them.” Respondent G

5.3.2 The effects of marketing automation on employees’ tasks

Marketing automation affects marketing tasks and reshapes the job description in a new direction. When asked about these changes, among respondents H, A, and C, the perspective of a change in the marketer's competence profile in a more technical direction and an increase in the need for multi-skills emerged.

“It makes the marketing team a lot more technical. I think in a lot of traditional marketing teams there is a marketing department a lot about like bought media like buying ads and stuff and a lot about the creative. And when you get marketing automation or any other marketing technology, suddenly, the tasks become a lot more about the customer data or setting up the automation or learning system.” Consultant

"The marketer's competence profile is evolving. Before, it has been enough to be able to impose something well or has been good to write. I would see that in the future there is a need for a multi-expert who can think more broadly about these different systems and different marketing measures." Respondent A

"Pretty much is still being done printed advertising and printed stuff. So at least that may decrease. Probably not to end completely, but to definitely decrease at least." Respondent C

Interviewees E and A also mentioned that marketing measures are moving in a more measurable and targeted direction, with a strong focus on continuous improvement. This also changes the role of the marketer by increasing the need to set goals and continuously monitor and develop them. This is a big change because, as respondent A highlighted, the marketing industry is accustomed to working more project-based without focusing on measuring and developing.

"It should make tasks more predictable" Respondent E

"Also, the fact that we monitor how we succeed in our marketing activities. And not even that tracking but how the marketer has to set goals for himself, to say that hey through this measure I want to reach so many people, I want to generate so many new leads or get new likes. You have to be able to follow the development of this yourself. It is something new that has not been pursued in our field. In the past, it has been time to do something and go to the next topic, so now there is more of that kind of continuous development and monitoring." Respondent A

Interviewee A added that marketing work tasks are changing from a project-oriented to a more process-oriented direction and the need for advance planning is increasing. This is also accompanied by a reduction in manual work tasks.

"Before, there has been a lot of work towards a certain event, such as fairs, so MA will change that. --- We need to think at a very early stage about what message will be sent to someone during the year. How many times does he get an email, how many times does he get an ad, etc." Respondent A

"We take away again some of that manual and consistent behavior and tie into the existing process. So it's more connected." Respondent E

Marketing automation has some clear changes also to the sales tasks. These focus on increasing the transparency of the sales process, and on the other hand, on facilitating sales as marketing takes more responsibility for nurturing leads. This contributes to the need to increase sales understanding of the digital marketing measures and leads they collect.

"It does change sales. There are some tasks that sales could outsource to marketing or that the MA could perform on behalf of sales. "For example, if you show a person at the end of the purchase cycle, some ads, even before the seller has even called him, then I think it will make the seller's job pretty much easier." Respondent A

"Maybe it's getting new leads throughout this digital making. The hope there are more of them and an understanding of where they come from. They are no longer all those old acquaintances of the dealer, but that we are served something and people are actively filling out forms and wanting more information." Respondent C

Interviewees A, B, and G considered the sales process became more transparent as technology increased. This is reflected in the daily life of sales, among other things, as the measurement becomes visible, the number of technological platforms increases, and the possibility to benchmark the successful work of other vendors.

"Marketing automation and related CRM services bring more visibility to the salesperson's operations." Respondent A

"When it comes to our day-to-day operations, it's also part of our leadership agenda and that's when we start to see how much those processes generate leads and opportunities. That's where they kind of move to the sales table." Respondent B

"Get some transparency to the dealer himself and also to our facing business managers to those dealers: how many leads are we generating, how many opportunities, how much business is it generating, how responsive is the dealer, many KPIs...--- What we can do as well is to benchmark the dealer against his peers. So, you know if somebody is underperforming then we can understand that and trying cross-pulling some of the best practices form the better-performing dealers into the lower performing dealers." Respondent G

The challenge associated with changes in sales tasks is the adoption of technology. Respondent C and respondent F mentioned that training elderly salespeople to use new technology can pose challenges for the organization.

"I understand that many countries have elderly sellers. The fact that someone has to open the computer or understand this, is not going to sink in for everyone before retirement age." Respondent C

"In the UK there is on average 10 to 15 years experience in the job in that role. So, it's like teaching old dogs' new tricks sometimes. You've got to make them open to it." Respondent F

On the IT side, interviewees mentioned the need to increase proactivity, support, and speed of response to the introduction of marketing automation. As the automation system is a significant part of the marketing department's operations, IT must be constantly ready to react to the system's problems and development targets.

"The IT organization will be under the pressure to support things with a fast cycle when needed. Of course, they need to make sure that marketing automation is working, but if there is a new feature available that can solve things, then IT needs to be up to date and able to react quickly. Of course, it is good for someone to follow what the marketing automation system is technically capable of and bring it to the attention of the marketer." Respondent A

"For IT, it's a new agenda that is maintained to make the systems work. And then to make sure that the data transfer works for many of these different triggers, ... in a way, that weaving the network will then be the responsibility of IT." Respondent B

The consultant mentioned that depending on whether IT is used to working on customer data in the past or not, this will become familiar at the latest with the implementation of marketing automation. If working with data is not already

familiar to IT, special attention should be paid to learning the security issues of data processing, and ensuring that both the IT, marketing, and analytics teams process data on the same principles.

"If they are used working with customer data and integrations between different systems to transport or transfer the customer data from before. Then it's usually not a huge change for IT. But if they are not, then security is big, I would say like a hot potato. --- So that's usually a little bit challenge to make sure that everyone both in IT and marketing and usually in the analytics team is on the same page there" Consultant

5.3.3 Employees' attitudes towards marketing automation

According to the interviewees, the attitude of employees towards marketing automation has been mainly positive. Employees on both the marketing and sales side seem to have high expectations for the introduction of automation and the resulting process efficiencies. Expectations focus in particular on the deepening of customer understanding, and marketing automation is expected to solve current problems and increase sales.

"I have noticed that marketing automation is expected, that it will solve a lot of problems for us and that it will help blow up the way we do business. There is a very strong interest." Respondent A

"I think it's viewed positively and especially as people understanding increases of what it really means. --- Fact-based argumentation about that real performance grows significantly. It's not so much the feeling that those of our customers are like that anymore, but we're starting to get caught up in what those customers really are." Respondent B

Respondent E also highlighted that even if work tasks change, employees should be emphasized the benefits of the change. The starting point for the implementation of marketing automation is usually the harmonization and facilitation of work tasks and processes, which is also positively reflected in the daily lives of employees.

"If you got to kind of sell that value, that we don't want to change your process, we want to make your process more consistent and easier. Then people generally respond very nicely to that and are very encouraging because it's about helping their life to be easier helping, their job to be easier. So that tends to go a lot better." Respondent E

Although the attitude of employees towards marketing automation and changes in work tasks has been mainly positive, the interviewees said that the topic has also caused fear and resistance to change among some employees. Fear has been caused in particular by the digitalization of work tasks and the associated fears of one's lack of skills and, on the other hand, whether former work tasks will become unnecessary with new technology. Resistance to change, in turn, has emerged among some vendors against the transparency of the process.

"Then if there is no understanding of technology, people got the fear of whether they will need me anymore if I don't have that kind of knowledge." Respondent B

"We have to come up with new ways of doing things that are much more digital than maybe people did before so I think that has been a big adjustment for people that I've been watching happen and that's not have been comfortable for people either" Respondent E

"Of course, marketing automation and related CRM services bring more visibility to the vendor's actions. Some salespeople may not like it." Respondent A

According to the consultant's experience, the attitudes of employees towards the implementation of marketing automation, in general, are very positive. However, after the enthusiasm at the beginning of the project, there is a risk that the enthusiasm will wane when employees realize that marketing automation needs a lot of work to succeed, and marketing is not automated by the one touch of a button. However, through learning, they get excited again and are usually ultimately happy with the new system.

"They start really happy, get a little disappointed, and then they start learning. And the more they learn, the happier they are about it, and the more opportunities they see in the system." Consultant

5.3.4 Employee involvement and training

Interviewees agreed on the importance of involving employees in the implementation of new systems and related planning. Both the case organization and the aftersales side also felt that the employees were well involved in this project and adequately trained so far. Also, people outside the project have been widely informed about the progress of the project. The involvement and training have been proceeded by gradually introducing new tools and by bringing practical work closer to employees' step by step. In practice, the case organization has organized, among other things, guided training, self-learning, case-type exercises, and pilot experiments.

"In general, when creating something new, introducing a new tool, or a new way of working, you always have to involve the gang. To give them information and an opportunity to think about what the first thing is they want to do and what is the best way to work with that system. --- My team has tried to involve everyone who makes content or is in some way responsible for digital marketing." Respondent A

"Everybody to some extent in the marketing team is involved in this. and yeah it's going very well so far. --- So we've been keeping people, even the people who are not directly involved with, we've been keeping them very well briefed massively through the last two years." Respondent G

"We try to be open and organize training and information and answer the same questions again." Respondent C

The sales department has also been involved in the digitization project since the beginning. They have been trained to use the systems by using the evolutionary training method, which means that they have been able to practice the use of

the system and the functionality of its features on a practical level. This has paid off, as, through practical learning, many previously negative-minded vendors have changed their attitudes when they have seen positive results.

"So from the people that were totally negative to start with, or neutral, now we are engaging them. They start to see the benefits and they start to see it when they got a little success." Respondent F

"Linking to the whole is important so that it is not just one part that is being talked about, but it's part of a digital strategy and through that, it can bring tangible benefits." Respondent B

In terms of involvement at the organizational level, respondent A felt that the parent company had not involved enough brands in the project since its inception. In the beginning, a very small number of people were planning the project, and brands and marketers were not yet involved at that stage.

"I think there would have been the potential to involve and include marketers and brands a little more widely." Respondent A

The challenges identified in the case organization in terms of involvement and training were largely related to the planning of training for the country organizations operating under the brand and the development of the skills of these marketers. The first challenge mentioned by respondent A was the timing of training and deployment. On the other hand, the case organization has a strong desire to involve country organizations, but the incompleteness of the system and possible shortcomings in it slow down the start of practical training.

"I don't want to create an image of giving a tool to people and saying that it's great, and then when they get into the system, they find that it's not working or it's really hard to use." Respondent A

Another point that emerged relates to the design of educational content. Within the case organization, various challenges have emerged in the marketing automation implementation process. Indeed, respondent C hoped that the introduction of the system would be easier for the country organizations than it was for them. Respondent B also highlighted the development of comprehensive digital marketing skills. He stressed that it is important that marketing automation is not left to just send newsletters.

"I would like training and deployment to be easier for them than it has been for us. That it's not going to be like: 'I can't do this and learn this anymore.' But that would be smooth, and they could take advantage of it." Respondent C

"They are still quite far from being able to leverage it as part of their own strategy.--- They need to have that technical expertise, but also the expertise of marketing automation and the management of the entire digital strategy." Respondent B

5.4 Content creation

5.4.1 Marketing automation's effects on content production

Currently, the content produced by the case company focuses on social media posts, newsletters, blog posts, videos, and the production of digital educational material. The content is produced in the native language of each target country and, for example, the blog is produced in 10 different languages. The company strives to plan the content for a few months in advance. The clear change that digital marketing has brought, and which marketing automation will continue to change, is the increased need for content. The same attention emerged in the aftersales department as well. Organizations have responded to the need for change by investing in multi-purpose content in content production that works in many different channels and for many different purposes. However, there is still room for improvement. On the aftersales side, they are also setting up their own content management team to meet the growing need for content production.

"We are producing a lot of material and the key challenge has been to break it down into small enough parts so that it goes through our various channels effectively." Respondent B

"All of the targeted marketing with 25 languages and 3 brands needs far more frequency. All of that puts far more integrated demand on content that's generated." Respondent G

Although the case company has developed its content production process and plans the content in advance, there is still room for improvement. Interviewee E emphasized that the introduction of marketing automation greatly increases the need for pre-planning of content because before starting the lead nurturing process, everything needs to be planned and built.

"The biggest challenge I think is planning when marketing automation requires stuff to be built in advance. --- So you need to kind of think through the whole process. And I think that's been the biggest challenge." Respondent E

Interviewees A, B, and E noted that marketing automation increases the need to know customer segments more deeply than before so that the produced content can better meet individual needs. The content should be of interest to the customer and seek to help him, for example, by deepening his understanding of issues related to the industry. The turning of sales content in an informative, conversational, and participatory direction was therefore one of the clear development targets that emerged in the interviews. Respondent B also highlighted that marketing automation increases the need of knowing the competitive environment better.

"It created a requirement for the organization to identify what are the right customer segments to be targeted, and who are the competitors from whom we are trying to truly gain market share." Respondent B

"You need to understand your personas, your target audience, and you need to have content that speaks to them." Respondent E

"Activating the audience also in another direction to give feedback or to be involved in creating content is one of the marketing targets for developments." Respondent A

Regarding the relevant content production, personalization was a target of development that came to the fore by six interviewees. This target of development concerns both the case organization and the aftersales organization. Personalization was seen to essentially involve targeting the message to the right person, at the right time and in the right place. For marketing automation to be able to do this, the organization must develop its data warehouse and material bank so that the automation has a sufficient amount of data required for personalization. In an optimal situation, marketing automation is thus able to select the content to be displayed according to predefined criteria.

"You can't no longer work with one-size-fits-all content to get most out of your MA capabilities. --- You need to be able to create content that is relevant, meaningful, positive, specific and individual and that's specific moded on time" Respondent D

"If the person is in our system as a lifestyle buyer, show them this piece of contact if they are flagged in our system as a technology buyer, then show them this piece of content. So, you can use your contacts more effectively and economically with the marketing automation tools integrated into our core data." Respondent E

In addition to developing the data warehouse, one way to develop personalization and relevant content is to increase cooperation between different departments in content production. Indeed, respondent B pointed out that, for example, the content team and the engineering team could cooperate more on content production. The engineering team often has better information about the products and related features, about products and related features that, when presented interestingly, may interest the customer. Involving the brand's country organizations also brings an understanding of country-specific customer interests to content production.

"Support is needed for material production even more, in other words, more understanding between the different functions." Respondent B

"In country organizations, the country-specific understanding is very strong, meaning that they understand what kind of messages are liked and what kind of arguments are supported. So, they must also be involved very strongly." Respondent A

The external consultant told that in general, marketing automation increases the need for content production volume, as different versions of content are needed much more than before. She also mentioned that to increase the efficiency of the marketing department, it is also worth developing the content production team's understanding of marketing technologies, customer data, and content

testing. This way, they can better test and optimize content to suit the interests of customers.

“Getting the creative team on board is a fairly good idea.” Consultant

5.4.2 Measuring content production

Currently, the case organization or the aftersales organization does not measure content performance almost at all. The main reason for this is the lack of resources. However, both organizations are aware that measuring content is important and they both want to invest in it in the future. Aftersales department is setting up a content management team, which will also be responsible for measuring the effectiveness of the produced content. Respondent E emphasized, however, that measuring the effectiveness of content cannot begin until the content production related to the various stages of the sales funnel is functioning.

“We don’t measure at all at the moment because we simply don’t have the resources. So, we recognize that should be measured, but we don’t have the resources. In a special case, we very rarely go to see how things are going.” Respondent A

“From the aftersales standpoint, we don't measure content performance, that's something that will come with the creation of our new content management team.” Respondent G

“We don't do those like four buckets lead-gen, lead nurture, opportunity nurture, owner message. --- We need to get those things done so that we can measure how content performs in those different groups, and then we can say how is the content performing.” Respondent E

However, the interviewees had clear objectives for what areas of measurement should be focused on in the future. According to respondent G, for the aftersales organization, the most important KPI will be measuring the relevance of the content, i.e. how easily customers will find the content they are looking for and how often they will get frustrated when they can’t find something.

“Cos if they can't find the content they are looking for, then we can't properly tailor and spoke them with the campaigns we send out.” Respondent G

In the case organization, the respondent A mentioned as the most important indicator the volume of communication and the tone of communication, ie how much and what kind of tone the brand is talked about on social media. Respondent B's expectations, on the other hand, were about measuring customer behavior, ie what kind of devices they use, what kind of content they pursue, and how much they consume what. He was also interested in exploring country differences and other analytics that could be used to further develop content. However, he emphasized that starting measuring content requires improving content-related analytics, building paths in the automation system, and adding more customer touchpoints. These are also areas where the case organization still has much to learn.

"Building that understanding is certainly one of the key pathways where we are still quite novices." Respondent B

The consultant recommended the case company begin to measure the efficiency of the content by examining, for example, how quickly the content can be found or how quickly they can create new content. She also called for attention to be paid to measuring the versatility of content.

"They make sure to not just create a super nice video, use it for one summer campaign, and then that's it." Consultant

5.5 Expectations and found efficiencies

5.5.1 Expected results

The results that the interviewees expected to achieve through marketing automation were strongly related to the inefficiencies in current business and marketing processes. Roughly speaking, the expected results can be divided into increasing the brand's awareness, unifying communications, and streamlining the sales process. In addition to these, one of the most essential and significant goals currently associated with marketing automation is to get the system to produce results so that the organization gets a positive return for their investment.

"I guess the ultimate goal is to show the tool is worth the money." Consultant

The clear result that interviewees want to achieve through marketing automation is to increase brand awareness. The case company has strong competitors in Europe and thus strengthening the brand, especially in that market area, is one of the clear goals of the case company. Without marketing automation, this goal would be very difficult to achieve.

"Building a brand: we want it to remind people more strongly that we exist, a Nordic brand, reliable, versatile, modern, close to the customer." Respondent A

The second goal is to unify communication, manage the customer path, and communicate better with the customers. Respondent C stated that she expects marketing automation to bring visibility and integrity to communications, while interviewee B emphasized holistic management of the customer path. Respondent F, for his part, expected the dialogue with customers to increase and their relationship with the products they owned to deepen. The consultant also stated that the improvement in communication is a clear result that a case company can achieve with the help of marketing automation.

"We want visibility, uprightness, and some form of doing this and also that it looks unified everywhere." Respondent C

“They can get the social relationship with the customers like communicating or with the leads communicating more with them.” Consultant

The third goal, presented by all interviewees, is to increase sales and to manage and streamline the sales process. On the marketing side, the related goal is to produce more and higher quality leads for the sales department, while on the sales side, expectations are again for translating them into deals. Indeed, Interviewee E stated that automation enables a company to generate revenue more efficiently than before, as it makes it easier to identify and test effective marketing campaigns. The external consultant also agreed that lead management, opportunity management, and speeding up and facilitating the sales process are clear benefits that a case organization can achieve through marketing automation.

“We want to bring leads to the sales department and specifically high quality and very strong leads. That's the main reason why we're doing this.” Respondent A

“Being able to drive revenue, being able to directly draw the connected dots between the marketing programs and what programs influence purchase to the actual purchase as well.” Respondent E

“What marketing automation for me is to bring more into the top-end of that sales funnel. So more opportunities that we can work on.” Respondent F

In connection with the above, interviewee B also raised the goal of increasing the number of new newsletter subscribers among existing, new, and non-customers. He also noted that in the long run, marketing automation can be expected to shift commercial activity more strongly from traditional channels to digital and thus bring savings from traditional marketing activities.

5.5.2 Expectations for the timetable of results

The case organization's marketing automation implementation project is somewhat behind the original schedule. For this reason, all interviewees thought that the project needs to be taken forward urgently and the system up built soon. Respondent C stated that the organization's original goal was to get the system running properly during this year with multiple campaigns and journeys built in the system.

“We are really late for the original idea. So, this year it would have been good if there had already been several programs or journeys running, that now we have just managed to scratch the surface.” Respondent C

On the other hand, the interviewees were very optimistic that the above-mentioned goal would still be reached. Interviewees A, B, and E noted that automation has already begun to produce results through pilots and email marketing, but actual results are expected later this year. Respondent A added that the situation caused by COVID-19 creates potential but also pressure to reach those results.

"This year, and especially in this COVID-19 situation, there is a huge potential and maybe also the pressure that we want to get results. Although there is still a lot to develop and agree on, I would see that the first results can be shown already this year." Respondent A

"Well, yes, we are expected to get results already this year." Respondent B

"We need to have some benefit from this if not at the end of the year, then at the latest next year. That we can then set the right numerical goals." Respondent C

Respondent B further stated that this year the expectations are especially focused on the completion of the system so that in 2021 the organization will be able to start monitoring the actual strategy and producing results. This plan is also supported by respondent E, who stated that it will take three to six months to complete the system, and respondent F, who estimates that the actual sales results will start to materialize after 12 to 18 months. Also on the aftersales side, the schedule expectations were very similar.

"We hope we have those building blocks ready this year in terms of marketing automation and by 2021 we would then have our first execution year for it in the big picture. That would be the first year of implementing that strategy." Respondent B

"I think it takes three to six months before we can thrive those connected dots." Respondent E

"This is like we say, 'how long is a piece of string'. --- I believe that it will be effective when there are enough leads and opportunities produced by marketing automation that leads to a sale. --- I think that will come in the next 12 to 18 months." Respondent F

The consultant noted that, in general, companies that implement marketing automation will get results within a year. However, she stressed that this depends a lot on how ambitious goals the organization is willing to set and how much human resources it will devote to development work. To this, she added, to achieve quick results, the case company should consider adding human resources to the team building the marketing automation system.

"The majority of companies that are adding marketing automation, they can see a positive ROI within the year. So, it can happen quite fast but it depends on the case organization's level of ambition --- and on how many hands they have available." Consultant

5.5.3 Reallocation of resources

When looking at whether the implementation of marketing automation is intended to bring savings to the marketing department, interviewees thought that, especially in the long run, savings may come as a result of more effective campaigns and the shift from traditional to digital marketing. The theme was emotive among the interviewees, and many respondents strongly stated that possible savings should be reallocated within the marketing department. None of the interviewees saw the marketing automation as a direct saving and all had the

will to focus any savings that could be generated on developing marketing and creating better campaigns.

"It shouldn't be perceived as a budget-saving exercise. What it should be is the money we almost wasted and have always employed in doing that. We can do it more often with automation, or we can do more campaigns, or other stuff to support because actually, the marketing automation is handling it for us." Respondent F

"We fully intense to do both things: we retain our existing activities and MA comes beyond that. So no, we are not looking to make savings." Respondent G

"This is as well as and not instead of things that we do today. So, we are looking to invest this to the people in the marketing team." Respondent G

"In my opinion, if there are savings, we should develop better campaigns. I wouldn't give them anywhere else." Respondent C

5.6 Human resources

5.6.1 Marketing automation's effects on the number of human resources and the needed expertise

What it comes to the number of human resources, interviewees A and B considered that initially when implementing the marketing automation, the need for human resources will increase, but in the long run, it may decrease. At the moment, however, the implementation of marketing automation in the case company is just in the beginning phase and they will need additional resources to build a knowledge base and create systematic measures in the organization. On the aftersales side, respondent G did not see that marketing automation would have a declining effect on the number of resources needed. He stressed that because in their organization, marketing automation will work alongside, rather than replace, traditional measures, it will also increase the need for human resources.

"It probably goes in two parts, that it first grows and then starts to shrink steadily to a certain stable point." Respondent B

"If we think about our team, who specifically uses that system and produces that content and thinks about those customer journeys, then at least in my opinion, the need for those people is growing." Respondent A

"We are going to need some extra specialist resources because we are not re-deploying people from other activities." Respondent G

The interviews revealed that additional resources are urgently needed, especially on the IT side, to build and maintain the system. This development point was raised by the interviewees working with the system as well as by an external consultant.

"There is nothing so automatic that we could think that people can be reduced. At the moment, it feels like we need more." Respondent C

"The parent company has from the very beginning of this project greatly understaffed the platform side so IT. --- I struggle that I've only been able to start half of what I said in the beginning when I took the job." Respondent E

"*Respondent C* definitionally needs support like some kind of system specialist to help her when there is something bit more complicated. And also, just more hands like more people helping her to build things or test things and that sort of stuff."
Consultant

Interviewees agreed that marketing automation modifies the organization's needs for expertise. The need for expertise, in particular, was seen to increase on the technical and system side, but also on the other hand in content production and customer understanding. In technical expertise, interviewee B highlighted managing a digital marketing mix, as well as managing a digital strategy. It is important to manage the overall picture and strategy, but also to manage the marketing automation tool itself, which was highlighted by, among others, interviewee D. System competence includes requirements for understanding, for example, customer paths, system features, and how to perform results.

"It comes with two things: you need to have the technical know-how, but you also need to have that know-how in marketing automation and managing your entire digital strategy." Respondent B

"Understanding how MA works: the mass-abilities, capabilities, understanding how to build an effective or fine and effective customer journey, how to leverage MA to do so, how do we turn pure results." Respondent D

In addition to technical understanding, interviewees A, B, and G emphasized the growing need for customer understanding and related content production expertise. Marketing automation puts pressure to better understand customer interests and thus also emphasizes the choice of the right channel, timing, and content. Interviewee A noted that this puts pressure on the organization to increase content production resources or reorganize tasks.

"Someone has to be a data scientist to understand exactly what, again using that word protocol, you should apply when we are communicating with people." Respondent G

"It kind of brings challenges to how our team is organized, whether we have enough content producers at all, and whether they're doing the right things." Respondent A

Although the other interviewees perceived that marketing automation increases the need for expertise on both the technical and creative side, the interviewee E saw the matter differently. She claimed that automation will shift the focus of expertise from creative work to a more technical direction. Besides, she stressed that the marketing department should deepen its knowledge of sales processes and the sales cycles.

“The depth of expertise that you need kind of shifts a little bit. You need less expertise on the creative side and more expertise on the platform's side and so that's an adjustment.” Respondent E

“Markers are having to learn a lot more about the sales cycle and the real life of the sales cycle.” Respondent E

5.6.2 Sales and marketing cooperation

According to the interviewees, the cooperation between marketing and sales is good in all parts of the organization. Interviewees described sales and marketing as working closely together and talking to each other almost daily. Sales have been well kept up to date with the implementation of marketing automation and respondent G described the departments as being like one single department.

“We totally, we got it and we work together well and complement each other, and they talk effectively together.” Respondent F

“We are very close to sales. Its almost one department really, sales and marketing. --- They are totally on board with all of our developments and digital marketing automation.” Respondent G

However, good cooperation between the sales and marketing departments is not a truism. Interviewees A and B described that in the case organization, the division of work between departments used to be very traditional: departments operated separately so that sales were responsible for sales and marketing for the production of sales material and support materials. However, the organization became aware of the need for collaboration with increasing digitalization, and thus the organizational structure was modified so that departments now work closely together. In the future, interviewees expect this collaboration to intensify further so that marketing and sales roles may even merge into “mar-sa” roles.

“There's no longer such a clear line between salespeople just selling and thinking about where to get new leads and marketers just building a brand. --- At best, the salesperson and the marketer work together on that customer flow and new leads.” Respondent A

"We will have such 'marsa' people in the future, who are like marketing and sales." Respondent B

Interviewees C and F told that the understanding of marketing automation and the usefulness of the system raise doubts and challenges among some individuals on the sales side. Here, however, a change for the better has already been noticed, as, through various pilots, sales have been able to see for themselves the benefits of automation in managing the sales pipeline. Interviewee C stated that the conditions caused by Covid-19, in particular, have been a good time to learn something new and find new solutions as traditional trade fairs and events are canceled.

"I think the cooperation should improve when they start to see a better quality of opportunities coming through." G

"That thought process is already turning around: "Where do I get more leads? What do I do? How do we campaign?" I think that there is a need and especially this time when it's not possible to go to fairs or any events, then everyone has to think about how to get these digitally." Respondent C

Another clear challenge that marketing automation has brought to the collaboration between marketing and sales is the differences of opinion between departments regarding the definition of leads and opportunities. Interviewee F told that they sometimes end up in a situation where a lot of leads have been collected, but their exact quality is not known. This is due to the difference of opinion between the marketing lead and the sales opportunity, which is affected by, among other things, when and how the leads are collected. Interviewee E supplemented this by stating that marketing people sometimes seem to have challenges in understanding the sales process such as what stages the opportunities have in the process, what kind of content should be produced at each stage and how long the items usually stay on each stage. Respondent B was aware of this challenge and emphasized that in the future, sales and marketing cannot do things in isolation, but that co-operation in the design of funnels and measures needs to be increased.

"I think the weakness that we always have is qualifying the customer. So in other words, we sometimes end up with a lot of leads and we don't know the exact quality. We think of the quality is a one-level and the termination between what we call a marketing lead and a sales opportunity, there is quite a bit of disconnect sometimes in a perception either when the lead is collected or how it's to be done." Respondent F

"I am finding it challenging for marketers to understand the sales process. So marketers will say we want to create a lead, and I'm like; no you don't, you want to create opportunities. You want to create a deal for a one, you don't want to create noise for a salesperson that they have to dig their way through." Respondent E

"It can no longer be that sales do the former things and marketing supports sales, but that now sales and marketing work together to plan what that funnel will look like and what steps will be taken to get there." Respondent B

5.6.3 IT and marketing cooperation

The question of the quality of cooperation between marketing and IT departments divided opinions among the interviewees. Interviewees C and E saw the cooperation as very positive and the division of work between departments clear. Interviewee E described the IT department doing data integrations, managing user access, and developing patterns for marketers, who are then able to operate and build campaigns in the system without any worries. Both interviewees work closely on the marketing automation system, so it can be concluded that on a practical level, the collaboration seems to work well.

"We now have good IT support for this system, plus this marketing automation deployment is currently being driven very strongly, right from the parent company in the US." Respondent C

"The way I've very intentionally constructed the marketing automation practices is so that a marketer can do everything they need to do to build and launch a marketing campaign by themselves. They don't need anybody else. --- So, it's like we're trying to keep the system current whereas marketers are operating in the system." Respondent E

On the other hand, interviewees A and F pointed out that cooperation between marketing and IT has not traditionally been quite easy. The reason for this is found in the different ways of thinking, with IT people being more engineered and process-like than they are used to on the marketing side. Indeed, common projects have been perceived as inflexible and somewhat cumbersome due to a lack of common language and practices. However, the interviewees saw that marketing automation would improve this collaboration and increase the need for it. Interviewee F emphasized that communication will play a key role in this and also put pressure on marketing management to communicate IT enough about marketing needs and the desired outcome.

Marketing and IT have traditionally had a very cautious relationship, at least in our organization. --- Trying to stay as far away from IT as possible, because with IT, all projects are very rigid in the long run." Respondent A

"I never understand the IT department anyway. I can say it's a real struggle sometimes to get to work together and understand exactly what some of the marketing things are." Respondent F

"You need to have two or three people in the marketing team, to take real ownership of IT to work very closely with the certain key people in IT. And also explain a little bit more about what we're trying to achieve." Respondent F

A clear challenge that emerged from the interviews is related to the organizational structure and the fact that IT support for brands is part of the parent company. This, of course, involves benefits such as cost-effectiveness, centralized technology understanding, and centralized support for all brands. A clear challenge that follows, however, is the lack of IT resources and divergent priorities and the consequent slowdown in the process of implementing the brand organization's marketing automation in the absence of the necessary IT support. This development was highlighted especially by interviewees A, B, and an external consultant.

"We have this kind of group IT and then sales and marketing are in the brands. And there has always been friction here and there will probably be. So different priorities there, of course, and different understanding and expertise. And marketing automation requires usually that things are done pretty hectic and that's why we kind of expected that more reactivity." Respondent B

"The case-organization is in a bit of bottleneck like they would like more things to be developed or fixed, but the IT department doesn't have time or does not prioritize it." Consultant

Thus, IT support is a clear development point, the need for which in the case organization will increase in the future. Interviewees A and B agreed that as the marketing automation implementation process progresses further, marketing and IT also need to deepen their collaboration. Respondent B saw this to be necessary but noted that it is likely to prove to be a major challenge and bottleneck. Respondent A hoped that as the consequence of expensive automation investment, the IT department begins to take marketing more seriously and the quality of collaboration will improve.

"Marketing automation probably improves this relationship when IT needs to be aware that marketing needs quick actions. --- I would like the MA to enable marketing to produce its own needs and voice more strongly in the direction of IT. Since automation is an expensive investment so IT then also listens to it. Heh, and takes it seriously." Respondent A

"Collaboration is a must because there is routine building, problem-solving, and the introduction of new features and all that. So of course it is mandatory. We have already been told that it is a bottleneck that will be haunting." Respondent B

5.6.4 Outsourcing

The case organization has used outsourcing relatively much when implementing marketing automation. External partners have varied as needed, and help has been sought, especially in consultation with, among other things, technology implementation, the Marketing Cloud system, and practical work such as how to build customer paths into the system. The main reason for outsourcing has been the desire to accelerate the growth of competence in the organization and in this way facilitate decision-making at the management level, for example. Neither the case organization nor the aftersales department has yet decided what functions they want to outsource once marketing automation is in place.

"We have outsourced quite a lot and precisely because we can accelerate that growth in expertise." Respondent B

"Yes, consulting is emphasized at the beginning and once that learning is done then it's considered which routines will be left where." Respondent B

Outsourcing has also brought a challenge to the marketing automation implementation process. At the beginning of the project, the parent company used an external partner to build the system, and later it turned out that the partner did not have the required expertise to build the scalable features in the Marketing Cloud. The situation could not be addressed in time, as there was no one within the organization who had sufficient expertise and who understood what the desired outcome should look like. Respondent E told that this caused a lot of problems with the system, which she still finds and must fix every week. Respondent C also stated that this causes pain and slows down the project.

"Every week I find another problem from that, that I have to fix and it takes me many weeks to solve." Respondent E

"Things have been made too difficult when they could be made much easier with that system. And it has caused pain and a feeling of not making progress here." Respondent C

Indeed, both interviewees insisted that when choosing external partners in the future, it must be ensured that the partner has the skills required for the project. The organization must also take responsibility for the project to be outsourced, and not blindly rely on the partner's expertise. Interviewee E added that this is also important so that the partner does not build the system into one that requires outsourcing even after the project.

"It's important to use external partners that you understand what they're doing, and you don't saddle from not understanding. If you cannot understand, you shouldn't have them do it. --- So, you can outsource as long as you have ownership of the process internally." Respondent E

"You have to be careful with that the outside partner isn't building it in a way that makes you have to keep them hired. So that they make it work just enough, but not all the way. So that you need to have them help you all the time." Respondent E

Although there are risks associated with outsourcing, the interviewees also saw a lot of good sides in it, as outsourcing makes it possible to get an expensive system investment for the best possible use. Motives for outsourcing can be divided into two groups based on the responses of the interviewees. The first, raised by interviewees E and F, relates to speeding up the project or easing the workload. Thus, outsourcing can be used to speed up the work phase, i.e. for data processing and in situations where there are not enough resources within the organization.

"If you got a lot of data to get through and to sort it alone and all the rest of it. That can be done outsourced. That just for a pure resource point of view." F

"The other way is if you hear that a project needs to go faster than you have the people to do, then you should use external partners." E

Another way of outsourcing is to acquire expertise and perspective from outside. This was raised by interviewees A, D, E, and F. This could be related to, for example, seeking information and inspiration related to the industry or marketing trends, or consulting in know-how and technical support.

"However, I am still of the opinion that the external consultation will also assist through that new inspiration and ideas." Respondent A

"If you have a bad set of skills, sometimes you need to get outsourced expertise." Respondent D

"I think marketers should be using agencies all the time to like for helping them to get perspective like what kind of marketing messages and programs are happening out in the world." Respondent E

"I sometimes think it's good to have an idea, perspective from outside our industry. We can be very insulant in our industry and think that this is the only way we should be doing it. So, it's good to have ideas coming in from outside." Respondent F

Another requirement that respondent E still raised relates to the amount of outsourcing. She stressed that an organization cannot outsource everything, and it must choose whether it wants support for marketing or system operations.

"I don't think you should have partners forever doing everything, I think you should have partners that accelerate you whether for platform or marketing." Respondent E

A clear target of development, which was highlighted in the interview, especially by the interviewee C, was related to the desire to receive more consulting assistance in the ideation work related to the construction of the system, as well as in the practical implementation. The organization would benefit from external guidance on how to use the system, as well as assistance in building various templates. This would also greatly facilitate future employee training.

"The user wouldn't have to wrestle with "how do I do that?". It would be something to get started easily, especially when it comes to those language versions. I would see a big benefit here, I would have seen it already." Respondent C

The external consultant recommended that when implementing marketing automation, the company should consider outsourcing the system setup to a consulting company that manages the chosen system well. This would save the company a huge amount of time and money that would otherwise be spent on employees and their training. In addition to this, she recommended that the case company continues to acquire marketing automation and system maintenance consulting. She noted that the consultation does not have to be continuous but, for example, six months a year is sufficient. She justified this with the high demand for inhouse system specialists and the consequent difficult availability if the former specialist changes job.

"It takes such a long time to find system specialists and even when they find someone, they need to pay them a lot and they usually just stay for like a year and then they leave again. So, then it's maybe good to have some consultancy support so you don't have to wait six months before you find someone to help you." Consultant

"I would highly recommend that the actual system setup should be outsourced." Consultant

5.7 Summary of research findings

As a result of the study, it can be said that the case company has sought from the beginning of the project to review its current marketing and business processes and to identify weaknesses in these. This is reflected, for example, in the fact that the company has sought to intensify marketing and sales department collaboration through organizational change to create a better basis for the use

of marketing automation. The interviewees were well aware of the challenges and goals associated with implementing marketing automation in the organization. On the other hand, there did not seem to be a fully consistent line between the interviewees regarding the order of priority of the goals. In summary, however, the most significant weaknesses that automation sought to address were related to increasing brand awareness, streamlining the sales process, streamlining communications, reducing manual tasks, and streamlining measurement.

The most significant challenges in the implementation process so far were related to the slowness of the process and delays in the schedule, mainly due to problems in the system due to the complex structure of the system. The company spends a lot of time identifying and correcting errors and thus the actual system development and path design have been slight so far. In this regard, a clear development point is to get more human resources on the system and IT side to build the system and fix the problems.

Another significant challenge relates to differing views on the project and related issues between the case company and the parent company. Due to the large size of the organization, the project involves several people, all of whom have their own views on issues and their order of priority. This has contributed to slowing down the implementation of the case company's system, because although they are willing to develop and design the system, the parent company's power of decision and insufficient resources on the IT side act as an obstructive factor on the project.

Regarding the scoping theme, the study identified several weaknesses. The first relates to defining project roles. There have been many actors in the project at the level of the parent company, some of which have changed during the project. Thus, the people in charge have also changed and some of the interviewees had a feeling that the roles in the project have not been defined very clearly. On the other hand, at the case company level, the situation seems to be good, although the definition of practical tasks is one aspect to consider when automation is made to work properly. However, the importance of defining roles, especially at the practical level, was recognized, which is a good thing.

What it comes to the data, the target company had identified the prevailing challenges and started to take action to address them. The study found that the company has a large amount of data, but the problems are related to its quality, i.e., the fact that there are overlaps and gaps in the data. The quality of the data is critical to the effectiveness of marketing automation and it was good to note that the company is taking steps to remedy the situation.

The interviewees' expectations of the results of marketing automation were strongly focused on correcting the weaknesses identified in the business and marketing processes. Based on the results, it can be stated that the aim is to use marketing automation, especially to increase brand awareness, as well as to improve communication and sales process. The related schedule expectations were for next year, i.e. to materialize after about 12-18 months.

Respondents agreed that any savings generated through marketing automation should be reallocated to the development of the system and better mar-

keting measures. In this context, it can also be said that marketing automation is not expected to reduce the need for human resources but, on the contrary, initially increase it, especially on the technical and system side. The need for an employee proficiency profile was seen to be shaped by marketing automation in a much more technical direction, with an emphasis on understanding customer data, digital tools, and testing measures. On the other hand, the need for resources and know-how also on the content production side increases with the increased need for content and personalization of content.

On the human resources side, close cooperation between different departments will also be emphasized with the implementation of marketing automation. According to the study, automation increases the need for collaboration between both the sales and marketing departments as well as the IT department and marketing, bringing the three departments very closely together. Marketing automation requires continuous system update and maintenance work on the IT side and close monitoring of the sales pipeline and customer contact on the sales side. In this figure, the task of marketing remains to nurture leads by utilizing content production and other marketing activities and to bring high-quality sales opportunities in the pipeline for sales contact.

As a result of the study, it can be stated that outsourcing has significant benefits in the use and implementation of marketing automation. Nevertheless, it also involves risks that are important to consider when choosing a suitable partner and considering what to outsource. The study found that through outsourcing, a company has access to two types of support, the first related to resources and the second to expertise. With resource-related outsourcing, a company can acquire additional resources to speed up project progress and reduce workload. Expertise-related outsourcing, on the other hand, helps a company gain inspiration or information about, for example, system usage, marketing trends, and customer interests.

The respondents' commitment and motivation towards marketing automation and its implementation could be found to be at a good level. All interviewees were very positive about marketing automation, although one of the concerns was the excessive monitoring of customers' activities made possible by technology. Apart from this concern, automation was seen as very positive and employees were also told to look forward to the project. There has been little resistance to change during the project and, in general, employees expect marketing automation to make doing business much easier. The case company has invested in employee involvement, training, and information throughout the implementation project, which has certainly contributed to a positive employee attitude.

The increased need for content production, the emphasis on advanced planning, the unification of communication, and the production of more personalized content were topics that were strongly highlighted in the study in connection with the development of content production. In connection with content production, a clear motivating factor for the implementation of marketing automation was related to better identification and consideration of the cus-

customer's interests. The great advantage of marketing automation was seen as its ability to optimize content according to the customer's interests and the appropriate time and channel. As the need for personalized content grows, so does the need for the amount of content to be produced. Marketing automation also modifies content production by increasing the need to plan and implement content and customer paths in advance, which at least initially was seen to increase the need for human resources on the content production side.

With the implementation of marketing automation and the increase in content production, the importance of measuring the effectiveness of content was also seen to be emphasized. In this context, a clear weakness was identified in the low number of existing indicators and monitoring. Indeed, the design and implementation of metrics is a development target that a case company should consider soon as the marketing automation implementation process progresses.

Finally, a major concern that both the case organization and the aftersales organization had concerning content production was related to the fear of conflicting communication between these organizations. Both organizations produce their own content and send it to customers, and concerns have been raised about sending conflicting campaigns to customers, for example, to buy new products and spare parts. On the other hand, the case organization also feared whether aftersales organization's communication would always be consistent with the brand or whether communication would appear to the customer as conflicting communication between two different organizations rather than uniformity. On the positive side, both organizations identified these challenges and were willing to address them before moving forward with the implementation of marketing automation. The solutions to this were seen as the construction of a common content platform and the creation of rules for the kind of communication that organizations engage in.

In summary, although some challenges can be identified in the organization regarding the implementation of marketing automation, all of the antecedents of marketing automation success have been taken into account relatively well in the project so far. The study did not find any significant shortcomings in the implementation process, although small areas for improvement were observed. The structure of a large organization has posed its own challenges to the project, but as a general rule, all the keys to building a successful automation system exist in the case company. The development proposals created based on the study are reviewed in the next chapter in the managerial implications section.

6 CONCLUSIONS

The last chapter of the study discusses the empirical results of the study by comparing them with previous research findings and theory as well as the research questions of this study. The purpose of this study was to investigate the implementation of marketing automation in a Finnish machine manufacturing company that is part of a large international multi-brand organization. The aim of the study was by using Murphy's (2018) The seven antecedents of marketing automation success -model to gather information on how issues related to these themes have been taken into account in the implementation project so far and what kind of things should be better considered in the future. To support this goal, sub-research questions were created to gather information on the goals and expectations for marketing automation as well as the challenges identified in the project.

Based on the results of the study, this chapter is divided into two main sections: theoretical contributions and managerial implications. Theoretical contributions focus on the sub-research questions posed for this study, reflecting them on the research framework and empirical research findings. Managerial implications, which through the main research question, seek to provide concrete recommendations to the company's management on how all factors relevant to success should be better taken into account when implementing marketing automation. In this context, guidelines are presented which, combining the results of this study and previous research, summarizes the factors within which corporate management can make better decisions when implementing a marketing automation system. This is followed by an evaluation of the reliability and limitations of the study and proposals for further research.

6.1 Theoretical contributions

This study provides significant insights into the implementation of marketing automation in a large international multi-brand organization. Although the ini-

tial research focus here was on the brand organization located in Finland, it was noticed, that it is not justified or even possible to exclude the parent company level from the interpretation of the research results. The main reason for this is that the system is being implemented throughout the organization and although the brand manages its own automation system and its implementation process, there are many issues where decision-making extends to the parent company level and thus significantly affects the case organization's system development process and progress.

What it comes to the method of the implementation project, it can be said that the implementation project in a large organization does not necessarily clearly follow the formula of the traditional Waterfall model or the Agile model. Instead, the project can be seen to contain elements from both models. However, this result is not surprising because, as Dima and Maassen (2018) noted in their study, many companies today associate the features of the Agile model with the traditional system implementation model. In this case, the case organization and its parent company can be characterized as an entity that follows traditional, hierarchical, and formal organizational culture due to its organizational structure and large size. Such an operating environment has traditionally been reported in the literature to favor the Waterfall model, for example, because of its systematic and plan-focused nature (Dima & Maassen, 2018), and also in the case of this study, such properties were clearly observable. Contrary to the Waterfall model, however, the case company did not emphasize, for example, the large amount of documentation and was ready to change the requirements also during the implementation process. These features have traditionally been associated with the Agile model (Hajdiab & Taleb, 2011).

As a result of the study, it was found that the biggest motivating factors for the implementation of marketing automation are increasing brand awareness, streamlining the sales process, unifying communications, reducing manual tasks, and streamlining measurement. Motivational factors can be found to be in line with those found in previous studies (Heimbach et al., 2015; Järvinen & Taiminen, 2016; Jena & Panda, 2017). The clearest of the aforementioned benefits of marketing automation were factors related to communication and sales, which are examined in more detail below.

According to the study, marketing automation is expected to streamline and unify communications, facilitate the collection of customer data, and thereby assist in the production of personalized content. Personalization and the production of personalized and holistic customer experience are factors that are strongly emphasized in the expectations related to content production. Also, a previous study by Heimbach et al. (2015) has identified expectations related to content production and personalization as one of the most significant reasons for the implementation of marketing automation, which in itself can be explained through the marketing automation's general framework they have created. As a result of the research, it can be stated that companies want to understand customers and treat them individually, but so far the implementation of this in practice is not yet happening without problems. Marketing automation

will facilitate this process, but companies must be prepared to invest resources in content production, as with personalization, the need for the amount of content will also increase.

As companies' desire to serve customers more individually and thus generate value through content production has increased, it is also clear that traditional marketing measures will no longer serve this purpose. This finding is supported by a study by Holliman and Rowley (2014), in which they urge companies to move from traditional sales-focused marketing to more value-generating content marketing while changing their thinking from the sales to helping customers. In this study, such a change in organizational thinking is observable, although it is still not fully being brought to a practical level.

Streamlining the sales process, bringing transparency to the sales pipeline, and improving the quality of leads are other clear benefits found in the study in connection with the implementation of marketing automation. These are found to be strongly related to the company's desire to bring sales and marketing departments closer together so that marketing can also better assist sales in nurturing leads and transporting them forward in the sales funnel. In the case company, this had already been considered before the implementation of the marketing automation system by consciously bringing the departments closer together and increasing cooperation between them. In this research, the cooperation between marketing and sales was found to be very good and close. This differed from previous research, which has often identified collaboration between sales and marketing departments as awkward and problematic due to, among other things, different ways of thinking and personal characteristics (Homburg & Jensen, 2007; Kotler et al., 2006).

Good cooperation between sales and marketing departments can be seen as a very good thing because as Järvinen and Taiminen (2016) stated in their research, the implementation of marketing automation is usually not possible without close cooperation between these departments. Based on the results of the research, it can be emphasized that with the implementation of marketing automation, sales and marketing must cooperate more in content production, customer path planning, and lead determination. The last of these is an issue that emerged in the study as a clear point of development that has not been highlighted in a previous study either. There were often differences in perceptions between sales and marketing about how leads and opportunities are defined. This is affected, for example, when and where marketing collects leads and passes them on to sales. In this context, the sales and marketing funnel created by Järvinen and Taiminen (2016) should be examined in more detail and the understanding between the different stages of the funnel and their definitions should be deepened.

According to Heimbach et al. (2015), one major motivating factor for companies to adopt marketing automation is the ease of managing large amounts of data. The desire to provide personalized content to customers today also means that companies need to continuously collect data on their customers' behavior and interests. However, the problem becomes with the management and utili-

zation of a large amount of data, which is difficult without marketing automation. (Todor, 2016.) Better data management and a deeper understanding of customer interest are also found in this study to be a motivating factor for marketing automation system adoption. However, it should be noted that the implementation of automation does not in itself solve the problems related to data management because, in addition to quantity, the quality of the data must also be in order. This means, for example, a good structure of the data and no overlaps or gaps in the data. The data must also be constantly updated, utilizing external data sources where possible, as well as taking care of the data management obligations imposed by, for example, the GDPR. This is confirmed by previous research (Keens & Barker, 2009), in which the above-mentioned factors have been found to serve as a prerequisite for the quality and usability of data.

As mentioned, differences in the views of marketing and sales departments on lead definition and weaknesses in the data were challenges identified in this study related to the implementation of marketing automation. In addition to these, the identified challenges were the slow implementation process, a complex system structure, conflicting views on the implementation process, weaknesses in defining project roles, and problems in collaboration between marketing and IT departments.

Conflicting expectations about the implementation process and the definition of project roles may be due to the structure of the large organization and thus the differing expectations and views of user groups. However, the divergent views may be due to different expectations of senior management and project managers towards project management styles. Nkukwana and Terblanche (2017) found in their study that the views of senior management and project management often differ widely to whether a project should be led in a more traditional waterfall model-related controlling and commanding style or more Agile model-specific encouraging and inclusive style. The problems associated with these expectations may be related to the challenges of the case company of this study, especially when neither of the above-mentioned methods alone has been defined as the deployment model of the system.

The study found that collaboration between marketing and IT departments has traditionally been a challenge that was feared to continue with the implementation of marketing automation. The departments are very far apart, and the problems are found to be mainly due to the different mindsets and languages of the departments, as well as how projects are carried out. The IT department can be seen to think more engineered and project-oriented way than marketers, which poses challenges to collaboration between departments. Indeed, this research result is confirmed by Buckley's (2015) study, in which the quality of collaboration between marketing and IT departments was found to have a direct impact on the success of marketing automation. The study found that problems were specifically related to different ways of thinking, different routines, and languages (Buckley, 2015).

6.2 Managerial implications

The managerial purpose of this study was to increase understanding of the successful implementation process of the marketing automation system by examining the different antecedents of marketing automation success. This goal was achieved by interviewing employees in the case company, in the parent company, and an external consultancy. The data collected were analyzed and used to make several observations and conclusions regarding the factors influencing the implementation process. Based on the results of the research and previous research, guidelines were created on the most important aspects that the corporate management should consider in the implementation process to create a successful marketing automation system (Table 2).

First, when a company is considering implementing marketing automation, it should begin the process by carefully considering what weaknesses it wants to fix and make more effective in its current processes through the marketing automation system. If the organization is large, different user groups and actors may have very different perceptions of what are the most important issues to correct. Thus, the organization needs to communicate extensively with different user groups and stakeholders and define a common line on what are the key challenges that the organization first wants to address. Once a common line has been found, it is used to create a common vision and goals for the project. Here, too, it is important to seek to identify divergent views on the goals of the process and to strive for a unified understanding and direction.

Based on a shared vision and goals, it is easier for an organization to start planning a more detailed plan to achieve those goals. Creating a plan is important and emphasizes both short-term and long-term consideration. The plan should set out concrete responsibilities and measures to achieve the set objectives. At this stage, it is also good to consider what kind of implementation model the company wants to follow in its process. While it is not necessary to choose any one particular model, it would be good for the company to consider the needs of the organization and whether the process would be better supported by the traditional hierarchical waterfall model or the flexible Agile model. It is recommended that management review and identify the best aspects of these models and incorporate them into their own implementation process to facilitate its progress.

When creating a detailed plan for the project, it is essential to define roles for all project decision-makers and participants. In a large organization, this point is accentuated because, given a large number of actors, an unclear division of roles in a project causes friction and may, at worst, slow its progress. This comes up in the case study, where the definition of roles at the level of the entire parent company was not, in everyone's opinion, successful. This caused conflicting views on responsibilities and irritation in employees. When defining roles, it is also good to consider the future and how the implementation of marketing automation will affect employees' work tasks and their responsibilities

on a practical level. With the adoption of new technology, the roles of employees are likely to require changes, and this should be considered when planning the implementation process. It is also a good idea to involve employees in the implementation process, whose job description will become automation-focused after the implementation project.

Table 2 Guidelines for factors to consider in the marketing automation implementation process

Review and development of processes	<ol style="list-style-type: none"> 1. Discuss the goals at the company-wide level and make sure everyone has a common understanding of what weaknesses the system implementation is wanted to address. 2. Define common goals and vision for the project and create a plan for how these will be achieved. Pay attention to both the short and long term and define concrete actions and responsibilities. 3. Determine how the implementation process will be conducted and consider which system implementation model best suits the needs of the organization. Identify the best aspects of the models and pick these into your project. 4. Assign roles to all project decision-makers and participants and make sure everyone knows their responsibilities. As the project progresses, also consider how the new system affects the responsibilities of employees on a practical level.
Scoping of instance requirements	<ol style="list-style-type: none"> 5. Define metrics to measure the success of marketing automation system implementation and marketing activities. If possible, make these comparable to current marketing metrics. 6. Make sure the company has enough high-quality customer data to use the system. Prioritize quality over quantity.
Expectations and efficiencies	<ol style="list-style-type: none"> 7. Make sure everyone agrees on a timetable within which results are to be achieved. Dare to be ambitious but remember the realities. Results do not occur overnight. 8. Dare to discuss savings as well. Are they being pursued and is the intention to reallocate them to the development of marketing and automation system?
Human resources	<ol style="list-style-type: none"> 9. Prepare for the growing need for expertise and human resources, especially on the technical side of marketing and in system development as well as IT. 10. Prepare to deepen the collaboration between marketing, sales, and IT. Marketing automation needs seamless collaboration in all these three areas to work. 11. Don't be afraid to outsource. At its best, it gives a new perspective and speeds up the project. However, understand what you are ordering, take responsibility for the results, and keep the project leadership in your own hands.

Organizational buy-in	<p>12. Make sure everyone in the organization, including senior management, project management, and employees, are committed to the project.</p> <p>13. Prepare for possible resistance of change by engaging, educating, and communicating. In the training, cater to the different starting levels of technological competence and emphasize the positive aspects of change.</p>
Content creation	<p>14. Be prepared for an increase in the volume of content production and the need for advance planning.</p> <p>15. Make sure the content team also has an understanding of technology, customer data, and content testing.</p> <p>16. Leverage content marketing as part of your content strategy.</p> <p>17. Determine metrics to measure the effectiveness of content production.</p> <p>18. If there are many actors in the organization, define common rules and a clear governance model for content production, and establish a common content platform.</p>

When designing requirements for the system and the implementation process, the company needs to determine the appropriate metrics to measure the success of the automation system deployment and operation. In the case company, this factor proved to be a clear point of development. When designing the meters, both external and internal meters should be considered, and efforts should be made to make the metrics comparable to existing meters. This makes it easier to verify the success of a marketing automation system when compared with old metrics is possible. The choice of metrics depends entirely on the company's goals, but potential metrics can relate to measures such as customer engagement, ROI, and system usage.

Based on the results of the study, it can be stated that customer-related data play a major role in the implementation of marketing automation. This is an area that can often be associated with problems and weaknesses, as a marketing automation system requires data to be well-organized, high-quality, and versatile. In a large company, the amount of data is rarely a problem. Instead, quality is a challenge that arises, for example, from the interconnection of several different systems, as this can lead to duplications and gaps in the data. When planning the implementation of a marketing automation system, the company should pay attention to organizing the data warehouse so that when implementing automation, it is as simple as possible to start utilizing the existing data. In data management, it is also important to remember to comply with various regulations, such as the GDPR, and to address compliance challenges already at the data warehouse design stage.

Once the plan and related requirements have been determined, the project should consider a schedule. Again, the discussion between all actors is highlighted, as expectations for timing and outcomes may differ very much between different actors in a large organization, although no inconsistencies in expectations were found in this study. If the company is ready to work on the development of the system and the implementation and testing of measures, the company can set ambitious goals for a positive ROI even in a year. However, it

is important to remember the realities and understand that the results do not happen by themselves. Everything ultimately depends on the company and its desire to invest resources and develop the system forward.

The findings of this study show that talking about the potential savings from marketing automation and their reallocation does not seem to be easy in a large organization. Mentioning the savings was found to be a matter of caution, fearing that senior management would see potential savings as an opportunity to reduce marketing department costs. However, there is a clear will for experts working in marketing automation to reinvest the savings generated through more efficient automation and marketing in the development of the system and marketing measures. Managers should listen to this wish, as many studies have found that without continuous development and reallocation of resources, the system will not function at full potential for a long time (Jena & Panda, 2017; Murphy, 2018; Todor, 2016).

In terms of resources, it is good for a company to prepare for the fact that the implementation of marketing automation is likely to increase the need for human resources, especially on the IT side in system construction, and on the marketing side for digital marketing and automation expertise. In this context, it is important to increase employee training or to recruit more professionals who have mastered the technical side of marketing such as designing customer paths, understanding the properties of the system, as well as the measurement and evaluation of results. It is also good for the company to prepare for the fact that with the implementation of marketing automation and other digital tools, the marketer's work will change from traditional project-oriented work to a process-oriented direction with significantly more emphasis on goal setting, measurement, and development. This also makes the marketer's work much more concretely visible to the entire organization.

The findings of the study indicate that the successful implementation of marketing automation requires much deeper collaboration from sales, marketing, and IT departments. Management should, therefore, seek to identify the conflicts and challenges between these departments that act as detrimental to the quality of collaboration. In the case company, challenges were identified in the collaboration between marketing and IT. It is possible to try to develop collaboration, for example, by creating a boundary role that has an understanding of both departments or to create a team that includes experts from both departments (Buckley, 2015). In the case company marketing and sales cooperation were seen as good. With the implementation of marketing automation, the collaboration between sales and marketing departments will be emphasized in almost everything from campaign and path design to lead determination. Based on the study, it can be argued that in the future, the tasks of some employees will change into combinations of marketing and sales.

When planning and executing the implementation of marketing automation, it is recommended to consider acquiring external partners to support the process. The benefits of outsourcing are strongly related to the additional resources and expertise that can be used to speed up the project and avoid mis-

takes. The benefits of outsourcing can be significant, and outsourcing should be continued even after the implementation of marketing automation, for example in the form of expert services. However, when choosing an external partner, it is important to pay special attention to the fact that the partner to be selected will certainly have the required expertise and competence as well as the ability to reflect things from the perspective of the specific needs of the company. However, in the end, the company itself is responsible for the project and its results, and thus also in outsourcing, project leadership must remain in the company's own hands.

To complete a successful implementation process, business management needs to ensure that everyone in the organization is committed to the project. This applies to senior management, project managers as well as employees. It is worth preparing for possible resistance to change in advance by emphasizing the positive aspects of change and striving to sufficiently involve, train, and inform all those involved. In training, it is significant to take into account the different starting levels of employees, for example in terms of technological competence. In the case of older workers, this is emphasized and there is a need to ensure that they also internalize the new technology and the changes in practices that it brings. It is also essential that the entire organization changes its thinking from sales-oriented to helping customers.

An inevitable issue that cannot be ignored when talking about marketing automation is content production. Research shows that the implementation of marketing automation increases the amount of content produced and requires changes in the content production process, for example by increasing the need for advance planning and creation. Corporate management must, therefore, ensure that the company has sufficient resources and expertise for content production because, with the implementation of marketing automation, technical expertise and an understanding of customer data and content testing will also be emphasized on the content management side.

Research shows that there is a desire to shift the focus of content production towards a more individual and personalized approach to customers, and marketing automation is used as a tool to achieve this. Here, however, it is also important for senior management to understand that traditional sales content does not serve customers in the same way as before. It is therefore recommended that in connection with the implementation of marketing automation, the company strives to deepen its customer understanding and shift the focus of its content production more towards content marketing, moving from sales-focused marketing to more customer informative and entertaining content. Besides, to create higher quality content in content production, it is worth using interdepartmental cooperation. Järvinen and Taiminen (2016) also stated in their research this to be beneficial, as it enables the company to harness all its expertise in the customer's value creation process.

Also, in the case of content production, the company needs to determine metrics to measure the effectiveness of the content. Also, in this case, if possible, it would be a good idea to make the metrics comparable to the old metrics so

that the actual results obtained through marketing automation can be measured. It is a good idea to focus on measuring the effectiveness of the content of the different stages of the sales funnel, but this requires that the company first gets the content production to work properly at all these stages.

Finally, if the company is large and the content production is done by many different actors, it is good for the organization to define rules and a clear governance model for communication and to increase the amount of cooperation in terms of planning the content. In the case company, this applies especially to the brand, its country organizations, and the aftersales organization. In communication, it is important to strive for unified 360 communication from the customer's point of view, where the purchasing process is seen as unified from the acquisition of a new product to the purchase of spare parts. Agreeing on the rules is important and to facilitate the discussion it may be a good idea to choose an impartial body either within the organization or through an external partner. Also, it is recommended that the company establish a common content platform that will significantly facilitate the management, sharing, and use of content between different actors.

6.3 Evaluation of the study

The study aimed to increase knowledge about the factors that precede the success of the marketing automation system by identifying factors related to the implementation process. This attempt was attained by the following case study method. Accordingly, this study provides valuable knowledge for companies planning to implement a successful marketing automation system.

The findings of this research should be interpreted in light of certain limitations. First, although the case study as a research method was a natural choice for this study, it followed that the results of this study are not broadly generalizable. The choice of the case study method was justified because it allowed in-depth information to be collected on the subject under investigation. On the other hand, however, it limited the results to the context under study. Context and case company are associated with many characteristics such as organizational culture, environment, industry, and organizational structure that have inevitably influenced the research and its outcome. The timing of the study and the global COVID-19 pandemic also affected the company's operations during the study and thus are also affect the results of the study.

Second, the case company is part of a large international multi-brand organization and its traditional and hierarchical organizational structure posed its challenges to the implementation process. Thus, the results cannot be generalized to companies and organizational structures of all sizes. Besides, the research focused only on one company in one specific field. Therefore, based on this study, it cannot be deduced if the results apply to all regions and markets.

The third limitation relates to respondents. The interviewees of the study were selected using purposive sampling, which on the other hand ensured that

a variety of views on the subject of the study were obtained from experts from different departments. All respondents were closely involved in the marketing automation implementation process and were thus able to bring significant added value to the research through their own experiences and perceptions. On the other hand, it should be noted that purposive sampling is driven by the interviewer's interests, so the choice of interviewees has been somewhat subjective. Also, the roles and backgrounds of the respondents in the organization have certainly had an impact on the outcome of the interviews.

According to Eriksson and Kovalainen (2008, 292), the results of qualitative research should be evaluated in the light of validity and reliability. The purpose of the validity is to provide a guarantee of the correctness of the research and to assess the generalizability of the research (Eriksson & Kovalainen, 2008, 292). To confirm the validity of this study, the methodology section provides a detailed justification for the case company selection. Also, the study was conducted with the help of a theoretical framework. However, for the reasons set out above, the results of the study cannot be generalized to other companies and industries, as the organizational structure, size, and interviewees create a strong context for the results of the study.

According to Eriksson and Kovalainen (2008, 292), reliability refers to the reproducibility of a study, i.e. whether another researcher would get the same results when repeating the study. The transparency of this research was enhanced by producing, describing, and following a case study protocol. The research was conducted with the help of semi-structured interviews and the theory and research model were used to formulate the interview questions. The interview questions can be found in Appendix 1 and it is thus possible to repeat the study to some extent. However, in the context of a semi-structured interview, the interviewer had the opportunity to ask additional questions related to the interviews. Thus, if the study were repeated, a different researcher might come up with different perspectives from the interviews. Besides, different communication styles of researchers could also influence the outcome of a repeated study.

6.4 Suggestions for future research

In addition to providing companies with more information on the factors that precede the success of marketing automation and how they should be considered in the system implementation process, this study also provides suggestions for future research. Because this study was a case study and focused on examining only one company, its results are not widely generalizable. Thus, more research is required on the implementation of marketing automation as well as the factors behind the success of the system and their consideration in the implementation process.

As this study was limited to one large company in one industry, it could be useful in the future to conduct similar studies in other types of companies

and industries. Besides, it would be interesting to examine whether there are differences between different firms in how the factors associated with the success of marketing automation and their consideration vary between firms and whether different companies recognize different challenges in their processes.

It could also be interesting to repeat the study in the same company after the implementation process and to explore how the results of the study change as the process progresses. Besides, it could be useful to interview more people within the organization and examine whether there are differences between the views of different employees and experts compared to those interviewed in this study.

At a general level, more research is needed on the use and implementation of marketing automation. The topic has been relatively little researched and thus there is a lot to research about the topic. Based on the results of this study, further research should focus, among other things, on the goals and expectations related to the implementation and use of marketing automation and what are the main motives of companies for the implementation of the system.

The challenges of implementing marketing automation should also be further explored. It would be useful to gather more detailed information on what are the worst pitfalls in marketing automation implementation and what elements are involved in a successfully conducted implementation process. Also, issues related to data collection, maintenance, and management should be further explored from the perspective of marketing automation.

Finally, gaps between sales and marketing and marketing and IT departments, and differences in mindsets and goals can no longer exist in organizations after the implementation of marketing automation. The relationship between sales and marketing has been emphasized in a previous study related to the implementation of marketing automation, stating that the implementation of the system is not possible without cooperation between departments (Järvinen & Taiminen 2016). Similar results have also been obtained in a study examining the collaboration between marketing and IT departments in the implementation of marketing automation. The study found that collaboration between these departments was directly linked to the success of the marketing automation system. However, the cooperative relationship between these three actors, marketing, sales, and IT, in the context of the implementation and use of marketing automation has been little studied. Thus, examining this relationship would provide useful information for business managers on what actions should be taken to address the challenges between the actors, and how the organizational structure should be better tailored to marketing automation requirements. Examining these issues would make it easier for business management to make decisions to plan and complete the successful marketing automation implementation process.

REFERENCES

- Adamson, B., Dixon, M., & Toman, N. (2012). The end of solution sales. *Harvard Business Review*, 90(7-8), 60-68.
- Agile Manifesto. (2001). Manifesto for agile software development. Retrieved April 1, 2020, from <https://agilemanifesto.org/>
- Alasuutari, P. (2011). *Laadullinen tutkimus 2.0* (4. uud. p.). Tampere: Vastapaino.
- Andersson, S., & Wikström, N. (2017). Why and how are social media used in a B2B context, and which stakeholders are involved? *Journal of Business & Industrial Marketing*, 32(8), 1098-1108.
- Andrei, B.-A., Casu-Pop, A., Gheorghe, S.-C., & Boianuiu, C.-A. (2019). A study on using waterfall and agile methods in software project management. *Journal of Information Systems & Operations Management*, 125-135.
- Baseer, K. K., Reddy, A. R. M., & Bindu, C. S. (2015). A systematic survey on waterfall vs. agile vs. lean. *I-Manager's Journal on Software Engineering*, 9(3), 34-59.
- Biegel, B. (2009). The current view and outlook for the future of marketing automation. *Journal of Direct, Data and Digital Marketing Practice*, 10(3), 201-213.
- Buckley, A. (2015). Getting IT to work for marketing: Exploring collaboration between marketing and IT functions for the delivery of marketing innovation. *Journal of Direct, Data and Digital Marketing Practice*, 16(4), 285-307.
- Buttle, F., & Maklan, S. (2019). *Customer relationship management: concepts and technologies*. Abingdon, New York: Routledge.
- Carroll, W. R., & Wagar, T. H. (2010). Is there a relationship between information technology adoption and human resource management? *Journal of Small Business and Enterprise Development*, 17(2), 218-229.
- Chaffey, D., & Smith, P. (2017). *Digital marketing excellence: planning, optimizing and integrating online marketing*. Taylor & Francis.
- Charlton, G. (2015). Ecommerce consumer reviews: why you need them and how to use them | Econsultancy. Retrieved March 19, 2020, from <https://econsultancy.com/blog/9366-ecommerce-consumer-reviews-why-you-need-them-and-how-to-use-them>

- Content Marketing Institute. (2011). What is content marketing? Retrieved February 30, 2020, from <http://contentmarketinginstitute.com/what-is-content-marketing/>
- Content Marketing Institute. (2020). B2B Content marketing 2020 - benchmarks, budgets, and trends—North America. Retrieved February 30, 2020 from https://contentmarketinginstitute.com/wp-content/uploads/2019/10/2020_B2B_Research_Final.pdf
- Datanyze. (2017). Marketing automation market share report | Competitor Analysis. Retrieved March 6, 2020, from <https://www.datanyze.com/market-share/marketing-automation--3>
- Daymon, C., & Holloway, I. (2010). Qualitative research methods in public relations and marketing communications: Second edition. Vol. 9780203846544). London: Routledge Taylor & Francis Group. <https://doi.org/10.4324/9780203846544>
- Dima, A. M., & Maassen, M. A. (2018). From waterfall to agile software: Development models in the IT sector, 2006 to 2018. impacts on company management. *Journal of International Studies*, 11(2), 315–326.
- Doyle, S. (2000). Software review: The components of a marketing automation solution in a multi-channel real-time environment. *Journal of Database Marketing & Customer Strategy Management*, 8(1), 87–92.
- Du Plessis, C. (2017). The role of content marketing in social media content communities. *South African Journal of Information Management*, 19(1), 1–7.
- Emmel, N. (2014). Sampling and choosing cases in qualitative research: a realist approach. SAGE. <https://doi.org/10.4135/9781473913882>
- Eriksson, P., & Kovalainen, A. (2008). Qualitative methods in business research. SAGE Publications Ltd. <https://doi.org/10.4135/9780857028044>
- Eskola, J., & Suoranta, J. (1998). *Johdatus laadulliseen tutkimukseen*. Tampere: Vastapaino.
- Flora, H., & Chande, S. (2014). A systematic study on agile software development methodologies and practices. *International Journal of Computer Science and Information Technologies*, 5(3), 3626–3637.
- Grossberg, K. A. (2016). The new marketing solutions that will drive strategy implementation. *Strategy & Leadership*, 44(3), 20–26.

- Guenzi, P., & Troilo, G. (2006). Developing marketing capabilities for customer value creation through marketing-sales integration. *Industrial Marketing Management*, 35(8), 974–988.
- Hajjdiab, H., & Taleb, A. (2011). Adopting agile software development: issues and challenges. *International Journal of Managing Value and Supply Chains*, 2(3), 1–10.
- Halligan, B., & Shah, D. (2010). *Inbound marketing: get found using Google, social media, and blogs*. Hoboken, NJ: Wiley & Sons.
- Halligan, B., & Shah, D. (2014). *Inbound marketing : attract, engage, and delight customers online*. Hoboken, New Jersey: Wiley : Packt Pub.
- Hasan, J. (2011). Analysis of e-marketing strategies. *Studia Commercialia Bratislavensia Volume*, 4(142), 201–208.
- Heimbach, I., Kostyra, D. S., & Hinz, O. (2015). Marketing automation. *Business and Information Systems Engineering*, 52(2), 129.
- Hinckley, D. (2015). New study: Data reveals 67% of consumers are influenced by online reviews - Moz. Retrieved March 19, 2020, from <https://moz.com/blog/new-data-reveals-67-of-consumers-are-influenced-by-online-reviews>
- Holliman, G., & Rowley, J. (2014). Business to business digital content marketing: marketers' perceptions of best practice. *Journal of Research in Interactive Marketing*, 8(4), 269–293.
- Homburg, C., & Jensen, O. (2007). The thought worlds of marketing and sales: Which differences make a difference? *Journal of Marketing*, 71(3), 124–142.
- Homburg, C., Jensen, O., & Krohmer, H. (2008). Configurations of marketing and sales: A taxonomy. *Journal of Marketing*, 72(2), 133–154.
- Järvinen, J., & Karjaluoto, H. (2015). The use of Web analytics for digital marketing performance measurement. *Industrial Marketing Management*, 50, 117–127.
- Järvinen, J., & Taiminen, H. (2016). Harnessing marketing automation for B2B content marketing. *Industrial Marketing Management*, 54, 164–175.
- Jena, A. B., & Panda, S. (2017). Role of marketing automation software tools in improving or boosting sales. *Splint International Journal of Professionals*, 4(7), 30–36.

- Keens, D., & Barker, D. (2009). Marketing automation systems integration: The art and engineering to make it all work seamlessly. *Journal of Direct, Data and Digital Marketing Practice*, 10(3), 223-232.
- Kisielnicki, J., & Misiak, A. M. (2017). Effectiveness of agile compared to waterfall implementation methods in IT projects: analysis based on business intelligence projects. *Foundations of Management*, 9(1), 273-286.
- Kotler, P., Rackham, N., & Krishnaswamy, S. (2006). Ending the war between sales and marketing - Sponsored by SAS. *Harvard Business Review*, 84(7/8), 68.
- Measey, P. (2015). *Agile foundation: principles, practices and frameworks*. Wiltshire, England: BCS.
- Murphy, D. (2018). Silver bullet or millstone? A review of success factors for implementation of marketing automation. *Cogent Business & Management*, 5(1), 1-10.
- Nkukwana, S., & Terblanche, N. H. D. (2017). Between a rock and a hard place: Management and implementation teams' expectations of project managers in an agile information systems delivery environment. *SA Journal of Information Management*, 19(1), 1-11.
- Patruti-Baltes, L. (2016). Inbound marketing - the most important digital marketing strategy. *Bulletin of the Transilvania University of Brasov. Series V: Economic Sciences*, 9(2), 61-68.
- Pulizzi, J. (2012). The rise of storytelling as the new marketing. *Publishing Research Quarterly*, 28(2), 116-123.
- Redding, S. (2015). Can marketing automation be the glue that helps align sales and marketing. *Journal of Direct, Data and Digital Marketing Practice*, 16(4), 260-265.
- RetailingToday. (2013). Study: 81% research online before making big purchases. Retrieved March 19, 2020, from <https://www.chainstoreage.com/article/study-81-research-online-making-big-purchases/>
- Rouziès, D., Anderson, E., Kohli, A. K., Michaels, R. E., Weitz, B. A., & Zoltners, A. A. (2005). Sales and marketing integration: A proposed framework. *Journal of Personal Selling and Sales Management*, 25(2), 113.
- Sahni, N. S., Wheeler, S. C., & Chintagunta, P. (2018). Personalization in email marketing: The role of noninformative advertising content. *Marketing Science*, 37(2), 236-258.

- Saldana, J. (2011). *Fundamentals of qualitative research*. New York: Oxford University Press.
- Saunders, M., Lewis, P., & Thornhill, A. (2019). *Research methods for business students* (Eighth edition). Harlow: Harlow : Pearson.
- Sommerville, I. (2016). *Software engineering* (tenth, glo). Boston: Pearson.
- Srinivasan, S. S., Anderson, R., & Ponnayolu, K. (2002). Customer loyalty in e-commerce: An exploration of its antecedents and consequences. *Journal of Retailing*, 78(1), 41–50.
- Stake, R. E. (2010). *Qualitative research: studying how things work*. New York: Guilford Press.
- Stoica, M., Mireca, M., & Ghilic-Micu, B. (2013). Software development: agile vs. traditional. *Informatica Economica*, 17(4/2013), 64–76.
- Tabrizi, B., Lam, E., Girard, K., & Irvin, V. (2019). Digital transformation is not about technology. *Harvard Business Review*, 13, 1–6.
- Todor, R. D. (2016). Marketing automation. *Bulletin of the Transilvania University of Brasov. Economic Sciences. Series V*, 9(2), 87.
- Tripp, J. F., Riemenschneider, C. K., & Thatcher, J. B. (2016). Job satisfaction in agile development teams: Agile development as work redesign. *Journal of the Association for Information Systems*, 17(4), 267–307.
- Tuomi, J., & Sarajarvi, A. (2009). *Laadullinen tutkimus ja sisällönanalyysi* (6. uud. laitos). Helsinki: Tammi.
- Wang, W. L., Malthouse, E. C., Calder, B., & Uzunoglu, E. (2019). B2B content marketing for professional services: In-person versus digital contacts. *Industrial Marketing Management*, 81, 160–168.
- Wood, C. (2015). Marketing automation: lessons learnt so far. *Journal of Direct, Data and Digital Marketing Practice*, 16(4), 251–254.
- Yin, R. K. (2016). *Qualitative research from start to finish* (Second edition). New York: Guilford Press.

APPENDIXES

Appendix 1 Interview questions:

Review and development of marketing and business processes

- 1) Briefly describe your role in the organization and in this marketing automation implementation process.
- 2) Can you please describe the current state of marketing automation in your organization?
- 3) Do you identify any weaknesses in current business and marketing processes that could be addressed through marketing automation?
- 4) What do you see as the biggest challenges related to marketing automation?

Scoping of instance requirements

- 5) What other requirements do you have for marketing automation in your own unit?
 - a. What should marketing automation be used for in your organization in particular?
- 6) *When speaking of the case organization, the marketing of machines is organized from Finland and aftersales marketing is organized from the UK. Does this pose any challenges to the implementation and use of marketing automation?*
- 7) What kind of things do you think marketing automation should be able to measure?
 - a. Are these in line with current marketing metrics?
- 8) *When using marketing automation, the company must have enough data about e.g. customers and their behavior. What kind of data warehouse does the case organization have in this regard? And how would you describe the quality and scope of it?*
 - a. Do you think there is room for improvement in the quality and scope of the data warehouse?

Organizational buy-in

- 9) In general, what do you personally think about the implementation of marketing automation?
- 10) How will the introduction of marketing automation change current marketing tasks?
- 11) How does the implementation of marketing automation affect the tasks of employees in other departments?
- 12) How do you think employees will react to these changes and the introduction of marketing automation in general?
- 13) How important do you see employee involvement in the planning process?
- 14) Do you think that the roles have been defined clearly enough for the project?

Content production

- 15) What kind of content production does marketing automation require?
- 16) How would you improve the current content production?
- 17) How does marketing automation affect the amount of content production required?
- 18) How do you think content production should be organized between case organization and aftersales organization?
- 19) How is content performance currently measured?
 - a. How it should be measured?

Expectations and found efficiencies

- 20) What kind of results do you want to achieve with marketing automation?
- 21) How soon do you believe that marketing automation will start to produce visible results?
- 22) Is the implementation of automation aimed to bring savings for the marketing department?

Human resources

- 23) How do you think marketing automation affects the amount of human resources needed?
- 24) Does marketing automation create needs for new types of expertise? What kind?
- 25) Describe the current cooperation between the marketing and sales departments.
 - a. How do you think marketing automation affects collaboration and division of work between these departments?
- 26) Describe the current cooperation between the marketing and IT departments.
 - a. How do you think marketing automation affects collaboration and division of work between these departments?
- 27) Do you think that some steps of the implementation process or the use of marketing automation should be outsourced? What and why?