RE-ENGINEERING MODERN MARKETING FOR ORGANIZATIONAL GROWTH IN SOUTH AFRICA POST COVID

by

AUDREY NAIDOO

DISSERTATION

Presented to the Swiss School of Business and Management Geneva

In Partial Fulfillment

Of the Requirements

For the Degree

DOCTOR OF BUSINESS ADMINISTRATION

SWISS SCHOOL OF BUSINESS AND MANAGEMENT GENEVA

<MONTH OF GRADUATION, YEAR>

RE-ENGINEERING MODERN MARKETING FOR ORGANIZATIONAL GROWTH

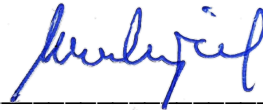IN SOUTH AFRICA POST COVID

by

Audrey Naidoo

Supervised by

<Mentor's full official name>

APPROVED BY

dr. Jaka Vadnjal _____

Dissertation chair

RECEIVED/APPROVED BY:

_____

Admissions Director

Dedication

To my dearest husband Rhyn and my two sons, my heartbeats Tyler and Timothy

Naidoo.

I dedicate this thesis to the three amazing men in my life, who inspire me every day to be

better, to do better and achieve greatness. I am blessed beyond measure and grateful for

your support during my DBA journey.

Acknowledgements

I want to firstly, acknowledge God for being with me through my DBA journey, for his strength and infinite wisdom. To my husband who stood by my side and believed in me, I thank you for sacrificing your time so I could achieve this milestone. I could not have done this without you. To my boys, thank you for your understanding and support. I wish to thank my parents for pushing me earlier on in my life to study further, for encouraging me to complete my goal.

I would like to express my sincere gratitude to all those who have supported and guided me throughout my doctoral journey, without whom the completion of this thesis would not have been possible. This research endeavor has been a culmination of numerous efforts, and I am deeply indebted to the following individuals and organizations.

To my supervisor Dr Anna, thank you for your guidance and timeous feedback in making this dissertation a success. You inspired me to strive for excellence.

I owe a debt of gratitude to my family for their unwavering support and encouragement throughout this demanding academic journey. Your love, patience, and understanding have been my pillars of strength.

I extend my thanks to my friends and colleagues who have offered their encouragement, camaraderie, and a listening ear during both the highs and lows of this doctoral pursuit. Your presence has made this experience more enjoyable and memorable.

To the broader DBA SSBM & Upgrad fellow researchers and faculty members, thank you for the support and encouragement to complete each phase of this journey. I am grateful for the academic environment that nurtured my growth as a researcher.

To the participants of the surveys and interviews conducted for this study, your willingness to share your experiences and insights has been indispensable. Your contributions have added depth and relevance to this research, and I am genuinely appreciative of your time and cooperation.

I am deeply appreciative of the support and encouragement I have received from everyone mentioned. Your collective contributions have been integral to the successful completion of this doctoral thesis. Thank you for believing in me and being a part of this transformative experience.

ABSTRACT

RE-ENGINEERING MODERN MARKETING FOR ORGANIZATIONAL GROWTH

IN SOUTH AFRICA POST COVID

Audrey Naidoo
2024

Dissertation Chair: <Chair's Name>
Co-Chair: <If applicable. Co-Chair's Name>

This research study empirically investigates the re-engineering modern marketing for organizational growth in South Africa post-COVID. The pandemic has necessitated both the need for new theoretical value creation in marketing discipline, together with the practical application within the broader business context. The pandemic served as a tipping point for both organizations and modern marketing, fostering a tenfold alteration that opens up an excellent window of opportunity for the reconfiguration of modern marketing. The research design for this study is qualitative research approach, conducting semi-structured interviews with 19 experienced marketing participants, based on real world experiences of the interviewees, leading to new discoveries and contextual theoretical findings.

The findings highlight the need for marketers to adapt to the nuances of a globalized world, learning from global experiences and utilizing global capabilities. The challenges faced by modern-day marketers, such as the undefined role of marketing, the dichotomy of experiences in bureaucratic environments, the struggle to demonstrate

relevance and ROI, and the fragmentation of data sets. These results highlight the need for marketers to advance and adopt a strategic approach, data-savvy, and flexible in order to promote organizational success. Modern marketing has revolutionized the purpose of marketing within organizations, expanding its spheres of impact beyond traditional marketing functions. The emphasis on the customer experience, which is at the center of the redesign of modern marketing, is what spurs this change. All of the empirical data on design-led operating models, such as agile operating models, hybrid-operating models, and the emergence of marketing as a service design, are contained in the findings. This gave rise to the idea of a human centric approach, which introduces a fundamental change in the function of marketing within organizations. This suggests an entirely novel conceptual framework for modern marketing emphasizing the value of empathy, trust and authentic connections.

The significance of this study if three-fold: the theoretical adaption of modern marketing that can adapt to its ever-changing environment, secondly the practical application of this study on how modern marketing should organize themselves to lead the growth agenda and finally the contribution of this study to the field of marketing is multi-faceted and substantive.

TABLE OF CONTENTS

LIST OF TABLES

LIST OF FIGURES

CHAPTER I:

INTRODUCTION

1.1 Introduction

Black swan events like COVID-19 pandemic has caused a seismic shift that has irrevocably changed the global socio, political and economic environment and radically altered the behaviours and business strategies of both consumers and organisations. Within merely eight weeks of the pandemic's start, this momentous event sparked an exponential rise in e-commerce, accelerating digital transformation and exponential technological progression. Businesses had to be innovative and seize new opportunities if they wanted to succeed in the post-pandemic environment. They would need to embrace the next normal, which is characterised by agility, interconnection, and a persistent commitment to value and purpose. This rapid rate of change is inextricably linked to Industry 4.0, ushering in a new era that calls for cutting-edge technology know-how and an entrepreneurial mindset within organisational paradigms. These disruptive macroeconomic forces are having a significant impact on modern marketing in addition to changing business models and strategies. The urgency of digital transformation, the need for acquiring new skills in the post-pandemic global economy, and the growing diversity of business model innovations are all supported by a number of recent studies, underscoring their profound impact on business growth and sustainability. In order to prepare for the complexity and technology disruptions resulting from COVID-19 epidemic, new theoretical marketing expertise is clearly needed. This doctoral thesis endeavors to delve into a particularly pertinent and pressing issue: The re-engineering of modern marekting for organizational growth in South Africa in a post-COVID era. Leaders, economist and academics concur that the world will never be the same again and organizations need to evolve and adapt as they re-engineer for the future world of

business. Revolutionary periods like black swan events substantially disrupt established activity patterns and give way to new equilibirium periods. As a result, this opens up a new exploratory field of research and knowledge in understanding how modern marketing needs to adapt and transition to support and possibly lead the next normal. This research study provides a novel and compelling opportunity to understand and advance our knowledge base of how modern marketing organizations in South Africa are transforming post-COVID to design and craft a new entity as well as new marketing theoretical knowledge.

1.2 Research problem

This research study seeks to address the concerning deprecation of marketing over the last decade, resulting in a dissonance between traditional and modern marketing concepts. While there is much debate, speculation, and interest in the phenomenon, very little evidence of visible progression both globally and within the South African market has been available to date. A critical review is required to understand modern marketing's core reason for being, its purpose for existence, and the enablement thereof.

We can acknowledge that the scope of modern marketing has unquestionably expanded post COVID resulting in a multidimensional construct that extends itself beyond the boundaries of just the marketing department. With the expansion comes added responsibilities and expectations that marketing needs to deliver without due consideration by the CEO or the organization at large. Elevating these issues from an operational to a strategic platform requires C-Suite intervention and buy-in. However, the bulk of the responsibility falls on the CMO who has not done enough to secure the

strategic position of marketing within the organizational structure and strategy. This has dire consequences for the marketing fraternity at large, professional bodies and institutions that advocate for marketing. It begs to ask the question; has marketing lost its relevancy? Is marketing going through an identity crisis? Alternatively, has the organization failed the CMO by setting marketing up for failure? Has marketing by the mere fact of its name and legacy attachments lost its way? Are we shortsighted in our approach in containing marketing within marketing – is there room for some of the capabilities to spread to other areas of the organization considering that marketing has become multidimensional, complex and critical to business? What is the role and mandate of the new modern marketing entity as well as the CMO? How can modern marketing be re-engineered to drive value for both customers and the business in playing a more elevated strategic role in the future?

The stated problem above is a currently a controversial subject globally with the spotlight on marketing and more importantly the CMO. Marketing, relative to other areas within an organization, occupies a unique position of being the voice of the customer, placing them at an advantage to lead the growth agenda. The uniqueness of this research will result in fundamentally creating a new entity, which shifts modern marketing from a mere operational, downstream function into an elevated strategic, valuable growth partner within organizations. There is a limited window of opportunity for marketers to create a new identity with a new set of rules within a new playing field and the outcome of this research could help fast track the progress. To reinvent marketing, CMOs must throw out

their old notions of how marketing departments should be structured and managed and instead create something entirely new.

1.2 Purpose of research

This study aims to look into how the pandemic has impacted South African businesses and the general populace over the last three years, both advantageously and unfavourably. The main goals are to discover strategies for boosting resilience and planning for the next normal, as well as to gain in-depth understanding of the fundamental causes of these transformative dynamics. In addition to establishing a context for understanding the dynamic changes in the environment, this study aims to shed light on three key transformative phenomena: the consumer's adaptive behaviour, the emergence of new business paradigms that promote sustainable growth, and an assessment of modern marketing practises within organisations, including their positioning and near-term prospects.

To echo Philip Kotler, the father of modern marketing, marketing is a changing field, with new ideas, concepts which he terms the growth of marketing theory. According to him, marketing should not remain stagnant but evolve with the changing times in understanding how these shifts apply to today's world (Kotler, 2019). Its imperative that a common definition and a current understanding of modern marketing is given attention, supported with a view of the challenges and dynamics of the state of marketing. The evolving state of marketing theory will be covered within this study highlighting the need for a new theoretical value creation within the marketing discipline and practice. In order for modern marketing to become a valuable contributor to both the customer and organization, the notion of what value means requires an exploratory lens into the mechanics of value contribution, its role, its scope, capabilities as a fundamental

4

driver of organizational growth. A key requirement for this research is to understand the domain of modern marketing within organizations.

Finally, a deeper understanding of what core modern marketing dynamic capabilities are required to strategically position marketing in the new era of post-COVID business and how this supports and lead organizational performance in South Africa, given the unqiue characteristics and volatility of the market. This will be explored in detail in aligning to the transformative shifts in technology, data, operating models, leadership and so on through a systematic literature thematic analysis and a primary research approach. Due to the constraints in obtaining academic research due to the recency of the phenomena, the intent is to broaden the scope of secondary sources to include credible sources and ground breaking perspectives to support core arguments and findings to enhance and deepen the value of the outcomes of this study.

1.4 Significance of the study

This research study holds significant importance in the field of modern marketing as it addresses a monumental juncture in modern marketing; the juncture magnified by the post pandemic remnants and lasting effects on consumers, on markets, on businesses and finally on marketing academics, resulting in new discovery and a new understanding. The contribution of this study to the field of marketing, particularly within the South African context post COVID-19, is multifaceted and substantive for the following reasons: It responds to the unique possibilities and challenges that the post-COVID age has brought about. It acknowledges that the pandemic has resulted in about significant shifts in consumer behaviour, and the study's insights provide marketers tools to adapt to and succeed in this new environment. The study offers insights that are particularly pertinent to the South African setting. It contributes in the development of locally

relevant modern marketing function and approaches that resonate with South African customers and businesses by taking into account the unique challenges and opportunities present in this country. Finally, it makes a meaningful contribution to the marketing academia body of knowledge beyond the borders of South Africa. This study has the potential to shape ongoing future theoretical knowledge and models relevant to modern marketing in adding stature and credibility to the discipline.

1.5 Research purpose and questions

The fundamental question this research seeks to answer is: How can modern marketing contribute & re-engineer itself to deliver on successful organizational growth in South Africa post COVID?

The main objectives are the research are:

Objective 1: To gain a deeper understanding into defining modern marketing and the factors influencing its evolution post COVID in South Africa

Sub-objective 1: Identify the challenges of modern marketing within the broader organization

Sub-objective 2: Explore how modern marketing theory has evolved and supports the shifts

Sub-objective 3: Seek to understand the organizational and macro drivers of growth post-pandemic and the drivers to change in pivoting to the future

Objective 2: To identify the key themes or core capabilities required to build a more sustainable marketing entity.

Objective 3: To clearly define marketing's value to both the organization and to the customer

Sub-objective 1: Identify the modern marketing capabilities required to generate value

Objective 4: To interrogate and gain perspective on the role of the c-suite leadership focusing on the CMO, highlighting the areas of dissonance as well as an opportunity to innovate the role of a CMO.

Objective 5: Examine the role, scope, inter-relationships, dependencies, structures and mandate in which modern marketing needs to operate within organizations

Objective 6: By adopting a rigorous research approach, identify and recommend a conceptual framework or model for marketers to apply within the business environment.

1.6. Structure of the thesis

This thesis is divided into five (5) major chapters:

Chapter One involves introduction to the research, which delves into the scope, nature and background of the research study. This chapter further defines the research problem, its purpose, objectives, significance and key questions.

Chapter Two is a summary the literature review, which seeks to frame the research into perspective, identifies knowledge gaps, and establishes a theoretical framework. Ultimately, it enhances the credibility of the research and demonstrates how the study advances the field.

Chapter Three outlines the research methods and procedures used in the study. It describes the research design, data collection methods, and data analysis techniques in

detail. The chapter justifies the chosen methods, explaining their suitability for addressing the research questions.

Chapter Four presents the research findings and data analysis. It provides a comprehensive summary of the results, organized according to a thematic analysis of the findings.

Chapter Five provides the conclusion of the research. This chapter further examines the conclusions' ramifications, their broader significance, and possible practical applications within a business context. Finally, it may recommend areas for additional study and wraps up with an examination of the most important findings.

CHAPTER II:

REVIEW OF LITERATURE

2.1 Background

The design of this critical analysis considers dissenting perspectives, viewpoints and knowledge base in order to benefit fully from the outcomes of the study – to deliver a unique compelling paper, which seeks to provoke new ideas and knowledge on an unexplored topic in South Africa. Consistent with other systematic reviews, this review will be limited to high-quality sources that align with the study context. Due to the recentness of the topic, additional credible sources and current thinking will be applied in support the core arguments and findings. South African sources of information are limited and hence applied sparingly in this section, but context is required in order to enhance and enrich the complete research process.

This literature review seeks to examine the different schools of thought pertaining to the evolution of modern marketing and factors contributing to its current state. In order to deliver on organizational growth, superior marketing capabilities is required to deliver beyond the current traditional marketing remit. Additionally, the review focuses on the Chief Marketing Officer (CMO) as the change agent, in gaining an enhanced understanding of the inter-relationship between these different variables. This literature covers the main theories and concepts within the marketing domain with additional key themes, which are prevalent throughout the literature review. Although the literature review covers a wide variety of theories and concepts, this review anchors on five major

themes, which emerge repeatedly throughout the literature reviewed. These themes are the modern marketing ecosystem, the transformative CMO, marketing value defined, modern day marketing capabilities and the new marketing operating model. To date, there has been limited progress, on proposing a holistic solution but rather offering cosmetic facelifts, which is unsustainable for the future.

COVID-19 pandemic has disrupted the status quo, forcing both businesses and consumers to adopt new behaviors predominantly pivoting towards digital transformation and new digital capabilities. At the start of the pandemic, there was a decade of ecommerce growth in just eight weeks and this is only accelerating as new consumer habits are forming on a daily basis and exponential technological progression. Ray Kurzweil (2004), an American inventor and futurist, predicts in the Law of Accelerating Returns, that we won't experience 100 years of progress in the 21st century — it will be more like 20,000 years of progress (at today's rate). Technological progress goes on at an unparalleled pace now, making it even harder to keep up. To meet the growth challenges in a post pandemic world, businesses need to innovate and seek new opportunities emerging from the recovery. In seizing this once-in-a-lifetime opportunity to change in transitioning from this COVID-19 global crisis to the next normal. A new era of creating a more agile, inter-connected, value and purpose driven organization. This rapid rate of change aligns to the next generation of industry, also known as Industry 4.0. as a result of new technologies and new entrepreneurial mindset required within organizations. These disruptive macro factors are revolutionizing entire business models, structures, strategy and even modern marketing. Several recent studies (Preglej and Dhawan, 2021;

10

Baghiu, M.C. 2020; Seetharaman, 2020) allude to the increasing diversity of business model innovations, digital transformation and new capabilities required in post-pandemic global economy, and on their impact on business growth and sustainability. Contextual understanding is required in understanding the impact of the pandemic on the South African business and consumer landscape.

2.2. COVID 19 business and consumer impact

Black swan events like the COVID-19 pandemic have radically disrupted every facet of our society including consumers and businesses at large resulting in unforeseen implications and negative shocks on the economy, job market and production, including South Africa. Leaders and economists agree that the world will never be the same again and such organizations need to evolve and adapt as they re-engineer for the future world of business. This relates to the concept of punctuated equilibrium model of organizational transformation (Tushman and Romelli, 1994), depicting organizations as evolving through relatively long periods of stability (equilibrium periods) in their basic patterns of activity that are punctuated by relatively short bursts of fundamental change (revolutionary periods). Revolutionary periods substantially disrupt established activity patterns and give way to new equilibrium periods. Currently we are observing this transformation as organizations consider their role and influence in establishing a new equilibrium post-COVID era. Surviving this crisis and preparing for the next normal requires a new set of capabilities within organizations. This holds true for marketing as well, as both organizations and consumers have digitally transformed, adopting a new set of behaviors that are now becoming permanent. This section will explore the positive and negative impact of the pandemic on South African businesses and consumers in the last two years seeking to understand the levers behind the shifts and opportunities to build

resilience and bounce back to the next normal. In creating context to the rapid changes in the market, it seeks to highlight three major shifts: adaptive consumer behaviors, emergence of new business models to drive and sustain growth and possibly a unique long overdue opportunity for marketing organizations to re-assess their position within organizations. This study provides an exciting opportunity to advance our knowledge of how marketing organizations in South Africa are transforming post COVID-19 to design a new entity.

2.2.1. Impact on South African businesses

The South African government placed the country under the strictest in March 2020 in an effort to curb the spread of the infection amongst its 60m population In addition, sales of everything but necessities—food, medicine, and hygiene products was prohibited until the beginning of May. The impact of the pandemic on SA businesses has had both positive and negative effects with many businesses closing whilst the front-runners had to pivot quickly to accelerating their digital transformation efforts. An example of this is with Shoprite Checkers who have accelerated their efforts in ecommerce, virtual voucher and online order fulfilment capabilities. Brands such as Takealot, Woolworths and Yum brands are all adapting to new consumer habits by aggressively driving their e-commerce strategy in driving sustainable business growth. According to FNB Merchant (2022), the ecommerce market in South Africa, currently estimated about at R200bn a year and forecasted to grow to R400bn by 2025. Whilst many businesses have closed shop, others have exploited the new opportunities presented to them in a time of crisis by being more innovative and proactive to pivoting to new business models and service offerings to customers. There is a distinct difference between the leading organizations and the laggards discussed in this section of the paper.

Due to the volatile nature of the South African economy, it is important to acknowledge the adverse impact the pandemic has had on businesses across all verticals to attribute context to the research findings. There is very little empirical research found on the SA business impact and response measures on COVID, hence leaning towards government and public sources of information. Anakpo and Mishi (2021), in their study found that there was a positive relationship between e-commerce, increasing working hours and virtual connection on business turnover. Research conducted by Statistics South Africa (2020) during lock down to understand the impact of the pandemic on formal businesses in South Africa with many businesses reporting a decline in turnover, some closing down their business permanently, and a decrease in workforce over time. Figure 2.1 shows that a low proportion of businesses traded at full capacity. Trading status of businesses (cumulative % shown on horizontal axis)
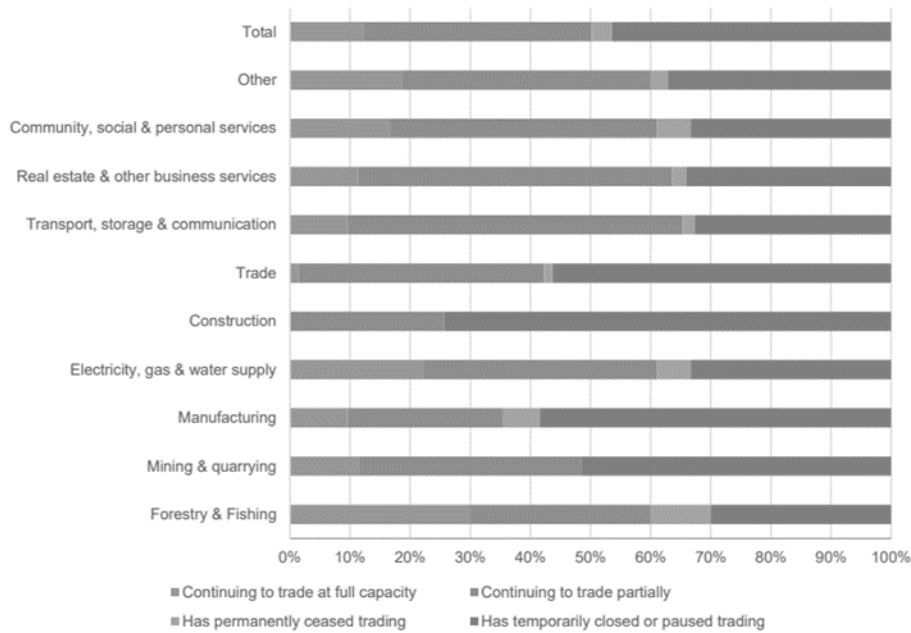

Figure 2.1. Trading status of businesses (Source: StatsSA, 2020, p. 1)

Further data in 2021 reveals that over 1000 businesses liquidated in the first half of 2021, and over 2000 businesses in 2020, both small and large companies affected. (StatsSA, 2021). Table 2.1 below shows that liquidations cut across different industries.

Industry	January – June 2021			June 2020			May 2021			June 2021		
	C	V	Total	C	V	Total	C	V	Total	C	V	Total
1.Agriculture, hunting, forestry and fishing	1	8	9	0	0	0	1	1	2	0	0	0
2.Mining and quarrying	0	5	5	0	1	1	0	1	1	0	2	2
3.Manufacturing	1	43	44	0	9	9	0	9	9	0	5	5
4.Electricity, gas and water	3	3	6	0	1	1	0	0	0	2	0	2
5.Construction	4	32	36	1	3	4	1	6	7	1	2	3
6.Trade, catering and accommodation	22	195	217	4	24	28	2	40	42	4	26	30
7.Transport, storage, communication	3	22	25	0	2	2	0	7	7	0	3	3
8.Financing, insurance, real estate, business services	31	291	322	2	30	32	9	50	59	3	41	44
9.Community, social, personal services	5	67	72	0	7	7	1	13	14	0	14	14
10.Unclassified	25	236	261	5	45	50	6	44	50	2	27	29
Total number of liquidations	**95**	**902**	**997**	**12**	**122**	**134**	**20**	**171**	**191**	**12**	**120**	**132**

Table 2.1. Total liquidations according to industry (Source: StatsSA, 2021, p. 1)

Scott Fearon (2015) coined the phrase "dead companies walking" in his book – businesses on their way to bankruptcy due to the inability to grow or innovate. If they do not have what it takes, they die a quick death. He goes on to say that they failed because their leaders made one of six common mistakes: they learned' from only their recent past. They relied too heavily on a formula for success. They misread or alienated their customers; they fell victim to a mania; they failed to adapt to tectonic shifts in their industries; or emotionally or physically removed from their companies' operations. The COVID-19 pandemic was the catalyst for sifting out the laggard or complacent businesses in South Africa. While we refer to the polarization of consumer behaviors further on, the same principle applied to businesses. On a positive front, COVID-19 have seen tech start-ups continue to innovate, collaborate through big brands during COVID to disrupt business models and thrive despite the challenges. According to the 2021 Global

Start-up Ecosystem Index Report, SA has become the first African nation to rank in the global top 50 of countries in terms of start-up ecosystems. An example of this is Yoco a Fintech company that sells card machines and online payment services, raised $83m last year, the largest single investment raised by a small business in EMEA (TechCrunch, 2021). According to TechCrunch (2021), Yoco serves 150 000 businesses and add over 500 merchants a day. The key take-out from this is that traditional businesses are facing more competition not only from other traditional players however, from disruptive start-ups that are driving new business models, new markets whilst adopting a digital first approach.

2.2.2. New consumer behaviours during and post COVID

Various research findings (Mehta, Saxena and Purohit, 2020; Zwanaka and Buff, 2021; Arora et al, 2020; Frederick and Hattington, 2020), all echo the same conclusion that the pandemic has resulted in permanent behavioural consumer shifts not only in South Africa but can be seen as a global phenomenon. The lock-down has altered consumer's shopping, purchasing, payment and post-purchasing satisfaction levels. The biggest shifts have been the over-night adoption of digital technology, online shopping, entertainment and as well as lifestyle shifts.

In creating context, this research concentrates on the South African market. It explores how this has had a disruptive impact on consumers in the last two years in understanding the impact this has had on organizations and marketing in responding to critical consumer changes in the local region. We have observed major behavioural shifts

15

in people working from home, virtual healthcare, learning, shopping online, entertainment online, grocery delivery services and so on shifting into protection mode. Every facet of consumer lifestyle disrupted and many of these habits will remain post COVID. According to NielsenIQ (2021), new consumer behaviours have resulted in a polarized mindset amongst consumers. There are vast disparities in how consumers choose to live, work, interact and shop depending on their beliefs and comfort levels. As a result, this could further deepen social and economic divides across consumer segments and communities especially in South Africa. Through this lens, business and marketing leaders need to consider new business models and ways to connect with consumers that is adaptable and nimble. Organizations cannot revert to old ways of doing business, as they would need to redesign themselves for the future.

Continuous research by McKinsey (2020), which covers regular updates on South African consumer sentiments, behaviours, income, spending, and expectations, echo similar findings as NielsenIQ, that 79% of South Africans have tried a new shopping behaviour and most intend to continue usage beyond the pandemic. The figure below summarises the fundamental shift in consumer behaviour resulting from the pandemic. Many of the consumers cite value, purpose driven and convenience as their main drivers to engage with brands.

We have seen five fundamental shifts in consumer behavior, some of which will have a lasting impact, as a result of the pandemic

1. Shift to value and essentials	2. Flight to digital and omnichannel	3. Shock to loyalty	4. Homebody economy	5. New holiday outlook
Up to 45% consumer net intent to decrease spend across most discretionary categories	Up to 90% growth intent in online on most categories even post-COVID-19	79% of consumers have changed stores, brands, or the way they shop	60% of consumers are not yet resuming "normal" out-of-home activities	88% intend to maintain or reduce holiday shopping spend

Figure 2.2. Five fundamental shifts in consumer behavior during COVID (Source: McKinsey, 2022, p.1)

Valaskova, Durana and Adamko (2021) state that COVID pandemic has created a new world that is more complex and vastly different from the one we knew before. Consumer attitudes and behavior have undergone a major change. New habits and patterns of behaviors have emerged, which are to become permanent even after the crisis. The main aim of this section is to create a visual synopsis of the impact of the pandemic to help understand the research findings relative to the environment.

2.3. Modern marketing definition, theories and concept

Philip Kotler, in a keynote speech in 2019, states that marketing is a changing field, with new ideas, new concepts, which he terms the growth of marketing theory. He updates his marketing management book every three years suggesting that marketing should not remain stagnant but evolve with the changing times in understanding how

these shifts apply to today's world. This statement has never been more relevant considering the unprecedented changes, which has taken place in the last two years. One cannot dispute that whilst Kotler was instrumental in making marketing an organization wide activity with the 5 product levels back in the 60's as well as popularizing the 4 P's – the core principles of marketing. The core of what marketing is meant to do based on the initial theories and concepts has been diluted over time and handed over to different parts of the organization. For instance, product development, pricing, distribution and R&D resides outside of marketing functions in many organizations. A theoretical issue that has dominated the field for so many years can possibly lead to new unchartered territories for modern marketing in the future. As Kotler would rightly argue, that yesterday's solutions are today's problems (Kotler, 2020).

An intriguing viewpoint on the marketing concept theory proposed by Dholakia and Fırat (2006), challenges the modern constitution of marketing, both in terms of theory and practice in introducing the concept of embedded marketing and the shift in orientation from customer satisfaction to customer empowerment. This would lead to the de-professionalization of marketing, suggesting that everyone and anyone can be a marketer without actually being a marketer. However, this proposed approach lacks support and requires unfathomable transformation within organizations to take into account.

Developing a relevant definition for modern marketing is one of the challenges. Modern marketing as a concept is an ambiguous and multi-dimensional concept, which transitions with the times and as customers evolve. Seth Godin (2020) further clarifies

modern marketing's position in defining marketing, as the act of making change happen and change requires trust and tension. Marketing used to be a side effect but now the core of what we do. To align this back to the organization, Armstrong et al. (2020), defines modern marketing as the ability to harness the full capabilities of the business to provide the best experience for the customer and thereby drive growth. This is further entrenched by the concept and philosophy of marketing. The marketing concept and philosophy states that the organization should strive to satisfy its customers' wants and needs while meeting the organization's goals (Henley, 1999). Consumer activism will become company activism and hence the need for marketing to drive this agenda across the organization. Therefore, marketing needs to yield its influence across the organization to enable and drive future growth. Lusch and Webster (2010, p.5) go further to state that an elevated marketing concept that specifically incorporates the new economic, social, and political environment and its dynamic characteristics. This new marketing concept must provide clear direction for the organization and management of the marketing activities within the firm. Lusch (2007) further argues that marketing has evolved from a "to market" philosophy to a 'marketing with' philosophy, which "views the customer as endogenous and as a partner in the co-creation of value."

The rising concerns across the different disciplines and academic scholars (Homburg et al, 2015; Lusch and Webster, 2013; Key et al, 2020; Hanssens and Pauwels, 2016; Dumitrescu and Fuciu, 2018) echo the same sentiment, marketing has diminished its value over time and the organizational structure of marketing has not changed in 40 years, since the inception of brand management. Marketing academic knowledge

19

according to Eisend (2015) follows a discontinuous model of progress. Knowledge has increased over time, but at a decreasing rate, thereby losing its importance and influence over time due to the fragmentation in the discipline and inability for academics to build on a rich knowledge base and to provide a cumulative response to important new challenges (Wilkie and Moore, 2003). The COVID-19 pandemic has necessitated the need for new theoretical value creation in marketing discipline and practice.

In contemporary organizational theory, inertia is viewed as a major contaminating factor, which could have adverse impacts upon the effectiveness of organizational change. To break the grip of inertia; continuous changes are essential (Mujit, 2011, p. 383). We can agree that the marketing concept has transformed and evolved over the last three decades and these shifts need to apply to the 21st century organization, considered within this research. Lusch and Webster (2013) propound the view that an elevated marketing concept should specifically incorporates the new economic, social, and political environment and its dynamic characteristics. This new marketing concept must provide clear direction for the organization and management of the marketing activities within the firm and the relationship of those activities with all value creation process. The principles of marketing over time remains the same and is not under dispute rather it is the way marketing operates needs to transform to deliver on growth. This is aligning to how organizations are transforming digitally to stay abreast of changing times. The COVID-19 pandemic clearly necessitates the need for new theoretical marketing knowledge to account for the complexities and technological disruptions.

2.3.1. Marketing's strategic inflection point

A glaring observation jumps out of the findings above which relates to Andy Grove's initial introduction to the concept of inflection point defined as a point at which a company comes face to face with massive change – a 10x change, meaning that the magnitude of change is 10 times the change businesses are accustomed to. (Grove, 1996) Translating back to current times, this can very well refer to the COVID-19 pandemic. According to Rita McGrath, who built on the work of Grove, when companies experience big inflection points, it has usually been gestating for a while, again referring back to marketing (McGrath, 2019). It is further stated inflection points create vast spaces even though they destroy outdated technologies and models and introduce the new and desirable. The pandemic emerged as a strategic turning point for the organization and modern marketing. This could present an opportunity for a new period of growth for organizations to re-engineer their business and marketing models. Hammer and Champy (1993) define re-engineering as the "fundamental re-thinking and radical re-design of business processes to achieve dramatic improvements in critical, contemporary measures of performance…basically starting over…a new beginning."

2.4. The value of marketing

Over the last three decades both scholars and marketing practitioners have voiced their concern with marketing's decreasing influence at the level of corporate strategy – in influence, stature and significance (Nath and Mahajan, 2008; Webster, Malter and Ganesan, 2005; Key et al, 2020). This decline in organizational power and influenced has perpetuated by previously adopted patterns of influence. Marketing perceived as a downstream function focused on tactical operational short-term business performance. The focus has been on transactions rooted in the 4 Ps as a unit of value rather than

21

building a long term strategic inter-functional, inter-organizational relationships that drives inclusion and influence into sustainable performance and growth. Detailed examination of the literature reveals the importance of cross-functional knowledge sharing and collaboration is key to the organization's performance as environmental turbulence intensifies (Mayer et al, 2011). The COVID-19 pandemic is an example of environmental turbulence within a business context, coupled with increasing competition, technological disruptions, and consumer shifts. However, structural mechanisms need to be established by leadership to instill and promote a culture of cooperation. Further updated empirical research is required to unpack structural mechanisms in today's business context, aligning back to organizational theory in terms of a general model as a guideline. At the same time, the role of the Chief Marketing Officer (CMO) is called into question to prove the value of marketing in contributing to growth, but more importantly, to prove their worth in order to earn a seat at the C-Suite table (Germann, Ebbes and Grewal, 2015; Dahlstrom et al, 2014; Day and Malcolm, 2012). In essence, the CMO is undergoing a renaissance and will have to adapt to the changing roles of C-Suite within organizations.

The complexities and influx of newisms surrounding the dynamic modern marketing ecosystem heightens the fact that marketing's role and scope of services have expanded over time and yet its position in most organization's still remains the same. This combination of diverse forces has transformed how the marketing function must work, requiring that it become more agile, interdependent, and accountable for driving company growth (Mitra et al, 2020). Change in the world of marketing is ever constant

with the rapid advancement of technology and digital transformation and its impact on marketing both operationally and strategically, transforming to meet the needs of an industry 4.0 organization. The biggest impact has been on consumer's digital behavior shifts making it imperative for marketers to keep up and deliver a seamless customer experience across all touchpoints. Customer experience joins business value as the profession's North Star accurately describes how marketing is changing.

Salesforce Sixth Edition State of Marketing Report (2020), highlighting two distinct underlying truths surrounding the goal of marketing; marketing's value to customers and secondly, marketing's value to business. This is further expanded by (Lusch and Webster, 2010) views marketing as orchestrating the co-creation of value with all stakeholders, to enhance the total value of the enterprise. Hence, marketing's remit now extends beyond their economic transactional value to the organization. Hanssens and Pauwells (2018) state that marketing has multiple facets like attitudinal, behavioural and finance, that is becoming increasingly specialized and complex. As marketing theory and practise advance and contribute to the idea of modern marketing, this transformation is still ongoing. Value creation is the core of modern marketing but CMOs are struggling to both define and demonstrate its value. Efficiency or effectiveness are two ways to measure the worth of marketing. Due to marketing's inability to promote financial accountability, effectiveness measured by return on marketing investment (ROI), which is a challenging objective for the majority of organizations. Additionally, marketing's inability to integrate data and analytics into marketing operations contributes to the problem.

Relatively little empirical research is evident covering marketing's influence within organizations, given the trend towards cross-functional integrations, expansion of capabilities, decentralized marketing teams, the rise in hybrid structures, hence making it almost impossible to assess. Due to this research gap, current work is a collaborative effort between academics and marketing professionals to offer strategic direction and guidance. One can argue that marketing's level of influence and power within an organization is an important determinant of value (Day,1992). Marketing's influence will also determine the scope of its role in the organization, which could range from tactical execution of advertising and promotion policies to being a fundamental driver of organic growth (Hanssens and Pauwels, 2018). A key question arising from this is to understand: what is the domain of marketing within organizations. If we can define the new value of modern marketing, then it would be easier to understand this.

The principles of marketing have not changed with time, but more the need to evolve and adapt with the fundamental shifts in the environment. Marketing's value needs to be reflective of the changes that the marketing phenomenon has undergone. Recent landmark study undertaken by MMA, Harvard Business Review (HBR) and key marketing thought leaders, present a compelling argument and a new value exchange model, which considers the above-mentioned factors to take marketing forward. Within this study Bharadwaj, et al (2020), states that marketing creates value for customer in three areas: engagement, experience and exchange in the effort to attract, acquire and retain customers. Marketing organizations can also contribute to growth by generating

24

internal value to the company in three areas: strategic, operational and knowledge. To do this they need the ability to discover growth, build platforms and build assets. New technologies are enabling marketers to capture more opportunities and business models to drive growth and enter new categories. The key is to improve talent management, enhance organizational links and strengthen execution methods and technology. However, marketing can only generate internal value to the organization by aligning across different areas like IT, data science, tech teams, etc. Alignment and collaboration will only serve to increase speed to market and contribute to meaningful growth. Each of these areas are explained in the study but an important point to note is that in order for marketing to transform, it needs to be more agile, interdependent and accountable for driving organizational growth. Underpinning this approach is real time insights, tech, data, machine learning, artificial intelligence, relating back to modern marketing capabilities, adapting to post COVID business mode. This model will be further unpacked within the marketing capabilities section of this paper. In closing this argument based on the research findings, value is elusive and not supported by a strong foundational architecture and model.

2.5 Modern marketing capabilities

Today's post COVID business environment is being radically re-shaped and re-built in keeping up with changing consumer shifts, economic and broader macro environmental factors. Consequently, modern marketing has a unique opportunity to re-

engineer itself to focus on leading the growth agenda and aligning to business strategy. This section considers the pre-COVID marketing capabilities adaptation into higher order dynamic marketing capabilities in creating a deeper understanding of what core capabilities are required to strategically position marketing in a new era of business (post-COVID) and how this aligns to supporting and leading business performance. However, there are conflicting views on what constitutes modern marketing capabilities due to continuous uncertainty. Richter and Karna (2016) make a distinction between ordinary capabilities vs dynamic capabilities as an important consideration to environmental dynamism. In keeping with the current times, this would relate to the pandemic involving a level of turbulence and unpredictability with shifts in consumer behaviour, acceleration of digital adoption, economic instability and more. Both are required to operate within a stable and changing environment. Contextually, marketing needs to align accordingly in order to deliver higher order dynamic marketing capabilities to handle any environment.

As stated by Cegli ́nski (2020) and Teece (2007, 2018), dynamic capabilities allow to identify a need or a chance for change, to prepare a way of responding to these needs and opportunities, and to implement an appropriate course of action or take the right direction. In many aspects, an organization's ability to retain profitability over the long term depends on the strength of its dynamic skills, especially the capacity to create and modify business models. This lends further credence to the dynamic capabilities' theory; the ability to react adequately to external changes requires a combination of multiple capabilities (Teece et al, 1997). Sermontyte-Baniule et al (2022) states that dynamic capabilities relate to higher-order activities that are linked to management's ability to

sense and catch the opportunities, navigate threats, and combine and reconfigure their specialized and co-specialized properties to meet their changing customer needs, and to sustain their evolutionary fitness, therefore building durable value for investors.

This broken down further into three areas sensing change, seizing opportunities, and transforming organizations that are critical to setting the direction for the firm's adaptation within a volatile, uncertain, complex, and ambiguous (VUCA) world. According to Bruni and Verona (2009), dynamic marketing capabilities reflect human capital, social capital, and the cognition of managers involved in the creation, use, and integration of market knowledge and marketing resources in order to match and create market and technological change. Several studies in the last decade pre-COVID have tried to explore the relationship between marketing dynamic marketing capabilities (DMC) and the impact on organization's performance (Frankwick and Lagat 2017; Kachouie, Mavondo and Sands 2017; Hoque et al 2020; Bruni and Verona 2009; Zohourian, Rahimnia and Nabizadeh 2022). Much of the empirical research supports a positive relationship between marketing capability and organisation's performance with limited evidence on actual growth figures. Effective deployment of capabilities within the organization is required to impact performance and not clearly articulated within the previous studies outlined. The table below outlines the different approaches what constitutes dynamic marketing capabilities that lacks a cohesive, structured systematic model, which speaks to the changing environments.

Author	Approach	R & D	Marketing Management	Product development	Technology	Market Knowledge	Operational Marketing	Promotion
Bruni and Verona (2009)	Managerial capabilities	√			√	√		
Kachouie, Mavondo and Sands (2017)	Market Orientation and customer value creation	√	√	√				
Frankwick and Lagat (2017)	Marketing Management	√	√	√				√
Zohourian, Rahimnia and Nabizadeh (2022)	Market orientation						√	

Table 2.2. Different scholastic approaches to dynamic marketing capabilities impact on organizational performance (source: authors own)

In absence of scholastic papers covering this topic due to the recency and nature of the evolving state of play, this paper will look at industry academics, experts, and recent landmark research to explore the current phenomena as it evolves. It can be acknowledged that the pandemic from a business model perspective have forced organizations to pivot towards digitisation, e-commerce and next-generation operating

models to drive & fuel sustainable growth. Hence, marketing capabilities need to elevate to a strategic position in terms of value creation instead of just an ordinary capability.

2.5.1. Growth triple play

According to McKinsey's new research, in these "no normal" times, 78 percent of CEOs are now relying on marketing leaders to drive growth (McKinsey, 2021). Through the research, they have identified three core-marketing capabilities – creativity, analytics and purpose that constitute a growth triple play in driving above-market growth. Triple play organizations that have combined all three elements is considered to be in the top quartile of growth within their sectors, boosting growth rates by 2.7% during the pandemic (as per figure 1 below, McKinsey, 2021). One can argue that by confining this to only three core capabilities might lend itself to short-termism, at the expense of long-term sustainable growth for the organization. Furthermore, under the premise that growth only pertains to financial returns. There is a stark difference between dynamic marketing capabilities and operational capabilities.

Due consideration needs to be given to marketing's full capabilities to design a next-generation marketing function. Further exploration into different perspectives and lenses is required to evaluate the best fit for purpose solution.
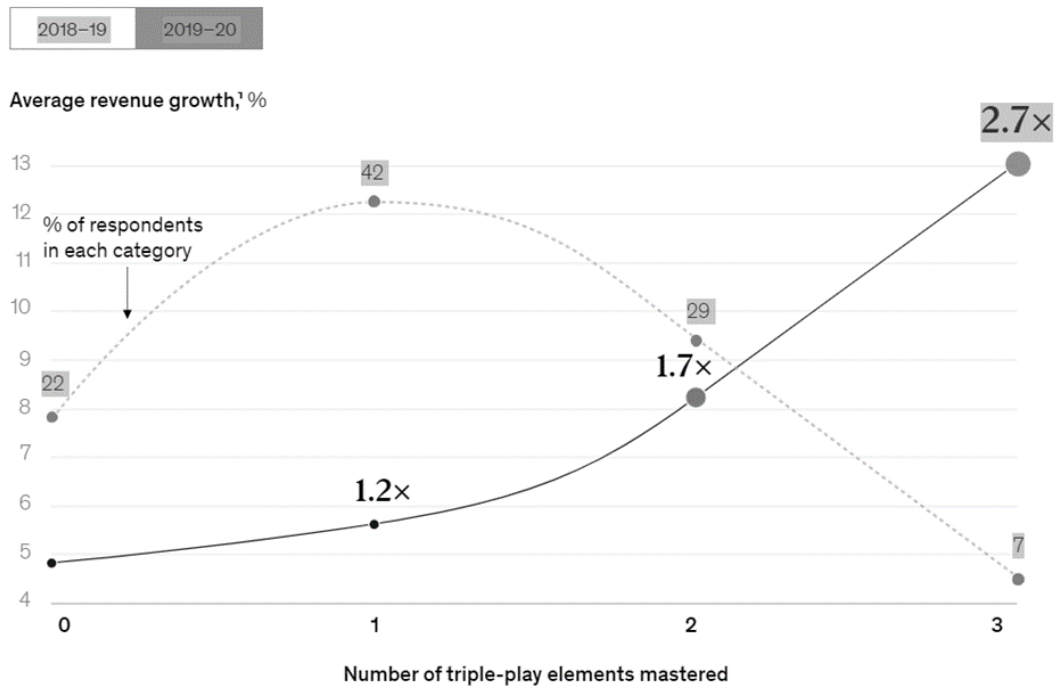
Figure 2.3: McKinsey growth triple play (Source: Cvetanovski et al, 2021, p. 1)

2.5.2. Digital marketing capability

Digital marketing is a young category, which is continuously evolving and transforming due to the constant iterations of technological, platform and channel changes. Whilst many would argue digital marketing initially started as an extension of channel marketing (Girchenko et al, 2016), it has matured since then and morphed into more technical territories, with the focus on tech and data at its core. One can argue that internet marketing or digital channel marketing can now be categorized as traditional marketing as an extension of an integration marketing approach. Today, digital marketing has expanded its capabilities to include a diverse set of tools, tech, data, processes, governance and specialist resources that is allude to a marketing skills gap in South

Africa. According to the 2021 South Africa Digital Skills Gap Report, the biggest skills gap noted was for data analytics skills, followed by large skills gaps in marketing automation, user experience, digital video marketing and digital content marketing. Big data and data analytics is seen as the top digital marketing and advertising skills for the future, followed by the importance of automation, machine learning, and AI, and then content marketing and content development (Skills Gap Report, 2021)

Research within the last decade (Wang et al, 2013; Erevelles, Fukawa and Swayne, 2016; Cao, Tian and Blankson, 2021) suggests that the use of big data and marketing analytics are the most important factors to enable dynamic marketing capabilities. The study states that organizations can use this market sensing capability to capture meaningful marketing knowledge and insights in order to drive increased performance and competitive advantage in constantly changing environments. With the proliferation of channels, technology and changing consumption patterns, marketers will have access to real time integrated structured and unstructured data to form a richer understanding of consumer behaviour and consumption. Netflix for example uses advanced AI powered analysis to predict user watch history, search history, demographics and preferences to personalize their marketing content to their consumer base, resulting in increased revenue opportunities for the business. Netflix's success attributed to their staggering customer retention rate of over 90% (Akif, 2023). Despite the obvious benefits, many marketing organizations fail to fully harness the power of data and analytics to extend its value and influence across the organization due to structural, cultural, and leadership issues. Although some marketers are starting to recognize the potential power of data and

31

analytics as new capital and a way to differentiate themselves, the relationship between marketing data and organizational data is an unexplored territory requiring a longitudinal research approach to understand the phenomenon.

Marketing is still in its nascent stage of adopting Artificial Intelligence (AI) and Machine Learning (ML) but fast gaining momentum due to the huge amounts data processed in real time from various channels, shifting from the use of static data-to-data becoming a utility for marketers. Recently this has gained academic attention in understanding how AI can increase marketing efficiency and as a strategic tool to increase performance (Awad and Ghaziri, 2019). It opens up an opportunity for modern marketers to lead the next generation marketing agenda by using smart technology. AI enables marketers to accelerate revenue growth, create personalised consumer experiences at scale, generate greater return on investment (ROI), shorten the sales cycle and predict customer needs and behaviours with greater accuracy (Roetzer and Kaput, 2022). In 2017, Paul Roetzer, the founder of the Marketing Artificial Intelligence Institute developed a framework called the 5 Ps of Marketing Artificial Intelligence, which was simplified to assist marketers on how AI can be a valuable asset for next generation marketing. While AI has been transforming other industries for decades, we have not seen its adoption in marketing until now, thereby accelerating marketing towards an intelligent, automated future (Roetzer, 2017).

The 5Ps of Marketing AI by Paul Roetzer

Planning	Predicting consumer behaviors, defining strategies, prioritizing activities and determining how to allocate marketing resources.
Production	Creating, curating and optimizing content, including blog posts, emails, landing pages, video and advertisements
Personalization	Personalizing consumer experiences through intelligently automated emails, content and product recommendations, AR/VR, and web experiences.
Promotion	Managing cross-channel and cross-device promotions to drive engagement and actions, including audience targeting, social publishing and digital paid media management.
Performance	Turning data into intelligence through automated narratives and insights, and using that intelligence to optimize performance.

Figure 2.4: The 5 Ps of marketing AI (Source: Roetzer and Kaput, 2022, p. 51)

The 4th Industrial Revolution also referred to as Industry 4.0. has had a major impact on digital marketing with the continuous advancement of technology. To date, the Martech landscape offers about 10000 product solutions to marketers. According to Gartner, as technology becomes more advanced, marketers have a unique position to shift from a business of communication into a business of personalized customer experience. The technologies we see today are capable of radically transforming business models, customer experiences and organizations, therefore, we must take ourselves away from the present and beyond tomorrow into the day after tomorrow, using an innovative radical approach to doing business (Hinssen, 2018). One of the main themes of Marketing 5.0 (Kotler, Kartajaya and Setiawan, 2021) refers to next tech, which is a group of technologies that aim to emulate the capabilities of human marketers. These technologies include AI, IoT, blockchain, AR (Augmented Reality), VR (Virtual Reality), sensors and

robotics. However, a year later this technology has further developed with new concepts like the Metaverse and NFTs (non-fungible tokens). Facebook has changed its brand name to Meta, claiming to be leading the age of the Metaverse. Metaverse is a connected virtual world essentially. Technology is the new normal and marketers are not technically experienced to best harness its full potential both internally with organizations and externally to its customers.

2.5.3. Modern marketing capability map

The first serious landmark research study (2020) undertaken by the Mobile Marketing Association (MMA) together with leading industry partners like Peter Schelstraete, formerly the global vice president of digital and assets at Coca-Cola, studied the change in marketing organizations to understand how marketing was adapting to compete in this new environment. This study is a game-changer in terms of how marketing is positioned within organizations, aligned to the key value drivers to both the organization and customer in being strategically positioned to drive organizational growth. 72 marketing capabilities were identified aligned to the six broad areas of value (as discussed in this paper) consisting of both new and existing foundational tasks, input being considered from both traditional and digital native companies.

THE MODERN MARKETING CAPABILITY MAP
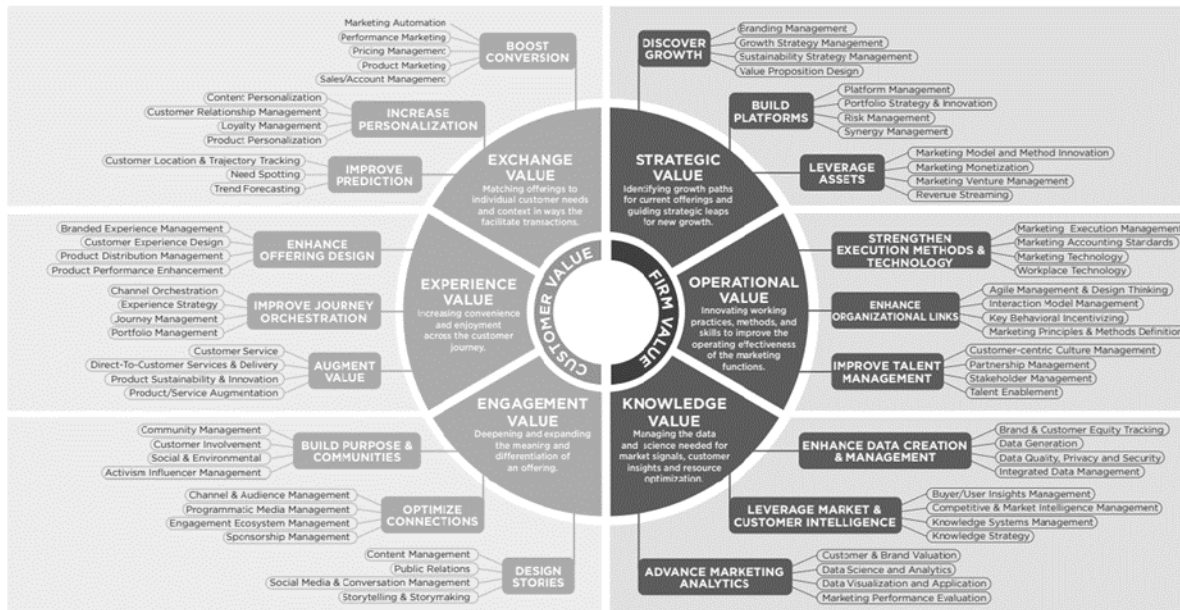
Figure 2.5: The modern marketing capability map (Source: Morgan, 2021, p. 3)

Supplementary, McKinsey (2020), states that in order to modernise marketing capabilities, organizations need to upgrade four key enablers:

1. **Organizational design and structure:** marketing organizations need a culture focus on shared goals, team performance and accountability. Marketing also needs to elevate consumer insights and analytics. In order for marketing to move with speed and flexibility, marketing operations becomes a backbone to modern marketing.

2. **Agile marketing at scale:** Cross-functional squads collaborating across different areas like IT, agencies, functions tech, etc work more efficiently resulting in greater impact in driving growth. For example, closer collaboration between

CMO's and CFO's can accelerate growth and unlock financial improvements in aligning business goals to marketing outcomes.

3. **Talent and agency management:** today's marketers require a broader skill set, people more comfortable using data, tools and tech. This either can be insourced or outsourced to agency partners with a set of KPIs. Currently in South Africa there is a scarcity of digital marketing resources and can hinder progress within marketing organizations with the proper support in place.

4. **Data and technology:** previously the ownership of data resided with the CIO office taking the lead on data. CMOs now need to get involved and develop a shared vision on how data can accessible and used within marketing. CMOs, CTOs and CIOs should be driving shared value conversations on data and tech initiatives.

There are two schools of thought emanating from this review, one being the evolving state of marketing capabilities in adapting to environmental dynamism in exploiting and anticipating these changes, a key requirement for modern marketing to transcend post-COVID times and the second pertains to re-engineering modern marketing given the demands of today's business environment. Hammer and Champy state that at the heart of business reengineering lies the notion of discontinuous thinking – identifying and abandoning the outdated rules and fundamental assumptions that underlie current business operations. It further states that these rules are set on old assumptions that no longer hold and unless organizations change these rules, any superficial reorganizations they perform will no longer be effective (Hammer and Champy, 1993). The main purpose

of this paper is to open a discussion on defining modern marketing in the context of next generation marketing in a post-COVID business world.

2.6 Future marketing operating models

One of the big challenges facing most marketing organizations is the existence of silo structures, which often lead to misallocation of resources and investments, cannibalization, and inefficiencies all around. This refers to both inside marketing and across different functions across the organization. This is no longer a viable option and CMO's need to find a way of changing the culture, processes, strategy and people to break down the barriers and encourage synergies between the various teams. In order to build more resilient, agile and resilient marketing organizations, CMO's need to explore innovative solutions in order to adapt to this new environment. There are many debates surrounding functional structures to centralize or decentralize, which is semantics as re-shaping structures, re-tooling or even automating will not solve the current problems. In building a marketing organization to deliver on growth, McKinsey's research (2017) states that marketing organizations need to change in three ways. First, they must change their organizational model from one of rigid boxes and lines to one that is fluid and includes both internal and external partners. Second, they must scale agile ways of working and third, they need to build out a set of supporting capabilities that can deliver great customer experiences. In 2020, the Mobile Marketing Association, conducted in-depth interviews with 125 senior marketing leaders across industries to understand the problem and to learn how they were adapting their organizations to compete in this new environment. Most of them, they found, strategically invested in marketing activities, technologies, and structures in order to capitalize on new growth opportunities. Many of their efforts to transform marketing organizations often fall short due to the lack of a structured methodology. What becomes transparent is the feedback loop back to value

37

creation: value to the customer and value to the organization. The absence of this, coupled with the lack of a well-defined strategy for determining the capabilities needed to achieve added value, new technologies, structures, and processes are unlikely to deliver substantial improvements in performance and often undermines marketing's credibility, resulting in fragmented value-creation efforts (Buck et al, 2017).

2.7. The transformative CMO

Concurrently, additional literature findings (Brown et al, 2015; Girão and Fernandes, 2021; Carver, 2009; Nath and Mahajan, 2017) all agree that CMOs are struggling to charter the new path and have lost their seat at the table due to the three big barriers: trust, power and skills. Managerial studies indicate that many CEOs are not impressed with the performance of CMO's as they are disconnected from financial accountability and hence ineffective in their roles. There has been a concerning trend in the last few years in a shift away from CMO titles to the emergence of new c-level titles like chief experience, chief customer, chief growth, chief brand, and revenue customer officer all in an attempt to replace the traditional CMO role. We have observed this trend with big brands like Unilever, Coke, McDonalds. Other brands have done away with the CMO position altogether – Lyft, Uber, Johnson & Johnson and Taco Bell. Some companies have changed the title to Chief Market Officer. Apparently, the Chief Marketing Officer was stuck on tactics.

This issue has received considerable attention off late and presents a fresh argument in support of the eliminating the title of CMO, moving away from stigmas attached to traditional marketing into new territories with influence strategic growth within organizations. The name change is a red herring meant to draw our attention from the real issues at hand. It is like a rebrand of the same product in marketing terms. Should

we not create the meaning first and then give it a name? This all leads to a single conclusion that marketing is at a tipping point. The underlying critical question to ask: What value can modern marketing contribute to a broader organization? What is the value of modern marketing outside of traditional tactical marketing? Both sides of the argument require deeper exploration.

Coupled with this, is the short average tenure of CMO compared to other C-Suite members averaging at 3.5 years. According to a recent Boathouse CMO Study (2021), the tenure problem is structural and behavioral. Other reasons cited are CMO's are using old methods to solve new problems, they are speaking their own language, they are fragmenting their skill set because of channel proliferation, putting their own needs first and failing the CEO in areas of trustworthiness and relationship. On the other hand, from a CMO perspective, this can be attributed to the shifting nature of modern marketing, the expansion of marketing capabilities, increased functionality and expectations, making it difficult for a CMO to lead surrounded by ambiguity. The same study further confirms that CEOs believe in the importance of the CMO as a business driver for organizational growth. They have the power to influence key decisions at C-Suite level but lack the ability to articulate this. Regrettably, marketing's lack of organizational legitimacy and accountability undermines its credibility, influence and status within the organization. (Park et al, 2011). The department needs to be accountable for a set of outcomes – both short-term (sales) and long-term (brand-equity) and results pro-actively shared across functions. With diminished legitimacy, marketing may experience challenges in cross collaborating and knowledge exchange across functional areas as other areas may not want to give their support. Not only must marketing justify its legitimacy by contributing to performance, but it must also communicate this to other areas of the organization. Other factors contributing to this issue can be attributed to organizational culture, the

level of marketing orientation within organizations, and the general negative perception of marketing's inability to add value back to business. CMOs could have a tough time changing the distribution of power.

At the same time, Homburg and Workman (1999) state that marketing's influence is greater in organizations with CEOs who have a marketing background. A CEO can give marketing its legitimacy by fostering an environment for marketing to thrive. Recent research conducted by the CMO Council, predicts the use of fractional CMOs within larger corporations in filling the gaps, functional deficiencies, escalating digital marketing complexities and strategic leadership demands. Findings from this research shows that 86% of CMOs saying lack of leadership depth and capabilities has resulted in missed revenue, growth and customer acquisition opportunities (CMO Council, 2021). Hence making it critically important for CMOs to elevate the CMO role to where it can reach full potential in helping organizations drive business growth. Marketing leaders will now need to assess, what drives revenue for the business, what capabilities drive marketing excellence, and what structures and ways of working will support them. More importantly, how will the roles, responsibilities and influence of the chief marketing officer evolve in the future?

Marketing in the future will require a new kind of leadership a new sense of purpose for its mission, and a new mandate. Thomas Barta (2017), one of the world's foremost thinkers, speakers and writers on the subject of marketing leadership states, "To be a great marketer, you have to be a great change leader." CMO's will have to rise to the intensifying challenge in order to earn a seat at the table. Transformative CMOs need to strike a balance between art and science, armed with foresight, curiosity, visionary, mental agility and collaboration. Taking into account multiple viewpoints on the critical enablers, required for the future, Barta (2017) identifies five core actions for CMOs. The

primary action is for CMOs to take accountability for return on marketing investment in driving revenue and growth for the business. Speaking the language of C-Suite in talking numbers and revenue has never been more important. The second action is to be a visionary for the organization. Marketing is the central engine or the experience function that can help the entire organization become more relevant to consumers. Adapting markets continually scan for opportunities in the market and extracting new insights.

The third action is building adaptive marketing capabilities and transforming digitally. This is fast becoming a critical priority for marketing organizations to drive digital maturity, due to increasing reliance on technology and access to vast amount of data. Boston Consulting Group and Google (2021) Digital Marketing Maturity research findings during the pandemic has found that digitally mature brands increased their sales and reduced cost efficiencies by a substantial amount. Recent research (Andre, 2021; Premero and Mantovani, 2020; Masrianto, Hartoyo and Hubeis, 2022) seek to demonstrate the adoption and maturity levels of digital marketing capabilities across different markets, for instance Portugal, Brazil and Indonesia. The findings show that the essential elements of digital marketing capability are the combination of innovation, ecosystem readiness index, digital transformation, and digital marketing adoption. It is essential to understand that this development is still a growing phenomenon, both globally and within the South African market. Hence, this research aims to build on the existing body of local knowledge.

The fourth action to consider is fostering relationships across different functions of the business like the CFO, CEO, Sales, CIO and other C-Suites. The most important collaboration is with the CIO (Chief Information Officer), as any and all decisions of significance to the future of the businesses requires both market knowledge and an understanding of what technology resources will be required to take things to the next

41

level (Forbes Insights, 2017). Finally, CMOs need to win the war on skills and talent. The future of marketing is going to weigh heavily on digital requiring a unique set of skills and capabilities, which are in short supply. CMOs who embrace change, understand how it affects brand growth, and better positioned to create more value for the organization. As a result, these super CMOs are evolving the role as company-wide change agents and business to re-define a dynamic, exciting modern marketing narrative for the future.

An important component of this study is to re-define the role of the CMO in modern marketing in order to adapt to an enterprise-wide mindset and take on a new role to future-proof marketing. Recent studies (O'Brien, Veenstra and Murphy, 2018) considers the critical factors for CMO's to be successful in their roles and being the customer champion across the enterprise. There is a strong need for data analytics capability within marketing in driving actionable insights to the rest of the organization. Whilst marketers are already using this approach in some instances, they are not broadening the scope beyond campaigns and brand executions, thereby limiting the opportunity to use it as a strategic enabler to align to broader organizational initiatives.

Figure 2.6: Critical factors CMOs need to be successful (Source: O'Brien, Veenstra and Murphy, 2018, p. 73)

2.8. Summary

What emerged from the evaluation from the literature is that modern marketing is continually evolving and transforming with the times in keeping up with today's world which Kotler (2019) terms the growth of marketing theory. The positive outcome of the review is that there is a fresh interest emanating from both marketing and industry experts who are trying to solve for some of the challenges in identifying crucial solutions and guidance to support C-Suites. However, this is insufficient as there are definitive gaps within the marketing theories and fragmented definitions that present subjective views from different academic perspectives, open to interpretation or misinterpretation. While researchers have studied marketing's effectiveness and value contribution to organizational growth, related to the topic at hand, they have not studied the impact of the

combination of factors and environmental forces, including the COVID pandemic mentioned in this paper, as a collection contribution to organizational growth. This begs for an integrated marketing theory and a rich knowledge base for responding to environmental, technological, and social challenges being posed to both marketers and organizations post-COVID pandemic. Without a theoretical foundation for guiding next-generation marketing, marketers left vulnerable within the organizational unit.

What is undisputed and seems to be a common denominator throughout the paper is the goal of marketing: marketing's value to customers and secondly, marketing's value to business in contributing and leading the growth agenda. In order to achieve this, marketing in the future will require a new kind of leadership with a new sense of purpose for its mission, and a new mandate, a new set of dynamic marketing capabilities and a more resilient, agile and resilient marketing operating model. The building blocks of the five core themes are synergistic in nature and warrants deeper exploration during the interview process. The gap identified from different studies is a progressive view of modern marketing's alignment and synchronization to the broader organizational goals. Finally, the biggest gap resulting from the review is the lack of empirical knowledge from a South African perspective, addressed within the research process in seeking to explore each dimension more closely. This presents a unique opportunity to present both a practical solution to a business problem as well as to contribute meaningfully to the academic body of knowledge.

By providing answers to the stated challenges and questions, the study aims to deliver three key benefits to both the academic fraternity and the business community.

Firstly, it helps to provide a systematic and more integrated understanding of the topic within the South African marketing context aligned to the inter-connected themes emerging from this paper. Secondly, it presents practical, fresh insights, recommendations and experiences on how to transform a marketing business model to future proof next generation marketing organizations. Third, it provides a proven framework and shared language to involve others in discussing and developing new marketing models and frameworks.

CHAPTER III:

METHODOLOGY

3.1 Overview of the research problem

This chapter provides an outline of the research methodology used to answer the research questions: the research paradigm, philosophy, research design, and research methods. Ethical considerations and measures to provide trustworthiness covered within this section. It seeks to outline a systematic way of adopting a philosophical approach to guide the knowledge required in order to find answers to the problem statement identified.

3.2 Operationalization of theoretical constructs

The research study will be adopting qualitative research approach due to the exploratory, open-ended nature of this research. According to Creswell (1994), qualitative research is a holistic approach that involves discovery. Qualitative research defined as an unfolding model that occurs in a natural setting that enables the researcher to develop a level of detail from high involvement in the actual experiences.

The ontological and epistemological viewpoints stated in this study applied to inform and have an impact on the approach to the research design. According to Moon and Blackman (2017), ontology helps researchers recognize how certain they can be about the nature and existence of objects they are researching. With multiple interpretations of experience come multiple realities (Levers, 2013) and the purpose of science from the relativist ontology is to understand the subjective experience of reality and multiple

truths. Epistemology on the hand again according to Levers (2013) is about how I make meaningful sense of the world. In essence, it is the study of knowledge. Social constructivists believe that the individuals seek understanding of the world they live and work. These meanings are varied and multiple, leading the researcher to look for the complexity of views rather than narrowing meanings into a few categories and ideas. The goal of the research is to rely as much as possible on the participant's views and insights. (Creswell and Creswell, 2018). The intended outcome of this study is to inductively develop a model or a pattern of meaning arising from participants' interpretation of their own experiences and backgrounds. These meanings are varied and multiple (Creswell, 2007) leading the researcher to look for the complexity of views rather than narrow the meanings into a few categories or ideas. The goal of the research is to rely as much as possible on participant's views of the situation.

3.3 Research purpose and questions

The fundamental question this research seeks to answer is: How can modern marketing contribute & re-engineer itself to deliver on successful organizational growth in South Africa post COVID?

The main objectives of the research are:

Objective 1: To gain a deeper understanding into defining modern marketing and the factors impacting its evolution post COVID in South Africa

Sub-objective 1: Identify the challenges of modern marketing within the broader organization

Sub-objective 2: Explore how modern marketing theory has evolved and supports the shifts

Sub-objective 3: Seek to understand the organizational and macro drivers of growth post-pandemic and the drivers to change in pivoting to the future

Objective 2: To identify the key themes or core capabilities required to build a more sustainable marketing entity.

Objective 3: Clearly define marketing value to both the organization and the customer.

Sub-objective 1: Identify the modern marketing capabilities required to generate value

Objective 4: To interrogate and gain perspective on the role of the c-suite leadership focusing on the CMO, highlighting the areas of dissonance as well as an opportunity to innovate the role of a CMO.

Objective 5: Examine the role, scope, inter-relationships, dependencies, structures and mandate in which modern marketing needs to operate within organizations

Objective 6: By adopting a rigorous research approach, identify and recommend a conceptual framework or model that can easily be adopted by marketers within the business environment.

3.4 Research design

The research design for this study is qualitative research approach due to the exploratory, open-ended nature of this research. According to Creswell (1994),

qualitative research is a holistic approach that involves discovery. Qualitative research

described as an unfolding model that occurs in a natural setting that enables the

researcher to develop a level of detail from high involvement in the actual experiences.

To re-iterate, the goal of this research is to derive a new conceptual framework for

modern marketing to be sustainable in the future. The research goal is congruent to

grounded theory (GT) design where the findings can reflect real world settings and is an

appropriate approach for new discoveries. According to Punch (1998) grounded theory is

not a theory at all. It is a method, an approach, a strategy. This fits comfortably within the

constructivist grounded theory approach which lies squarely within the interpretive

approach to qualitative research with flexible guidelines, a focus on theory developed that

depends on the researcher's view, learning about the experience within embedded, hidden

networks, situations, and relationships, and making visible hierarchies of power,

communication and opportunity (Charmaz, 2006).

3.5 Population and sample

3.5.1. Population definition

There are key considerations or criteria in defining the population for this

research. In order to explore different perspectives and approaches to this new marketing

entity of the future, the research participants need to be knowledgeable on this subject

and able to engage meaningfully with the interview questions. They fall into one of two

categories; in the marketing profession or actively involved in marketing from both an

internal and external environment within different capacities. The other important criteria

are the participants need to be representative from diverse brands across different

verticals in contributing to depth and breadth of insights derived from this study. The

participants either be based in South Africa or had worked within the South African market. The population for this research was thus defined as senior professionals as well as independent professionals working within different organizations, consultancy, recruitment houses, regulatory bodies or other organization who has the pre-requisite subject matter knowledge, experience or expertise to engage meaningfully with the research topic.

3.5.2. Unit of analysis

The unit of analysis for this study comprises of professional individuals, with a knowledge of marketing within a South African business context. The unit of observation was experts and experienced professionals with knowledge of marketing.

3.5.3. Sampling method

A non-probability sampling method was applied due to the nature and specialty of the subject matter to be explored. Non-probability sampling is a sampling procedure that will not bid a basis for any opinion of probability that elements in the universe will have a chance to be included in the study sample (Etikan and Bala, 2017). As discussed in the population definition (Section 5.4.1) a diverse group of participants is required due to their orientation or involvement within the marketing environment. Hence, a purposive sampling selection was used as a representative of the population. The intent is to gain as much insights from the participants resulting in rich thick data. Purposive sampling is a strategy in which particular settings persons or events were selected deliberately in order

to provide important information that cannot be obtained from other choices (Maxwell, 1996). It is where the researcher includes cases or participants in the sample because they believe they warrant inclusion.

3.5.4. Sample size

There is little consensus in the literature as to what sample size is required for non-probability sampling but rather indicates that qualitative research continues until data saturation is reached (Mason, 2010). As a guide for grounded theory methodology, they can vary from six participants in Morse (1994) to 20 – 30 participants in Creswell (1998). Rudestam and Newton (2015) conclude that qualitative researchers deliberately seek knowledgeable respondents who can contribute significantly to enriching the understanding of the phenomenon.

For the purposes of this study, four criteria defined to guide the selection of research participants:

1) They had to work or provide a service to the South African marketing industry – either directly or indirectly in an associated entity that had direct dealings with the marketing industry.

2) They had to be knowledgeable about the marketing industry and the shifts, which are happening currently

3) They had to hold a middle to senior position (or have equivalent experience), so as to have sufficient exposure to the inner workings of marketing within organizations or supporting marketing entities to transform

4) They had to be available for an interview in October or November 2022.

3.6 Participant selection

Table 1 provides an overview of participants interviewed and the qualifying selection criteria. A sample of 19 achieved from a target of 20.

Table 3.1: Participant selection: The following industries and examples of brands to be included within the sample population

Industry	Qualifying criteria	Achieved Sample
1. Top 6 industries – eg. Telecommunication, Retail, Finance, Consumer Goods	Representation across key industries telecoms, finance retail etc. Must have experience and POV of marketing function/efficacy example Heads of Marketing, Business Areas, etc	7
2. Medium/up and coming etc successful start-ups	Companies displayed growth over past 5 years. Digital first start-ups/e-commerce (digital vs legacy systems). Digital integration with marketing	2
3. C-Suite Leaders – Chief Marketing Officer (CMO), Chief Operations Officer (COO)	C-Suite Leaders within organizations that has actively engaged with marketing and organizational structures, etc	4
4. Opinion leaders and consulting	Marketing thought leaders in the industry. Must have contributed and/or consulted to organizations around marketing and write papers, articles, research	5
5. Industry Bodies – MMA, IAB SA, CMO Council, Marketing Association of South Africa (MASA)	Industry bodies centered and involved in marketing, digital and regular engagements with thought leaders & C-Suite involvement	1
Total		19

Source: Author's own

3.6.1. Sample sub-groups

The final sample was split into two subgroups, with the first subgroup containing the expert interviews and the second subgroup containing the interviews of professionals from within the industry. The expert subgroup included a small number of experts in the field of marketing. The experts provided valuable extensions to the data collected from organizational marketing professionals, as well as forming part of the research quality controls through triangulation. The professional subgroup included participants who held various roles within the marketing industry as outlined in the table above, providing a broad range of professional perspectives and experiences.

Table 3.2: Summary of research participants and their positions within the sector

Interview	Code	Profile	Organisation
Sample subgroup 1: Experts			
1	M01	Founder and Chief Executive Officer	Marketing Industry Body
2	M02	Managing Director	Consulting Firm
3	M03	Managing Partner	Consulting Firm
4	M04	Business Consultant	Consulting Firm
5	M05	Chief Executive Officer	Consulting Firm
6	M06	Associate Director	Consulting Firm
Sample subgroup 2: Professionals			
7	MR1	Chief Marketing Officer	Restaurant & Fast Foods
8	MT1	Chief Operating Officer	Technology
9	MC1	Marketing Director	FMCG
10	MA1	Chief Marketing Executive	Automotive
11	MA2	Head of Marketing	Automotive
12	MC2	Group Executive Marketing & Strategy	Consumer Goods
13	MC3	Integrated Media and Digital Director	Consumer Goods
14	MT1	Executive Head of Digital Marketing	Telecoms
15	MT2	Executive Head of Marketing	Telecoms
16	MI1	Marketing Executive	Insurance
17	MI2	Head of Marketing	Insurance
18	MF1	Chief Growth Officer	Fintech

Interview	Code	Profile	Organisation
19	MF2	Chief Operating Officer	Fintech

Code = unique and anonymous participant identifier | **Profile** = brief description of the role or title that each participant holds, **Organisation** = identifier for each organisation

Source: Author's own

3.7 Instrumentation

In qualitative research, interviews have long been an essential instrument given that they provide researchers the opportunity to interact directly with participants, collect rich, nuanced data, and acquire understanding of their experiences, viewpoints, and attitudes (Kvale, 1996). Due to its adaptability and efficiency in eliciting in-depth insights from participants, semi-structured interviews were selected as the primary research instrument in this study. This method's ability to offer multifaceted viewpoints is well recognised in the qualitative research literature (Rubin and Rubin, 2012). Semi-structured interviews enabled a structured yet flexible method of collecting data since they provided a balance between structured and open-ended questions. In order to ensure an in-depth and extensive examination of participants' thoughts and experiences, the researcher was able to employ preset core questions while still having the freedom to ask insightful and follow-up questions (Creswell and Creswell, 2017).

The interviews were carried out in accordance with a carefully developed interview guide, which was developed based on the research objectives and relevant literature (Patton, 2014). This guide ensured that the questions were directly related to the primary focus of the study. Participants were encouraged to voice their opinions honestly because of the relaxed and confidential environment that the one-on-one interview setting provided for them (Kvale and Brinkmann, 2009). As the study developed, the semi-structured approach allowed for adjustments and improvements to the interview guide,

which facilitated the discovery of new themes and the improvement of research questions. In order to capture rich qualitative data, semi-structured interviews were essential (Gubrium and Holstein, 2002). These interviews provided researchers invaluable insight into the complex landscape of modern marketing in South Africa.

3.7.1. Interview process

Prior to performing the interviews, the following steps were taken to ensure that the proper process was followed:

1. Informed consent was requested from each participant to ensure ethical research practises (Bryman, 2016). An approval from each participant with email confirmation was completed prior to the interview taking place.

2. Each participant was requested to sign an Individual Informed Consent Form (refer to Appendix B). Researcher contact information as well as an institutional contact for participants to reach out to if they have any questions or concerns regarding the study was provided. A consent log was kept to assist with tracking and ensuring compliance with ethical procedures.

3. South African POPIA regulation was adhered to in terms of data confidentiality and anonymization. No personal details of respondents will be shared in compliance to GDPR and POPI data privacy regulation.

4. A follow-up call and confirmation of interview time and date was done prior to the actual interview taking place.

5. Explanation of the study and the right of the participant were explained to each participant.

6. Interviews were held virtually via MS Teams with video cameras on during interviews. All interviews were recorded with permission.

7. The duration of the interviews were approximately 60 minutes with a semi-structured interview guide to support.

8. Written notes were also taken during the interviews.

9. Researcher thanked the participants at the close of the interviews.

3.8 Data collection procedures

The audio recordings were transcribed and documented in Microsoft Word format. Copies of all the research data – including audio recordings, anonymised transcripts and analysis files - was stored on a secure, private server for a five-year retention period, after which the records will be destroyed. Although the identities of the research participants are known to the researcher, it was important that their identities remained confidential. Confidentiality is important in the context of a relatively small population of specialists in the sector. It allowed participants to speak freely, without fear of professional repercussions for sharing their opinions.

A number of protocols were put in place to maintain participant confidentiality throughout the research process, which included the following:

- For quality control and transparency in the data management process, all transcripts is stored using an anonymous reference which links to the original audio recording.

- All transcripts were quality checked by the researcher and all identifiers were removed

- All research reporting, as well as verbatim quotes used in the report, made use of anonymised descriptors

3.9 Data analysis

To extract significant findings and highlight important themes, manual coding has been employed extensively in qualitative research (Bryman, 2016; Miles and Huberman, 1994). The qualitative nature of data in marketing research frequently calls for a nuanced and context-sensitive approach to interpretation (Eisenhardt, 1989; Yin, 2018). Researchers can go deep into the data with manual coding, obtaining small details and nuanced distinctions that automatic methods could miss (Neuendorf, 2002). To become completely familiar with the data, the researcher read the transcripts line by line before beginning the analysis. The data was manually coded and thematically organised in two steps: first, the data was inductively coded and categorised, and then, in the second stage, deductive themes and theoretical concepts were constructed. This can be evidenced in Chapter 4 findings section.

This strategy employs analysis techniques in line with a grounded theory design. Above all, coding enabled the researcher to interact and connect with the data, which made it easier to understand newly emerging phenomena and develop grounded theory based on the data (Basit, 2003). The argument put forward highlights the complexity of grand challenges, particularly in the context of modern marketing. The modern marketing challenge is multifaceted and interconnected, with non-linear relationships (Eisenhardt, Graebner and Sonenshein, 2016). Eisenhardt et al (2016) state that "inductive methods…excel in situations for which there is limited theory and on problems without clear answers. " Innovative concepts and fresh understandings were able to arise from the data using an inductive analytical approach.

The inclusion of a second stage of deductive coding and analysis enabled the researcher to make a conceptual leap in seeking an integrated understanding of the primary research data and the theoretical frameworks. As Klag and Langley (2013) describe, the "conceptual leap" in qualitative research" which involves bridging the gap

57

between empirical data and theory." This analysis helped the researcher to make a conceptual leap by moving from focusing on the individual experiences of participants to a consideration of the broader marketing phenomenon that shape those experiences. This process of deductive coding helped the researcher to see the data in a new light and to develop new theoretical insights in chapter 5.

By combining inductive and deductive analysis, the researcher was able to develop a deep understanding of the data that was rooted in empirical evidence and informed by existing theoretical frameworks. This strategy is consistent with the pragmatic grounded theory approach, as defined by Timonen et al. (2018), which emphasises the value of both inductive and deductive analysis in creating sound and insightful theory.

3.9.1. Validity and reliability of research

A sound qualitative research study must have both reliability and validity (Lincoln and Guba, 1985; Tracy, 2012). While validity relates to the accuracy of the findings, reliability refers to the consistency of the study findings. Morse (1994) and Creswell (2017) both emphasize the importance of quality controls in research. Morse (1994) argues that quality controls are essential for ensuring the trustworthiness of qualitative research findings. A number of key quality controls have been identified which include the following:

3.9.1.1. Triangulation

Use of multiple data sources, methods and perspectives to collect data on the same marketing phenomenon. The researcher applied triangulation to this research study in the following ways:

- **The researcher interviewed multiple participants** on the same topic. This included two different sub-groups This ensures that the findings are consistent and reduces bias.

- **Semi-structured interview guide:** the researcher used semi-structured interview guide to collect data from participants. This provided the participants with flexibility to respond in their own words. This helped to produce rich and detailed data.

- **Literature review**: This helped to provide context for the research and to identify potential biases. It served to provide a theoretical & contextual foundation for the study and offers comparative insights to the findings.

Overall, the application of triangulation to the research process enhanced the rigor and trustworthiness of the research findings by incorporating diverse perspectives and data sources into the analysis process.

3.9.1.2. Appropriate and sufficient sample

The researcher sort out appropriate participants (purposive sampling) and an adequate number of appropriate participants (sampling adequacy) which resulted in data saturation. Morse (2015) states that when data is saturated, researchers have collected enough data to answer their research questions and to develop a comprehensive understanding of the phenomenon being studied. There are a number of factors that can contribute to data saturation, including the number of participants, the diversity of participants, the depth of data collection, the use of multiple data sources, and the use of triangulation, all of which are considered within this research.

3.9.1.3. Researcher bias

The role of the researcher is an important component of this study. It is important to remember that a participants' as well as the researcher's bias or worldview is present in all social research, both intentionally and unintentionally (Fields and Kafai, 2009). To address the concept of a personal lens in qualitative research, the researcher is the data collection instrument and cannot separate themselves from the research (Jackson, 1990). Hence, it becomes imperative that the interpretation of the phenomena represent that of the participants and not of the researcher (Holloway et al., 2010) in order for the data to be saturated. Within this study, the researcher was able to use her knowledge to identify patterns and themes in the data, to develop theories, and to interpret the findings. The last form worth noting is the senior position the researcher holds in the marketing industry in South Africa and has access to senior marketing participants who were willing to participate in the study.

3.9.1.4. Transparency and reflexivity

Reflexivity involves reflecting on one's own biases, assumptions, and experiences and how these may influence the research process (Creswell, 2018). As the researcher is in the same field of study, it was important to ensure that there was a level of awareness and to apply a systematic and transparent process to the research process. To further ensure objectivity, the researcher checked the findings with another researcher who is not in the same field of study. All interviews were audio recorded and transcribed to ensure transparency in the process

3.10. Research design limitations

This study has potential limitations. Five key limitations identified, discussed further below:

1. **Participant's interview process** conducted online via Microsoft teams with inconsistent connection at times, which could have interrupted the flow of conversation and thought process. Some of the participants preferred video off which also could have affected the tone of the conversation and openness in sharing as all interviews recorded. Thirdly, there could have been a response bias as participants respond with industry accepted responses or industry marketing language instead of being open and honest with their responses.

2. **The use of semi-structured interview** guide as the research instrument could have resulted in loss of standardisation and comparability, with less quantitative data and more exploratory conversations.

3. **Volume of data** - Rigour is more challenging to maintain, gauge, and demonstrate. Coding, analysis and interpretation took an enormous amount of time because of the volume of data. The researcher used manual coding, which was time consuming.

4. **Geographic limitation** – the study remained confined to South Africa as a region without extending across different regions due to time, resource constraints and funding.

5. **Novice researcher**: the research was a novice researcher who was not a research expert. Although the researcher conducted a pilot interview to improve her interviewing techniques, noted that the researcher's inexperience potentially contributed to the impact the quality of the data collected.

However, it is noteworthy that the potential value of the research maintains its significance, despite its limitations.

3.11. Conclusion

The methodology applied to this study has been covered in this chapter. Semi-structured interviews were used in the study's qualitative research design to gather information from participants. The data was thematically analysed when the audio recordings, transcriptions and manual coding of the interviews were completed. The research methodology was designed to be rigorous and transparent. There were some identified limitations to the research methodology that should be noted. Despite these limitations, the research methodology was appropriate for the research questions being addressed. The study produced rich and detailed data that provides insights into the experiences of participants and unravelled new academic knowledge to the field of marketing, and a practical source of knowledge to solve business challenges.

4.1 Introduction

This chapter presents the results from the research which was undertaken as outlined in the previous chapter which details the methodology, design and data collection. A total of 19 semi-structured interviews were conducted with research participants covering a broad range of senior executives in South Africa representing different industry verticals. The chapter starts of with an overview of the research participants and the subsequent sections will focus on the thematic analysis, further discussed within sub-themes. This involved a systematic process of coding the data and identifying themes that emerged from the analysis. The themes were then reviewed and refined to ensure their relevance to the research objectives and the data collected. A step-by-step approach of how the researcher developed the overarching themes from the initial participants raw data is presented to show the level of rigor that was used to this thematic analysis. The purpose for using an inductive approach can be appropriately summarized by Thomas (2003), (1) to condense extensive and varied raw text data into a brief, summary format; (2) to establish clear links between the research objectives and the summary findings derived from the raw data and (3) to develop of model or theory about the underlying structure of experiences or processes which are evident in the raw data. Each theme have an inter-dependent relationship with each other and the findings will seek to highlight these relationships.

4.1.1. Grouping of research participants for analysis

Each participant was allocated into an analysis group based on their experience, exposure to multiple organizations and perspectives on modern marketing as indicated in the table below. The analysis grouping 1 aligns to external expertise working within a consulting capacity within a broad spectrum of South African organizations and marketing entities. Analysis grouping 2 are senior leaders and marketers who are key decision makers within organziations and have the knowledge, hands-on experience and skillset to understand modern marketing and the factors which contribute to business growth. This group is representative across the different verticals in the industry. This provided a useful dimension to guage any nuances between the two groups.

Interview No.	Code	Profile	Industry Sector	Analysis Group
1	M01	Chief Executive Officer (CEO)	Industry Body	1 – Experts
2	M02	Chief Executive Officer (CEO)	Consulting	1 – Experts
3	M03	Partner & Media Leader	Consulting	1 – Experts
4	M04	Business Consultant	Consulting	1 – Experts
5	M05	Chief Executive Officer (CEO)	Consulting	1 – Experts
6	M06	Associate Director Consulting	Consulting	1 - Experts
7	MR1	Chief Marketing Officer	Restaurant & Fast Food	2 – Organizations
8	MT1	Chief Operating Officer	Technology	2 – Organizations
9	MC1	Consumer Communication & Marketing Director	FMCG	2 – Organizations
10	MA1	Group Marketing Executive	Automotive	2 – Organizations
11	MA2	Chief Marketing Officer (CMO)	Automotive	2 – Organizations

12	MC2	Head of Marketing	Consumer Goods	2 – Organizations
13	MC3	Group Executive Marketing & Strategy	Consumer Goods	2 – Organzations
14	MT1	Integrated Media and Digital Director	Telecoms	2 – Organizations
15	MT2	Executive Head of Marketing	Telecoms	2 – Organizations
16	MI1	Marketing Executive	Insurance	2 – Organizations
17	MI2	Marketing Head: Group Marketing	Insurance	2 – Organizations
18	MF1	Chief Growth Officer	Fintech	2 – Organizations
19	MF2	Chief Operating Officer (COO)	Fintech	2 – Organizations

Table 4.1. Research Participants Profiles and Groupings

Source: Author's own

Analysis Group 1 – Experts

Participants in analysis group 1 (experts) were marketing and business consultants that have worked across different industries in South Africa and across other geographics inclusive of Africa and globally hence bringing in a wealth of insights into the interviews. Their responses to the interviews were based on their expert opinions and analysis of the marketing phenomena and ecosystem within a bigger organizational and industry unit. Due to the nature of their experience and vantage points external to organizations, they shared a broad view of modern marketing and the re-designed thereof. Participants took a macro outside-in view of marketing issues and challenges, with a sense of urgency to propose a solution for Chief Marketing Officers (CMOs) to consider for the future. One of the experts has previously worked within organizations within different capacities both

within and outside of marketing, but currently works as an independent marketing body providing consulting services to South African CMOs, CEOs and marketing leaders.

"I know a lot about this business because I've studied it. And I might have actually served in other roles besides communications and branding and advertising. I've actually been in a customer facing role or I've been in a product development role or I've been in a pricing and forecasting role." (M01)

Analysis Group 2 : Organizations

Participations in analysis group 2 (organizations), are all professionals and marketing leaders who are represented within various sectors of the industry providing different perspectives on their respective challenges and opportunities for marketing in driving the growth agenda within organizations. They brought an inside-out perspective, sharing their specific knowledge and marketing experiences and feelings of vulnerability and fear of change.There was also a blend of traditional marketers vs modern marketers applying more advanced marketing capabiltiies. These insights provided more depth to the research findings which will be covered under the thematic analysis.

"This is me being very vulnerable about my own failings in as much as I would assume it's across the rest of the marketing fraternity in South Africa and beyond." (MC2)

4.2. Section One: Discussion of research findings

The analysis of the interview data guided by two key principles, which produced insightful themes and sub-themes within the findings. Firstly, the overarching research question; how can modern marketing contribute & re-engineer itself to deliver on successful organizational growth in South Africa post-COVID? A number of themes identified through inductive coding and data categorization that respond to the research

questions. Hence, alignment with the research questions through the interview process duly considered. Secondly, the thematic approach employed in this study is intricately aligned with the themes highlighted in the literature review, creating a cohesive framework that allows for a comprehensive exploration of the research questions and objectives.

The field of marketing is constantly evolving, shaped by macro environmental factors and the rise of digital technology. In this chapter, we examine the challenges and opportunities that marketers face in this dynamic landscape. The analysis was divided into two sections. The first section explores the impact of macro environmental factors on businesses, consumers, and marketing in South Africa. The researcher investigates the challenges and limitations that marketers are currently facing, and examine how these challenges are affecting marketing practices. Data sourced from industry experts and organizations to provide insights into the current state of marketing. The second section of the analysis focuses on the definition of modern marketing and the next level capabilities, leadership, and operational structures required to move marketing forward. The researcher examines the key competencies that modern marketers must possess, including a customer-centric approach, agility, collaboration, and leadership skills. Further analysis into the operational structures that organizations must put in place to support modern marketing practices.

By dividing the analysis into these two sections, to provide a comprehensive overview of the challenges and opportunities facing marketers in the current business environment. There is a need for marketers to adapt their practices to the changing landscape, while also providing guidance on the competencies and structures necessary to succeed in modern marketing.

Section One

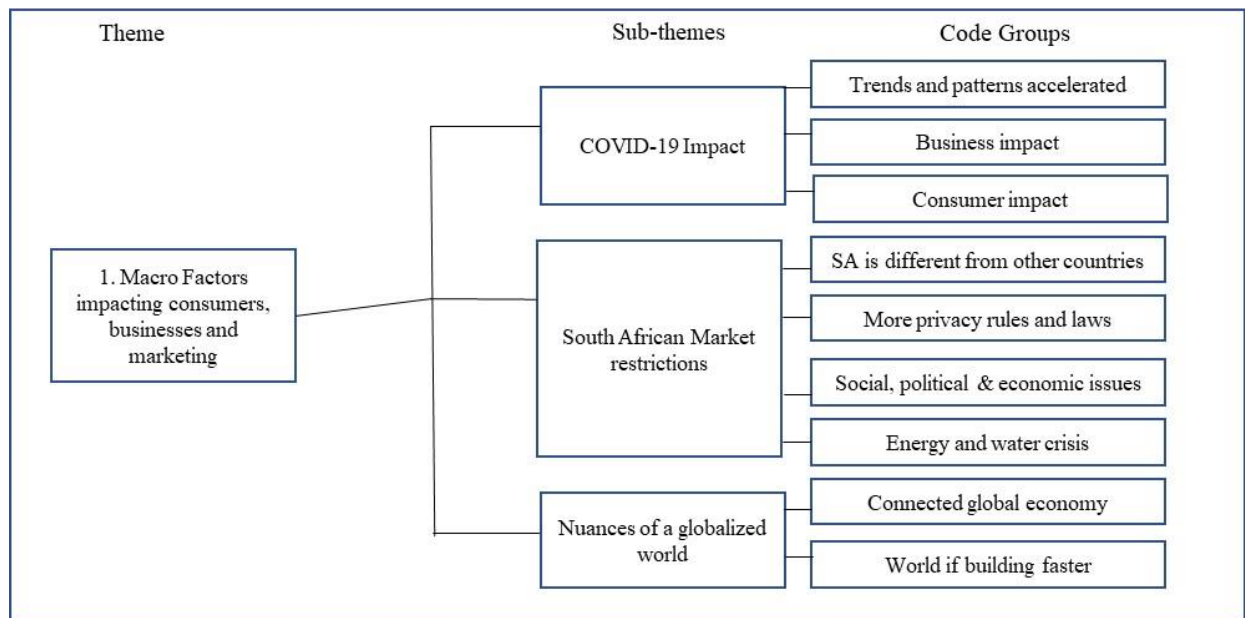**4.2.1. Theme 1: Macro factors impacting consumers, businesses and marketing**

Figure 4.1. Theme 1 Macro Factors impacting consumers, businesses and marketing (Source: Author's own)

The first theme to be discussed reveals key insights into the current marketing landscape in the local market. These factors, which include economic, political, social, and technological influences, provide valuable insights into the challenges and opportunities faced by marketers. The following sections will outline three sub-themes that emerged from the analysis (as depicted in figure 7) and provide a deeper understanding of the implications for marketers operating in South Africa.

4.2.1.1. Sub-Theme 1: COVID-19 impact on businesses and consumers

In South Africa, the impact of COVID-19 has been profound, with a range of macro factors affecting marketing strategies due to the impact on consumers and businesses. A recurring pattern across participants is the rapid adoption of digital and ecommerce, which has become permanent behavior post COVID period. Participants saw COVID as an accelerant to behaviors and patterns, which were prevalent pre-COVID. Consumers are always looking for value, and their wallets are cash strapped. As such, businesses need to find profitable customers and focus on customer value management. Moreover, COVID-19 has increased the demands on marketing, and marketers need to understand the customer fully in terms of behavioural aspects and map the customer experience across all channels.

"I think there were already trends and patterns that were in play or were prevalent or were gaining momentum that were there weren't kind of invented by COVID, but they were accelerated by COVID." (M05)

"I think that's the main change and then obviously COVID the drive massive digital adoption across the board even in our customer segments where we believe there was low digital adoption. There is now a lot more usage." (MT1)

From a business perspective, the impact of COVID varied by sector e.g.. If you were in travel this had a negative impact but a positive boost for SVOD online streaming services like Netflix and Amazon and an accelerant to e-commerce and delivery services in South Africa.

"COVID saw an acceleration to kind of off premise dining so whether that's take away or drive through or delivery which would growing business channels before the pandemic, there was certainly accelerated in the pandemic." (MR1)

The pandemic has undoubtedly had a huge ramification on consumer behavior, preferences, and purchasing patterns. The discussion points on this sub-theme include the changes in consumer demand and behavior, the shift to online purchasing, the need for contactless payments, and the importance of health and safety in customer decision-making. But it has also placed financial strain on consumers with many losing their jobs resulting in shrinking consumer wallets, making it increasingly difficult to acquire customers.

"So, they're just more and more factors that are putting more pressure on the South Africans wallet." (MA2)

"They are cash strapped and will push aside the branded product to take a white labelled product." (MC3)

Consumers are always looking for value, as their wallets are cash strapped. As such, businesses need to find profitable customers and focus on customer value management. Moreover, COVID-19 has increased the demands on marketing, and marketers need to understand the customer fully in terms of behavioural aspects and map the customer experience across all channels. Finally, the impact on marketing can be summarized into 3 areas:

- Impact on marketing budgets and the shrinking of budgets but more budgets shifted to digital channels due to the rise in ecommerce and digital adoption.

- The need to demonstrate ROI or value back to business post COVID. This has placed a strain on marketers to review their role within organizations.

- Marketers have to skill themselves up differently and this finding to be addressed further on.

"It's also been pushed from sort of ROI perspective and actually needing to show the value that marketing now has, I've seen mostly a lot of that sort of post COVID." (MT1)
However, the pandemic has forced marketers to be more deliberate about their approach, and there is a need to focus on growth and go-to-market strategies.

4.2.1.2. Sub-Theme 2: South African market restrictions

South Africa is different from other countries, and there are limitations on economic growth, political and social issues and vulnerabilities in the supply chain due to global factors covered below. The growing energy crisis is forcing businesses to close down with loss of jobs and a growing recession.

"But we got other things like load shedding and water quality issues which are macroeconomic shocks which would impact everybody."(MR1)

Additionally, there is the POPIA regulation that marketers need to comply with, and there is a global trend towards more regulation, especially with the increasing value of data.
"I think within the South African market there are restrictions and limitations, there are infrastructure challenges and complexities, there are regulations and policy requirements. There are compliance and governance requirements." (MO1)

4.2.1.3. Sub-Theme 3: Nuances of a globalized world

As the world becomes increasingly competitive and interdependent, marketers must learn to embrace change. The world is changing and evolving and the Ukraine war and energy crisis have influenced the global economy. Trends in technology are also altering how we sell to consumers and how individuals consume media. Marketers should take advantage of the potential that globalization presents by learning from the

experiences of other marketplaces. In order for marketers to remain competitive, they must use global capabilities and even skillset to adapt and evolve within a constantly changing landscape.

"If you look at just globally, you know we've just come out of COVID straight into the Ukraine war, the energy crisis across the world. So those are the macro factors that play on all markets. And then within South Africa, we can't be naive to think that this is a perfect scenario. We've got huge issues here, political issues, social issues, energy issues." (M04)

In summarizing theme one, the analysis of the data highlights the complexities and challenges faced by consumers, businesses and marketers in a rapidly changing and globalized world. The impact of COVID-19 on the business environment, consumer behavior, and the adoption of digital channels has been significant, and marketers must adapt to these changes to remain relevant and successful. The study also highlights the importance of understanding the nuances of different markets, such as the South African market with its unique restrictions, regulations, and social and economic issues. Overall, the findings suggest that marketers must train themselves to become comfortable with change and be able to adapt quickly to external changes and macroeconomic shocks. Marketers must also draw from global experiences from other markets, utilize global capabilities, and become sustainable in their own country. M04 summarizes this appropriately: *"it's about accepting the world is perhaps building faster it's more competitive and you just got to be better."*

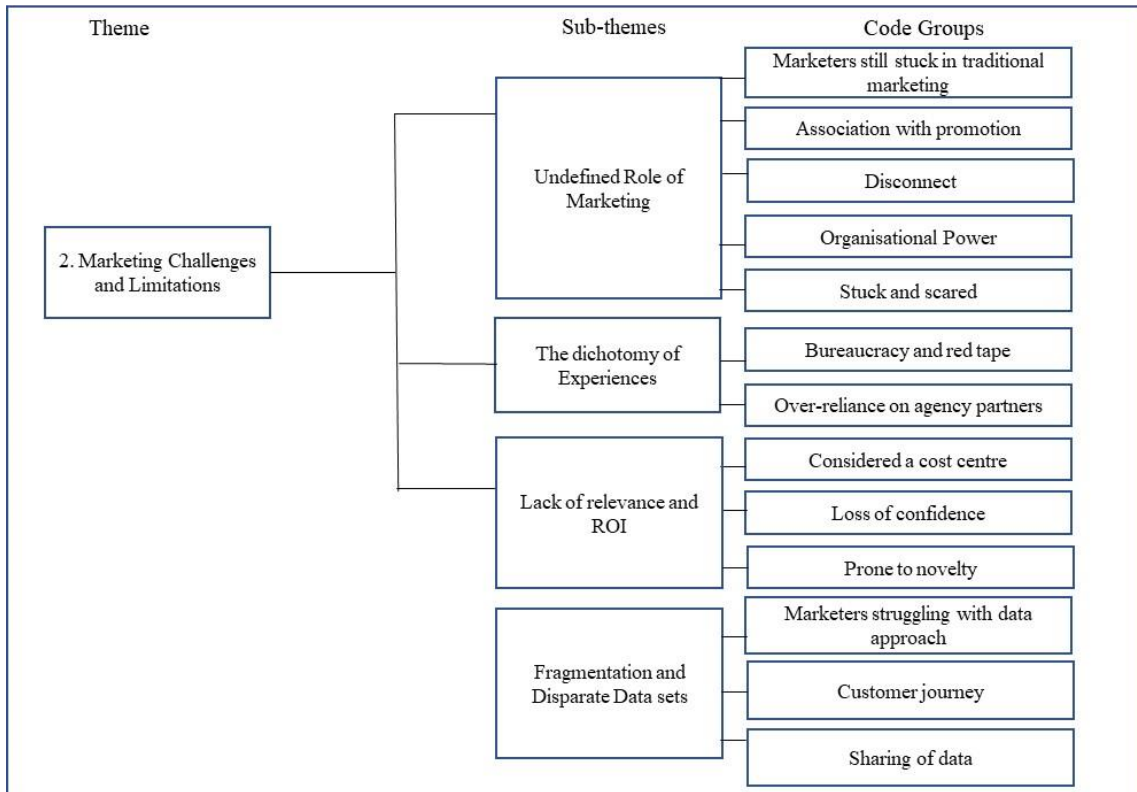**4.2.2. Theme 2: Marketing challenges and limitations**

Figure 4.2. Marketing challenges and limitations (Source: Author's own)

The dynamic field of marketing is crucial to a company's success. However, with more variables and stakeholders to take into account as the world has changed, the role of marketing has also become more complex. The difficulties that marketers confront in the current corporate environment examined in this qualitative theme study. The data gathered reveals new trends in the marketing environment and sheds light on some of the problems that marketers frequently run into. The following sub-themes discussed in this analysis as discussion points: Undefined and Evolving Role of Marketing, The dichotomy of experiences, lack of relevance and ROI, fragmentation and disparate data sets. Each sub-theme further expanded below.

4.2.2.1. Sub-Theme 1: Undefined and evolving role of marketing

The first sub-theme concerns the lack of clarity around the role and responsibilities of marketers. Many CEOs are unsure of what CMOs should be doing, and the remit of a CMO are undefined. This issue is further complicated in larger organizations by organizational constraints, department sensitivities, and redundancies. Marketers are stuck in the traditional 4 Ps of marketing and are focused on promotions and advertising, which has resulted in a decline in the prominence of the discipline. Additionally, most participants (MO1, MO3, MO2, MO4, MR1) agreed that marketers have lost their influence and credibility in other areas of the business, which has led to a major disconnect between marketing and other departments.

"The marketing department's now get associated with advertising agencies and the advertising department, so they've lost all of their input in all of these other areas. Marketing is diminishing directly proportionate to its power." (M02)

"So now we are shifting a chief marketing officer role from just checking the pretty pictures into an actual commercial role where we are being accountable for the investment." (MC3)

4.2.2.2. Sub-Theme 2 - The dichotomy of experiences

The data provided highlights a dichotomy of experiences for modern-day marketers, including bureaucracy and red tape corporate environments, the over-reliance on agencies, and the need for a human handle in data-driven marketing. The bureaucratic and red tape corporate environments can make it difficult for marketers to report on ROI and demonstrate the value of marketing.

"But the business unit I find very, very cumbersome, very, very red tape and slow." (MI2)

74

The over-reliance on agencies can further exacerbate the challenges facing modern-day marketers. This over-reliance can also lead to budget cuts and a reduced ability to measure marketing success from an ecosystem perspective. Furthermore, there is a significant gap in the skillset of marketers, with heavy dependence on agencies and platform partners to provide the necessary skills. This creates a challenge for organizations to build their marketing capabilities and ensure that the necessary skills are in-house.

"It is an over-reliance in that space, and I think therefore also a risk, because in that environment we recognize that there is equally a skill shortage." (MC2)

4.2.2.3. Sub-Theme 3 – Lack of relevance and ROI

The third sub-theme focuses on the financial difficulties that marketers encounter. Participants mentioned that organizations regard marketing as an expense rather than as something that adds value. Budgets for marketing reduced and as a result, marketers are finding it difficult to provide ROI reports. The difficulty in balancing the dichotomy of experiences between acquisition and retention worsened by marketers' propensity to latch onto trends. Additionally, inefficient and red tape-filled organizational settings make it challenging to marketers to demonstrate their effectiveness and establish clear KPIs for success. Optimizing trade spending, building brand equity during recessions, and requiring performance-driven marketing that has a greater impact on the bottom line are the challenges facing marketers today.

"You know that's a classic paradox that illustrates the lack of understanding around the balance between acquisition and retention." (M05)

"Marketing doesn't live in isolation; it lives in in in in in the context of what your business is doing just using that as an analogy. We should we've got to be looking at commercial KPI." (MC1)

4.2.2.4. Sub-Theme 4 – Fragmentation and disparate data sets

The fourth sub-theme concerns the challenges marketers face in dealing with data. There is a disparate nature of data sets everywhere, and marketers are struggling to pull all the data together to get a holistic view of the customer journey. There is also a challenge with data-driven marketing, as it can be machine-based and lack a human touch with customer insights. Additionally, marketers are struggling to talk the language of customers and are finding it difficult to adapt to the evolving needs of consumers. The challenge for marketers is to become more data-savvy and to learn how to use data to speak the language of customers and provide solutions rather than just pushing products. *"But for now, at least what we've done is to be able to understand what those data sources are, how do we access them and how do we at least integrate them within the silos that exist."(MC2)*

4.2.3. Summary

Section one seeks to outline the major challenges faced by marketers in today's business environment both from an external and internal perspective. The findings highlight several challenges and opportunities for modern-day marketers. Marketing has evolved into a strategic function critical to the organization's success, but there is a significant challenge in aligning marketing within the organization and fighting for a seat at the table. The themes discussed in this analysis show that marketing is evolving into a

more strategic and multifaceted function. It also highlights the need for marketing to align with other business functions and adapt to changes in the marketing landscape.

4.3. Modern marketing defined

The findings reveal that there are several emerging patterns that define modern marketing, as per below. Participants, both the experts and organization groups have unanimously acknowledged that there is a transition of traditional marketing into modern marketing being fast tracked post COVID. The data suggests that there is a re-imagination of modern marketing to achieve a new organizational purpose, coupled with a number of extended areas of remit:

"We're seeing a massive re-imagination of marketing and what the remit for marketing leaders is in the organization, the span of authority of marketers and the need for them to be much more forensically engaged in the organization from the standpoint of operations, customer experience business value creation, customer value creation, product specification, channel alignment, data utilization and technology migration."
(MO1)

To fully understand and capture this definition, there are five broad principles attached to it. Firstly, modern marketing has been reimagined to focus on experience and everything that touches the customer. The customer experience and everything that interacts with them are at the center of how modern marketing has been redesigned. It is also consumer-driven, insights-driven, data-driven, and technology-driven, which has transformed marketing. The remit of marketing has expanded beyond traditional advertising functions to become strategic, future-focused, and business-oriented.

"Modern marketing is a data and technology driven practice, digitally driven practice of really anticipating, predicting and forecasting where and how companies can gain new

77

revenue, new value and new approaches to cementing their relationships, monetizing their relationships and furthering their relationships with customer markets and channel partners." (M01)

Secondly, modern marketing requires marketers to be opportunistic and adapt to the changing environment. They need to stay abreast of new developments, have a deep financial understanding of the organization, and be involved in new product development. Additionally, marketers need to coordinate their efforts, have robust internal discussions, and develop a deeper understanding of what is possible.

"And so, marketing plays a much more key role in helping the business understand how to evolve what it delivers and why it's delivering it and what the customer wants to ultimately narrow that gap and minimize the risk that exists inside of it." (M05)

Thirdly, modern marketing is a blend of traditional and digital channels. There has been a rapid adoption of digital, the use of specialist agencies, and a shift from marketing being an advertising function to a broader marketing function. The organization must actively understand the business and break down silos. It is also critical to establish links between marketing and the commercial department.

"I think modern marketing is going through a fundamental transition. We are moving from an old linear world and I think difficulty marketers are having is this making sense of the complexity that abounds, driven largely by technological innovations, new platforms that have been built, new skills that have been required." (M06)

Fourth, brand and performance should be balanced in modern marketing. Building brand equity, salience, and a purposeful connection with the consumer are essential. Consumer touchpoints, data, and buying trends must be taken into account. The cornerstone of the future marketer must be digital, and they must move toward hyper-personalization and contextualization while maintaining an external emphasis and a consumer-first mentality.

They must be involved in every aspect of the business while balancing innovation and strategy.

"We seeing digital usage now, so digital marketing over all our digital channels have become pretty important." (MT1)

Finally, marketers need to be immersed in customer understanding, have a deep understanding of consumers, human psychology, and behavioral economics. They must be urgent, tenacious, and have a wide understanding of the business. Marketing is seen as a key contributing factor at the C-Suite level, and it is involved in every part of the business.

"I think that marketers sit at the center of this because they do that and they should and they do understand the customer best in an organization." (MF1)

"Participant MO2 summed it up appropriately; modern marketing equals experience plus relevance times agile." In a formula this would read MM = e + r x a. This will be deliberated in the discussion section of chapter V.

4.3.1. Foundational principles of marketing

As modern marketing progresses, the evidence from the findings acknowledges that the foundations and fundamentals of marketing still hold true despite the advancements in technology and changes in consumer behaviour, the core principles of marketing remain relevant. As found in the data, marketing is a critical and fundamental discipline that plays a crucial role in driving business success. The principles of marketing, such as the 4 P's (product, price, place, and promotion), continue to guide marketers in growing markets, analyzing markets, and positioning brands effectively.

"So, I think the four PS of product, price, placement and promotion remain as critical as ever." (MO3)

However, as the 4 Ps are evolving, are marketers evolving and adopting the new principles? MO2 stated that; *"So, you see all of these P's evolving. But marketers are still very much stuck in the traditional view of the old P's."*

As marketers cannot own all of the Ps within marketing, there is also another view from participant M04 which states; *"redefinitions and you're looking at newness, and you're looking at maybe breaking the old school box thinking of the traditional four P's, seven P's. And the point I'm imagining you can't own all of those by themselves."*

The findings also highlight the significance of brand resilience in driving margin growth and market share. Resilient brands, which have a strong and enduring presence, are more likely to generate higher margins and gain a larger market share. Building a resilient brand requires a focus on brand strategy, brand purpose, and brand management. It is crucial for marketers to emotionally connect with customers and create an emotional bond throughout the customer journey to foster brand preference and translate awareness into persuasion.

"And margin is a function of a resilient brand. So, what we've definitely seen is we've seen because we're a stronger brand our sales have been more resilient and therefore so have our margins." (MR1)

Another theme that emerges from the data is the evolving role of marketers. While the fundamentals of marketing remain the same, the present and future require a well-rounded marketer who can navigate the intersection of science and art. This involves understanding the consumer deeply, involving them in product development, and leveraging data-driven insights alongside creative strategies. Specialization within marketing functions, such as market research, pricing, and new product development, also recognized as valuable.

"But modern marketers need to be immersed in their customers understanding how their needs, their habits, their behaviors are changing and be able to get the right message in front of the right person at the right time with the right offer." (MF1)

In summary, this highlights the enduring significance of marketing as a fundamental discipline that drives business growth and performance. Key areas such as brand resilience, emotional connection with customers, and the evolving role of marketers further emphasize the critical role marketing plays in creating and shaping the future.

4.4. Section Two: Discussion

This section consists six main themes broken into a number of sub-themes, which seeks to support the role, function and capabilities required in a modern marketing function to support organizational growth goals and ambitions. A precursor to going into the themes starts with defining modern marketing and gaining an understanding from participants of how marketing has evolved post-COVID and how this inserts itself into the principles and theoretical aspects of marketing.

The six themes under discussion are:

    i.   Value creation

   ii.   Leadership dynamics

  iii.   Advanced marketing capability

  iv.   Organizational culture and marketing

   v.   Talent and skillset

  vi.   Design-led operating models
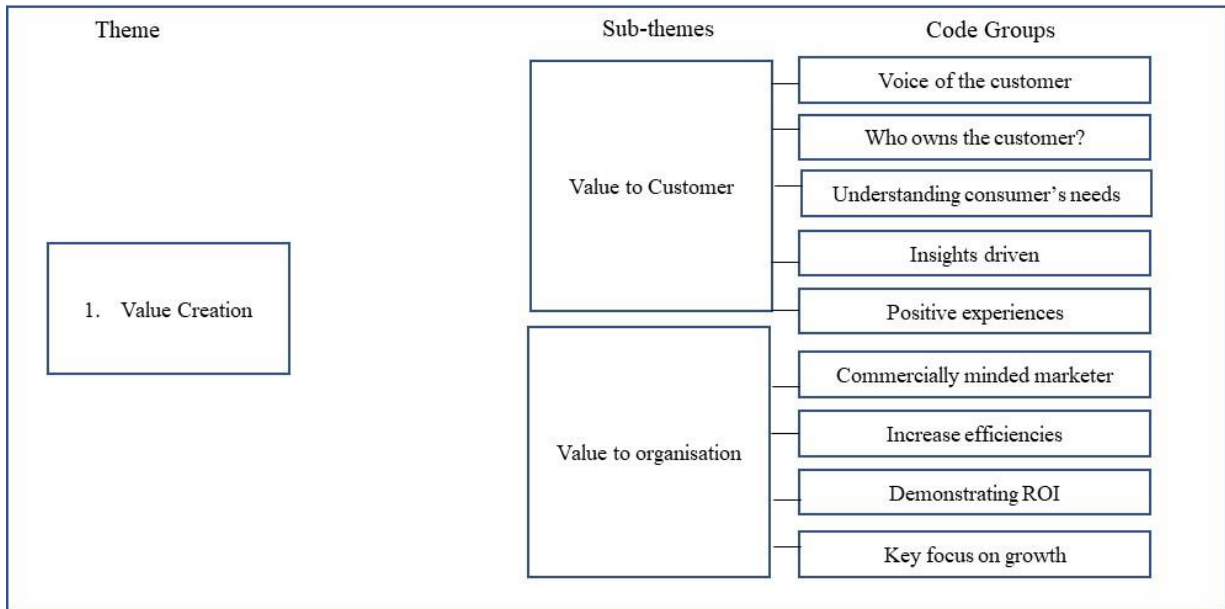
4.4.1. Theme 1: Value creation

Figure 4.3. Value creation (Source: Author's own)

In today's dynamic and highly competitive business landscape, creating value has become a critical objective for organizations across various industries. Marketers play a pivotal role in value creation, as they strive to understand customer needs, deliver solutions, and drive positive returns for both the customer and the organization. The concept of value creation encompasses two key dimensions: value to the customer and value to the organization. The data sets offer a rich tapestry of insights into the evolving landscape of value creation in marketing. It encompasses a wide range of topics, such as monetizing relationships, strategic direction, innovation, marketing performance measurement, and the role of marketers as business analysts. The below sub-themes will focus on the two key dimensions: value to customer and value to organization. By examining the sub-theme of value to the customer, the researcher explores the importance

of understanding customer needs, providing solutions, and enhancing the user experience. Furthermore, delving into the sub-theme of value to the organization, which sheds light on the strategic role of marketing, its impact on business growth, and the need to demonstrate ROI and deliver value across the organization.

4.4.1.1. Sub-Theme 1: Value to customer

The data suggests a focus on understanding the customer's needs and providing solutions that are mutually profitable by adopting a customer first mindset. It highlights the importance of customer lifetime value, net present value, and measuring the impact of marketing effectiveness. Marketers have to get better at gathering, organizing, and distributing customer insights to demonstrate ROI, hit critical business KPIs, and add value to sales internally.

"It's market research to understand the landscape in which that operates so that we can make confident business decisions, tracking, reporting and progress against those goals to make sure that we're growing both sales and margin as well as market share." (MR1)

The data also suggests that marketers have a major role to play in the customer experience, enabling sellers better and landing messages to the customer. There is a debate over who owns the customer experience, with both centralized and decentralized functions having benefits and drawbacks. Marketing is seen as a conduit between the business and the consumer, and marketers need to spend more time with sales teams, accountants and economists to understand their role in the broader value chain.

"We have all kinds of data and how that helps is that we are able to be more personalized and more relevant to our customer and also create the right solutions or products for them. So that's probably the most important thing for a marketer is to be relevant to your consumer." (MI1)

4.4.1.2. Sub-Theme 2: Value to the organization

The data also sheds light on the value that marketing brings to the organization. One sub-theme revolves around the increasing emphasis on marketing's commercial accountability. Marketers are encouraged to demonstrate their contribution to the bottom line, aligning marketing activities with financial metrics and business performance indicators. This highlights the need for marketers to be more data-driven, focusing on market sizing, forecasting, and market share analysis. By doing so, marketing can provide valuable insights for business decision-making and help drive growth.

"You need to have a customer to active enterprise so everything the DNA of the organization has to be rewired to be customer sensing and anticipate and predict and serve up in every facet of every touch point…" (MO1)

Value to the organization includes marketing's ability to deliver benefits and efficiencies, such as driving supply chain efficiencies and contributing to the growth pipeline. Marketers are commercially minded and able to generate insights that help businesses with forecasting, market sizing, and market share. There is a debate over who owns the customer experience, with both centralized and decentralized functions having benefits and drawbacks. Marketing acts as a conduit between the business and the consumer, and marketers need to spend more time with accountants and economists to understand their role in the broader value chain. The ultimate test of marketing's value is whether they are recognized as a business partner and are involved integrally in driving the growth agenda.

"I think marketers can demonstrate a lot of value throughout the organization by one, being very involved in shopper understanding so marketers are not just

communication marketers, but they should be customer marketing but have customer marketing capability." (MC1)

4.4.1.3. Summary

Overall, value creation in marketing requires a customer-centric approach, effective use of data insights, and alignment with the organization's strategic goals. Marketers who can understand customer needs, deliver innovative solutions, and demonstrate their impact on the organization's performance will be well equipped to thrive in today's dynamic business landscape.

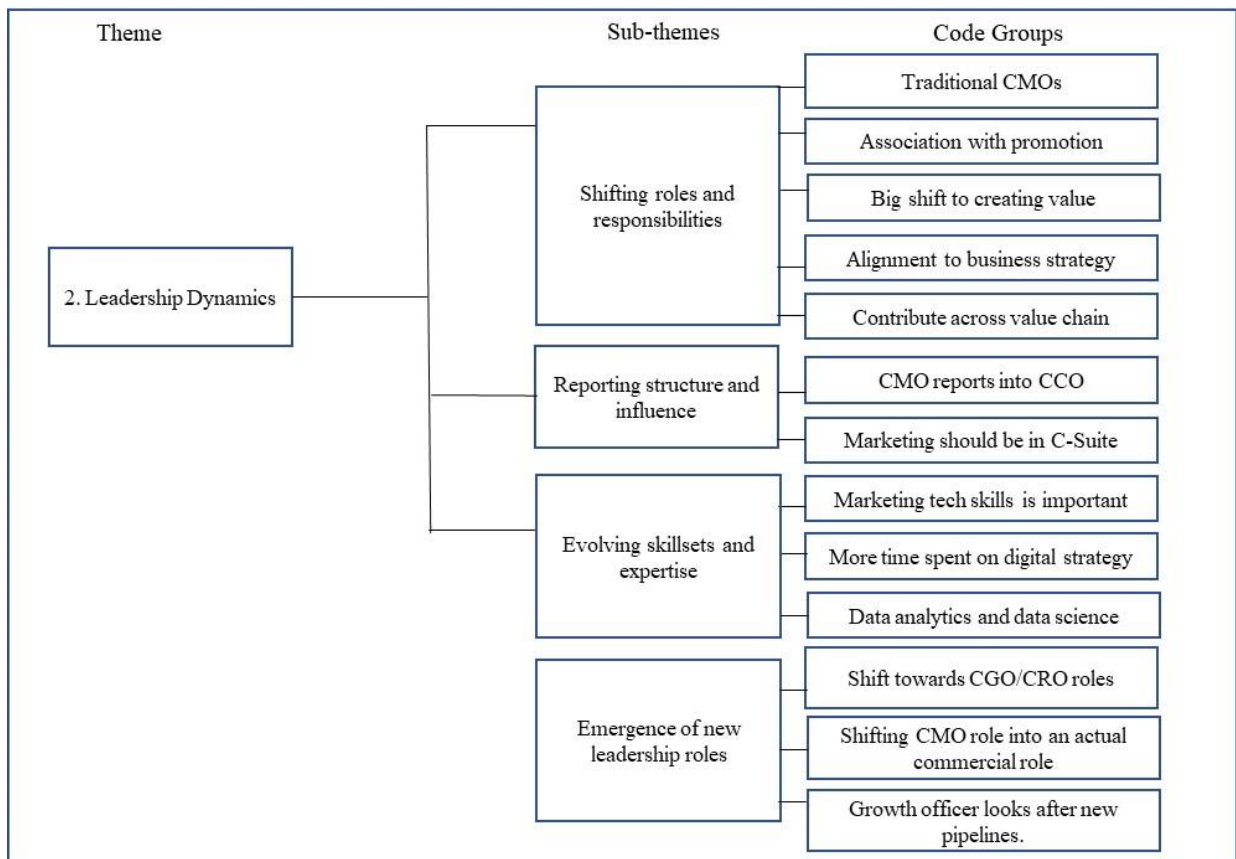### 4.4.2. Theme 2: Leadership dynamics

Figure 4.4. Leadership dynamics (Source: Author's own)

Leadership dynamics in the field of marketing have undergone significant transformations due to the evolving business landscape and technological advancements. These changes necessitate a closer examination of emerging patterns and discussion points surrounding marketing leadership. The researcher aims to uncover trends related to new leadership roles within the marketing domain, shedding light on how organizations are reshaping marketing leadership to adapt to the challenges and opportunities presented by the digital age. The findings will focus on four key sub-themes that are shaping the marketing leadership shifts.

4.4.2.1. Sub-theme 1: Shifting roles and responsibilities

The data set highlights a significant shift in the roles and responsibilities of Chief Marketing Officers (CMOs). CMOs no longer limited to overseeing traditional marketing functions but are increasingly taking on broader portfolios. They are becoming the custodians of advertising, design, branding, and consumer insights. This expansion of responsibilities reflects the evolving nature of marketing in the digital age, where CMOs are to have a profound effect on the entire marketing department by leveraging data-driven strategies.

The Chief marketing officer is very much now the chief customer officer and is therefore responsible for that in store customer experience and the online customer experience and the helpdesk phone line customer experience (M03).

"What you need is a transformational CMO that really picks up the reins and drives it hard towards showing the valued add and almost acting like an executive Committee member." (MC2)

4.4.2.2. Sub-Theme 2: Reporting structure and influence

The data set highlights the critical importance of the reporting structure and influence of CMOs within organizations. It is evident that CMOs' ability to effectively perform their jobs is compromised when they do not have a direct reporting line to the CEO. Open lines of communication and direct access to top-level decision-makers are crucial for CMOs to drive their marketing agenda and contribute to strategic decision-making.

"When marketing has a seat at the EXCO table, the marketing agenda is discussed and the health of our brands gets discussed and there's a level of importance attached to it. So that's the first thing marketing must have a seat at the table." (MC3)

The findings shed light on the indirect reporting lines to either the Chief Operations Officer (COO) or the Chief Commercial Officer (CCO), and this is evident with certain verticals of the industry like FMCG or Telcos and the scope of work is further broken down into the specific role the CMO as defined below:

"I am reporting to the Chief Commercial Officer, so what you find with Telcos is that a lot of us have Chief Marketing Officers and exec head of marketing reporting into a Chief commercial officer (MT2). Then, overseas, all the four P's, the sales and distribution, product development, commercial pricing as well as the commercial marketing which report into him."

This finding by participant MF2, in adopting a more hybrid reporting line, which still places marketing into the traditional remit whilst building a more modern progressive version of modern marketing.

"The traditional marketing roles are still called a marketing department and they have a head of marketing and the head of marketing reports into the Chief Growth Officer." (MF2)

4.4.2.3. Sub-Theme 3: Evolving skillsets and expertise

The data set reveals the increasing importance of marketers possessing a broader skill set and expertise beyond traditional marketing knowledge. It suggests that marketers need to understand disciplines such as philosophy, sociology, and arts to adapt to changing customer needs and facilitate collaboration with other business functions. Additionally, data analytics, marketing tech skills, and an integrated marketing function is identified as crucial areas for marketers to develop proficiency.

"I absolutely insist on a broader skill set, not a specific skill set. So, people with an understanding philosophy, sociology and the arts, for example. Now those are traditionally not desired commercial skills." (MR1)

New technical skillsets and talent coming into marketing areas also brings new challenges like disparity of pay structures and remuneration packages. "*The technical guys sit and even the sellers in some instances sometimes are paid a very different pay structure. They're on very different remuneration packages to what a marketer would be.*" (MT1)

4.4.2.4. Sub-Theme 4: Emergence of new leadership roles

The findings indicate a trend towards new leadership roles within marketing. Specifically, there is a shift towards Chief Customer Officer (CCO), Chief Revenue Officer (CRO), and Chief Growth Officer (CGO) positions. These emerging roles reflect the changing landscape of marketing and the increasing focus on customer-centric strategies, revenue generation, and overall business growth. The data suggests that organizations are recognizing the importance of having dedicated leaders who are accountable for customer-related initiatives, revenue streams, and driving growth. By

88

creating these new roles, companies aim to align marketing efforts with the overarching business strategy and ensure a more integrated approach towards achieving organizational objectives.

"And a lot of people are giving out new titles like Growth marketing, Performance Marketing. You know you're having a lot of hybrid titles go out there in one shape or form or another so. I think the ultimately what it's all about is growth so that's why I put my hat on that and that's what I'm hanging my hat on that particular Chief Growth Officer." (MO1)

Furthermore, the findings highlight the convergence of marketing and commercial functions. CMOs are taking on commercial responsibilities by being accountable for investments and ultimately driving commercial growth. This aligns with the trend of expanding the CMO role into a more holistic commercial role, where marketing is closely linked to revenue generation and overall business performance.

"But the CMO is certainly responsible for the commercial growth of a business and it's a core part of the responsibility." (MT1)

4.4.2.5. Summary

The research findings for this theme highlight the transformation of marketing leadership in response to the evolving business landscape and technological advancements. The role of CMOs is amplifying requiring them to possess a broader skill set and take on additional responsibilities beyond traditional marketing functions. Furthermore, having a direct reporting line to the CEO and a seat at the executive table is crucial for effective marketing leadership.

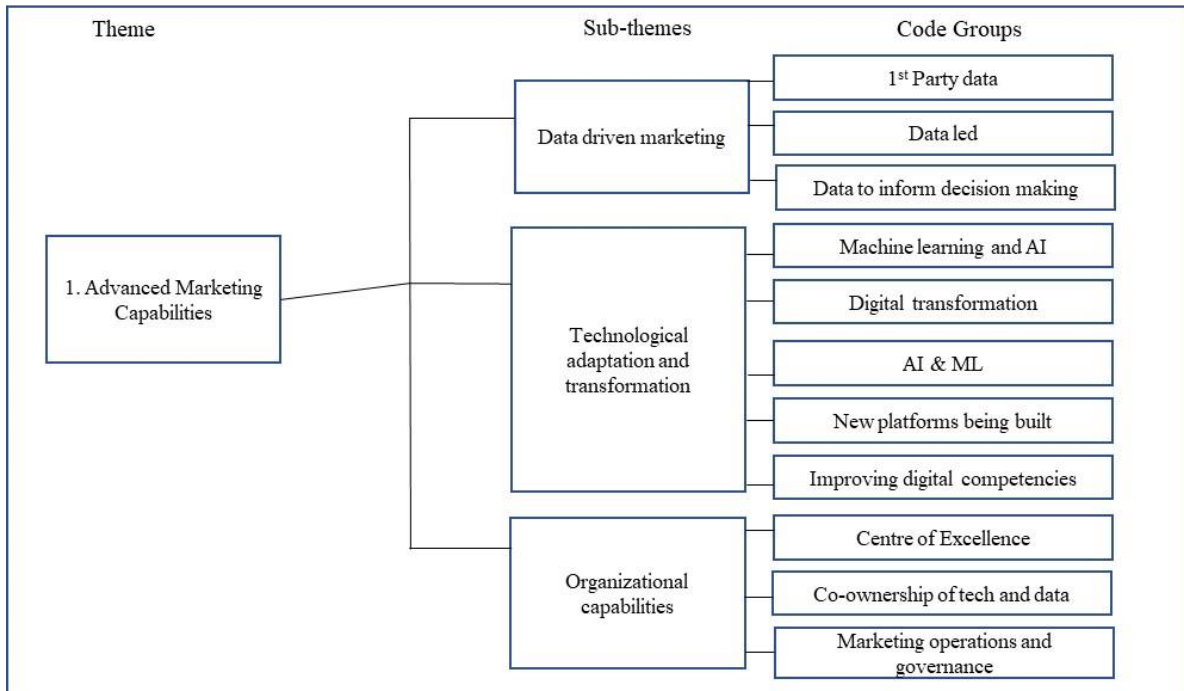### 4.4.3. Theme 3: Advanced marketing capabilities

89

Figure 4.5. Advanced marketing capabilities (Source: Author's own)

The concept of advanced marketing capabilities includes a variety of interconnected elements, such as the use of enormous amounts of data, the incorporation of technology, the growth of skills and capabilities, and the change of marketing procedures. This qualitative thematic analysis reveals new trends and insights from the data set while exploring the many facets of advanced marketing capabilities. Several sub-themes and discussion points emerge regarding advanced marketing capabilities and these will be discussed below. By examining these elements, we can further understand the challenges and opportunities faced by organizations in building and leveraging advanced marketing capabilities.

"So, you have to understand digital, you have to understand technology, you have to understand data you have to understand strategy. You need to understand operations. Marketers really need to be multi-skilled and work cross-functionally." (MF1)

90

4.4.3.1. Sub-Theme 1: Data driven marketing

Massive volumes of data, sophisticated analytics, and cutting-edge technologies used in data-driven marketing as a strategic strategy to help guide and improve marketing decisions. The data set emphasizes the significance of using machine learning and AI, obtaining and extracting value from data, and incorporating technology into marketing strategies. Organizations are becoming more aware of the necessity of adopting a data-led mind-set and acquiring the knowledge and skills necessary to successfully navigate the complexity of data. Additionally, data-driven marketing gives businesses the ability to improve consumer experiences, spot fresh business prospects, and extract value from data and technology. Additionally, it highlights the necessity of data governance, data privacy laws, and the integration of data across numerous customer journey touchpoints.

"Data analytics and data science have become a primary skill within the marketing organization and with that also marketing technology but marketing tech skills in organizations now become quite important." (MT1)

4.4.3.2. Sub-Theme 2: Technological adaptation and transformation

Technological adaptation and transformation play a crucial role in shaping the landscape of modern marketing. The findings reveal the need for organizations to embrace and leverage emerging technologies to stay competitive and drive marketing effectiveness. It highlights the adoption of advanced analytics, machine learning, and artificial intelligence as key enablers for data-driven decision making and personalized customer experiences. Furthermore, the data underscores the importance of a collaborative approach between marketing and technology teams, as well as the need for upskilling marketers in digital transformation.

91

"There's no way you could do it without an engine, a machine, but you need to understand the machine and constantly understand it as technology because what you don't want is for the tech to out strip the ability of the marketer." (M04)
"I think we're going to see a lot of more machines in the marketing organization as well together with people that are directing what the machines are outputting that's probably going to be our biggest shift in the next five years." (MT1)

4.4.3.3. Summary

The data also emphasizes the shift towards digital marketing, the integration of digital channels, and the transformation of traditional marketing methods. By embracing technological adaptation and transformation, organizations can harness the power of technology to optimize marketing efforts, gain deeper insights from data, enhance customer experiences, and achieve long-term value and growth in the digital era.

4.4.4. Theme 4: Organizational culture and marketing

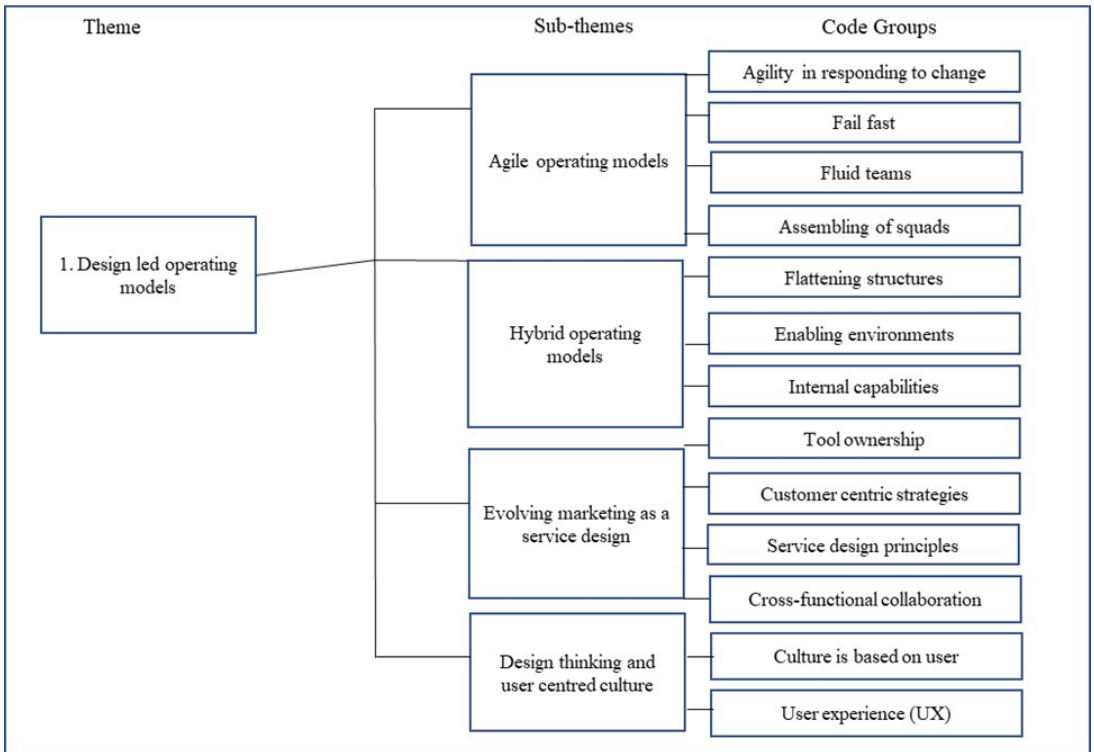| Theme	Sub-themes	Code Groups
1. Design led operating models	Agile operating models	Agility in responding to change
		Fail fast
		Fluid teams
		Assembling of squads
	Hybrid operating models	Flattening structures
		Enabling environments
		Internal capabilities
		Tool ownership
	Evolving marketing as a service design	Customer centric strategies
		Service design principles
		Cross-functional collaboration
	Design thinking and user centred culture	Culture is based on user
		User experience (UX)

Figure 4.6. Organizational culture and marketing (Source: Author's own)

Organizational culture plays a pivotal role in shaping marketing strategies and outcomes within modern businesses. Understanding the dynamics of organizational culture and its impact on marketing effectiveness is crucial for developing successful marketing strategies and achieving competitive advantage. The findings will be focused on four key sub-themes: leadership and cultural alignment, employee engagement and collaboration, marketing as a cultural driver and finally, design thinking and user centred culture.

4.4.4.1. Sub-theme 1: Leadership and cultural alignment

The dataset emphasizes the critical role of leadership in shaping and aligning organizational culture. When top-level leadership, including the board and CEO, actively participate in setting and reinforcing the culture, it has a significant impact on employees' behaviors and attitudes. Furthermore, the dataset highlights the need for synergy between internal and external cultures. An organization develops an authentic and consistent brand image when its internal culture is in line with its exterior branding and customer experience. As a result, marketing performance ultimately driven by improved customer perceptions and loyalty.

"I think that the board and the CEO needs to be intrinsically involved in setting the culture and understanding more and valuing marketing." (MO4)

"I think that the thing that determines how we respond is ultimately our attitude towards change. And our attitude towards change is determined by culture and by values and by principles, and that ultimately is determined by leadership." (MO5)

One participant mentioned that the organizational had one culture aligned to the values across the organization that was effective for marketing: *"So, we are typically one culture. I mean our key values we have innovation and optimism, key value and drive urgency and tenacity." (MI1)*

4.4.4.2. Sub-theme 2: Employee engagement and collaboration

The findings highlight the significance of creating a culture that fosters employee engagement and collaboration. By focusing on emotional intelligence (EQ) and inclusivity, organizations can cultivate safe and empowering environments where employees feel valued and motivated to contribute their best work. Additionally, the dataset underlines how important culture is in promoting desired behaviors and fostering internal involvement. Employees may be motivated to go beyond the call of duty by a strong culture that promotes and recognizes teamwork, creative thinking, and customer-centric approaches.

"And roughly 40% of my budget is spent internally on employee experience and the reason for that is the best adverts in the world can't make up for a bad service experience inside a restaurant… I think our culture is fundamentally different, which is how do we look after the person closest to customer." (MR1)

4.4.4.3. Sub-Theme 3: Marketing as a cultural driver

The dataset recognizes marketing's role in shaping and reinforcing organizational culture. In order to align internal and external perceptions of the firm, marketing departments, who are responsible for developing the employee brand, are extremely important. Marketing experts can assist in establishing a shared set of beliefs and fostering a sense of togetherness among employees by clearly expressing the

organization's vision, values, and desired behaviors. A unified and authentic brand image that connects with both internal and external stakeholders created through the alignment of marketing initiatives with organizational culture.

"Marketing as the culture drivers, as the creators of the kind of employee brand, as the bringing together differently skilled people to address customer concerns that you know will help to drive their growth is important. So that's really what is at the core of this focus on transforming operating models." (MO6)

4.4.4.4. Sub theme 4: Design thinking and user-centered culture

The data highlights an appreciation for the value of design thinking in marketing, a key learning from tech companies. There is a recognition that embedding service designers into marketing and training in design thinking can lead to delivering differentiated experiences. The focus is on user-led approaches and understanding the market and the customer to drive marketing strategies. User-centered cultures prioritize understanding the needs and preferences of customers, resulting in effective marketing strategies and experiences.

"So that's why I think the tech companies are not because they tech companies, but the culture is based on user. So, when you're building any digital product, they grew up with design thinking and user centered thinking." (MO2)

4.4.4.5. Summary

In summary, modern marketing operating models are evolving towards design-led, user-centered cultures, embracing design thinking, and seeking a balance between art and science. These models are becoming more agile, efficient, and integrated, emphasizing collaboration and cross-functional teamwork. The ongoing evolution of

marketing operating models driven by the need to adapt to changing industry pressures, leverage technology, and deliver differentiated experiences to customers in a dynamic market landscape.

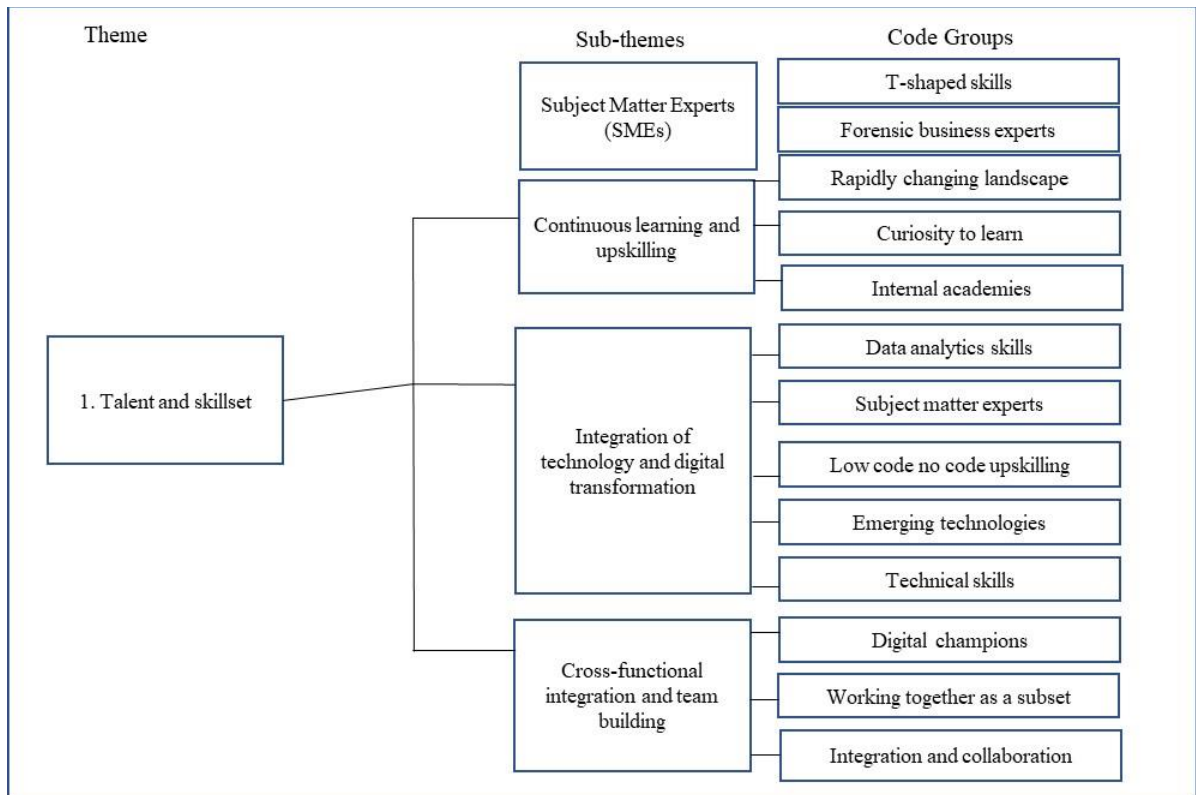**4.4.5. Theme 5: Talent and skillset**

Figure 4.7. Talent and skillset (Source: Author's own)

In the rapidly evolving field of marketing, talent and skillset play a crucial role in driving growth and innovation. Marketers need to constantly adapt and upskill to keep pace with the rate of change in the industry. The dataset provided encompasses various aspects related to talent and skillset in marketing, including the need for constant learning, skill gaps, recruitment challenges, upskilling programs, the integration of technology, and the importance of cross-functional collaboration. By analyzing these sub-

themes, we can gain insights into the current challenges and opportunities in developing and leveraging talent within marketing organizations. Participants from both expert and organizational groups experienced the same challenges when it came to the lack of new and evolving skillsets required in modern marketing functions.

"So, marketers are right in this perfect storm of change and upheaval and disassociation and disconnection. So, it's a massively complex world and CMOS have to have fortitude. They have to become very adept at getting the right resources." (MO1)

Participant MI1 captures this in her statement *"The skill sets changing, the products changing and being digital first, then environment forcing us as I said because of the trends of where people are at And so I think all of that will kind of lead to a natural evolution…"*

4.4.5.1. Sub-Theme 1: Subject matter experts (SMEs)

The data suggests that modern marketers need to become and/or attract subject matter experts into marketing in order to keep with the pace of change and rapid adoption of technology. SMEs are often sought after for their expertise in emerging fields within marketing, such as digital marketing, e-commerce, and marketing technology. As the marketing landscape evolves rapidly, SMEs can help marketers navigate these new domains, understand emerging technologies, and implement effective strategies. The T-shaped skill for cross-functional integration highlighted as important for marketers. SMEs can bridge the gap between marketing and other functions, facilitating effective collaboration and the exchange of knowledge. This cross-functional integration ensures that marketing strategies align with broader business objectives and utilize the expertise of different specialists. Marketers need to be forensic business experts in order to make an impact.

"So cross skilling T-shaped skills you know getting people to understand each other. So, the marketing people are tech people, tech people are marketing people, data people are brand people. "(MO2)

4.4.5.2. Sub-Theme 2: Continuous learning and adaptation

This sub-theme emphasizes the need for marketers to engage in constant learning and upskilling to keep pace with the rapidly changing marketing landscape. Organizations are implementing purposeful programs, internal academies, and partnerships with external academic partners to facilitate ongoing learning and upskilling. Marketers are encouraged to engage in self-learning and develop curiosity to adapt to the fast-changing business environment.

"We have recently launched our Internal Learning Academy literally about three weeks ago and it's still in its fruition phrase. It is very young, but we do utilize external academies, IE, UCT and vets for a lot of our support and the skills that we've been promoting and pushing for our business enterprise level are primarily in the programming, data analytics and digital environment." (MT2)

4.4.5.3. Sub-theme 3: Integration of technology and digital transformation

The integration of technology into marketing practices is a dominant theme. Marketers are required to possess digital marketing skills, data analytics skills, and marketing technology skills. The dataset highlights the difficulty in finding and developing these specialized integrative skills. Low code, no code upskilling, and the need for marketers to understand emerging technologies also discussed. Recruitment challenges and remuneration issues present a barrier to acquiring top talent.

Organizations should explore strategies such as recruiting from diverse backgrounds and offering competitive compensation packages to attract skilled marketers.

"So, those skills that we've been speaking about, you know, the data analytics skills, the integrated technology, the marketing technology skills are very difficult to find and very difficult to develop because the rate of change in the tools that we use is so rapid that to train people to get to the point of sufficiency and strength is a massive sacrifice." (M05)

4.4.5.4. Sub-theme 4: Horizontal integration and team building

This sub-theme emphasizes the value of teamwork and collaboration among various organizational functions. It covers subjects including putting together effective teams with people from all different backgrounds and skill sets, bridging the gap between marketing and other functions, marketing's position as an orchestrator, and the difficulties of maintaining institutional memory in the face of significant employee turnover.

"We see each of us as a collaborative team equally bringing our disciplines value to an exec table together to collaborate." (MA1)

The data also suggests that shared resources across different disciplines could essentially be an enabler of growth, referencing back to collaboration and horizontal integration.

"But shared resources like technology, data, policies, procedures, etcetera, it's way more efficient to have that centralized and governed centrally and that then should be an enabler of growth rather than a blocker of growth." (MO3)

4.4.5.5. Summary

These three main sub-themes provide a comprehensive overview of the talent and skillset discussions within the dataset, highlighting the importance of continuous learning, the integration of technology, and the value of cross-functional collaboration in

the modern marketing landscape. By understanding these patterns and incorporating them into their strategies, marketers can build agile and capable teams that can drive growth adapt to change, and utilize emerging technologies effectively. However, there is a key observation resulting from this finding: some of the new skills required like data analytics, ML, AI, technology etc, overlaps into other functional areas like Tech and Data which can create tension within teams on how owns or responsible for which specialists' areas and how this affects cross functional collaboration.

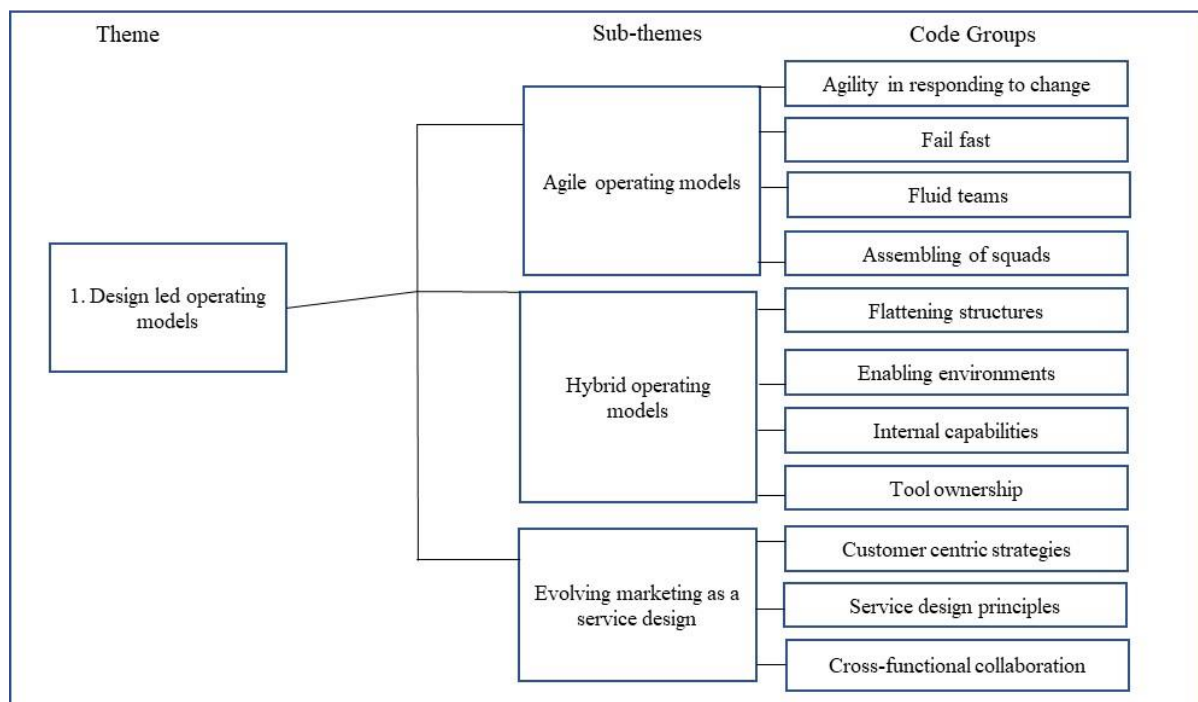### 4.4.6. Theme 6 – Design led operating models

Figure 4.8. Design led operating models (Source: Author's own)

Design-led operating models have gained significant attention in the field of marketing as organizations strive to adapt to the ever-changing business landscape. By examining the

101

provided data points, we will explore sub-themes such as agile operating models, hybrid operating models and evolving marketing as a service design.

4.4.6.1. Sub-Theme 1: Agile operating models

The dataset highlights the importance of agile operating models in marketing. Concepts such as breaking linear waterfall cycles, squads ideating in real time, and fluid teams indicate a shift towards a more flexible and adaptive approach. Agile frameworks, including technology integration and embedding service designers into marketing, enable organizations to respond quickly to market changes and deliver user-led experiences. Participants have recognized that this model can be a potential threat to traditional marketing agencies.

"We embedding service designers into marketing. We training everybody on design thinking. You know, we're being user led. So, we transforming all of these things, but we are using the agile operating models as the basis which basically says we assemble teams around the problem and they move along in a release train." (MO2)

"Marketers today have to move fast and they have to be opportunistic and adapted." (MO1)

4.4.6.2. Sub-Theme 2: Hybrid operating models

The dataset demonstrates the growth of hybrid operating models in marketing in addition to agile operating models. Structures to be flattened in order to make the shift from linear to agile methodologies and environments must be created that encourage design thinking. By combining rigid marketing guidelines and the utilization of outsourced marketing services, this change enables marketing teams to provide differentiated experiences and shorten timescales.

"I think it's going to become a lot more fluid than what we understand today, even though most organizations have started embracing this concept it's not fully implemented." (MT1)

The research highlights the value of co-owning marketing-related solutions, like as CRM systems, data analytics software like PowerBI, and custom toolkits. Utilizing both internal resources and external relationships, this hybrid strategy increases marketing effectiveness by leveraging technology. Within this theme, analysis group one has a more holistic understanding of design led operating models of marketing in terms of the future state than analysis group 2 which is depicted below.

"I think inevitably the tech and the data ends up being co-owned. and who has formal responsibility for it varies, but you but you need co-ownership. The process selecting a Martech platform, for example needs to be a combination of everyone." (MO3)

4.4.6.3. Sub-Theme 3: Evolving marketing as a service design

The dataset indicates a significant shift in the role of marketing towards evolving as a service design function. No longer is marketing solely focused on campaigns and customer acquisition; instead, it is increasingly involved in orchestrating holistic experiences and delivering customer-centric strategies. The emergence of service design as a core aspect of marketing reflects a broader understanding of the importance of designing seamless and personalized customer journeys. This transformation aligns with the evolving definition of marketing, which encompasses customer ownership, internal customer experience management, and the strategic role marketing plays in delivering differentiated experiences throughout the customer journey.

"I think the verticality of marketing is evolving where there are functions certainly around data analytics, around insights around attribution, around performance, around technology that will broaden the function and in those can either be horizontally inclusions in the marketing set or they can be skill sets that are added or shared between functions." (MO5)

The data further suggests that marketing have less reliance on external partners but rather build in-house capabilities to drive cost efficiencies, protect organizational IP and consumer data. *"I start seeing a lot more in housing of your first party data and the marketing stacks, which then means within the group marketing function, you probably are going to have an in-house digital studio digital." (MC3)*

The findings further highlight the evolving role of marketing as a driver of customer-centric strategies. Discussing the importance of understanding the market, customer insights, and white spaces for customer opportunities can shed light on how marketing can effectively identify and meet the evolving needs and expectations of customers. By adopting a service design mind-set, marketing can create seamless customer journeys, enhance customer satisfaction, and drive sustainable competitive advantage.

4.4.6.4. Summary

The sub-themes within design led operating models reflect the evolving nature of marketing, emphasizing the importance of agility, integration, and customer-centricity. By embracing these principles and approaches, marketing teams can stay ahead in a dynamic market environment and deliver exceptional experiences to their customers.

4.5. Additional insights on the future of modern marketing

At the end of the interview, participants probed with open-ended questions below to explore the future of modern marketing.

If you had an open canvas. How would you actually design marketing of the future? What would next generation marketing look like?

There were different perspectives from participants, confirming that this space is still undefined and the future possibilities for change and evolution.

Below are a few ideas or concepts, not covered within the themes, is further explored.

- **Overlap Management which becomes a sub-set of management** – an example of this concept was provided by participant MO4: "*They're subset of management for look at the head of customer experience, if they're person assuming is not the head of marketing, how does the head of marketing, head of customer experience work together as a subset.*" This concept aligns to theme 5, sub-theme 3 (Figure 4.7). It aids in formalising roles, responsibilities, and accountability of different teams across different areas.

- **Technology a disruptor on the future of marketing – changing technology trends are going to disrupt the marketing space** – "*I think the other thing to really consider or technology trends because I think that in many instances the upcoming technology trends is going to change the way we market.*" (MT1) **MT1 further expands on this argument of technology:** "*I think we're going to see a lot of more machines in the marketing organization as well together with people that are directing what the machines are outputting that's probably going to be our biggest shift in the next five years.*"

- **Creation of new business models – with an entrepreneurial mindset with stronger financial and commercial acumen.** "*How do we continue to become stronger commercial marketers who understand the P&L and know where we*

need to pivot and change and adapt in order to drive positive gearing of growth is
going be important?" (MC1)

4.5.1. Intangible findings

There was evidence of strong emotional discourse with participants in acknowledging the challenges and the tension experienced with the transition. These findings were evident mainly within analysis Group 2: Organizations. Participants (MC2, MF1, MI2, MI1) openly shared their experiences and discomfort with change during the interview process.

"I realized that is seemingly more difficult for seasoned and more experienced and more senior marketing professionals to really get this." (MC2)

"A lot of pressure is being put on traditional marketers to upskill themselves in the digital sphere." (MF1)

"We are really, really battling. I am battling to have a mentor that can teach me about the digital innovation side of marketing. I'm not sure if it exists in South Africa…(MI2).

It is going to require a lot. I guess there is a lot of unlearning. I guess there's a lot of just legacy at it. It is hard. I mean, it's hard." MI1)

This creates a strong dichotomy between traditional marketers and modern marketers trying to make the transition to be relevant and upskilled to successfully navigate the new expectations of modern marketing.

4.6. Summary

Reaffirming the main objective of this qualitative study was to understand the phenomena of modern marketing in South Africa as outlined in the previous chapters and aligning to the core research questions of this paper. Through semi-structured interviews

and a robust thematic analysis, a number of key themes split into two sections were identified (1). The first section explored the impact of macro environmental factors on businesses, consumers, and marketing. There were two core themes identified within this section, further findings broken down into sub-themes. The research findings shed light on the significant impact of COVID-19 on modern marketing in South Africa. The pandemic has accelerated the adoption of digital and ecommerce channels, making them permanent behaviors among consumers. This shift has necessitated a deep understanding of customer behavior and the mapping of customer experiences across all channels. Additionally, marketers now face the challenge of operating within the unique restrictions and limitations of the South African market, including economic, political, and social factors, as well as compliance and governance requirements. The study also highlights the need for marketers to adapt to the nuances of a globalized world, learning from global experiences and utilizing global capabilities. Furthermore, the research reveals the challenges faced by modern-day marketers, such as the undefined role of marketing, the dichotomy of experiences in bureaucratic environments, and the struggle to demonstrate relevance and ROI, and the fragmentation of data sets. These findings emphasize the necessity for marketers to evolve and become strategic, data-savvy, and adaptable in order to drive organizational growth in South Africa post-COVID.

(2) The second section of the analysis started with the definition of modern marketing and the next level capabilities, leadership, and operational structures required to move marketing forward. There were six core themes identified in this section of the chapter supported with sub-themes to provide granular findings and insights from a diverse set of participants.

In defining modern marketing, the findings indicate that modern marketing has undergone a rapid transition from traditional marketing, particularly accelerated by the

impact of COVID-19. Modern marketing characterized by a reimagining of its purpose within organizations, extending its areas of influence beyond traditional advertising functions. This shift propelled by a focus on customer experience, which lies at the core of modern marketing's redesign. The practice is now consumer-driven, insights-driven, data-driven, and technology-driven, revolutionizing the field. The role of marketers has expanded beyond advertising functions to encompass strategic, future-oriented, and business-oriented responsibilities. The research findings provide valuable insights into various aspects of marketing, including value creation, leadership dynamics, advanced marketing capabilities, organizational culture, and talent and skillset. By understanding these findings, marketers can adapt their strategies and approaches to thrive in today's dynamic business environment and drive sustainable growth and innovation. The next chapter will focus on the discussion and interpretation of the findings with consideration to the study's conceptual framework and thematic analysis.

CHAPTER V:

DISCUSSION

5.1 Introduction

The purpose of this chapter is to engage in a comprehensive discussion on the findings obtained from the qualitative analysis conducted in the previous chapter, in additional to the systemic thematic analysis found in chapter 2 of the literature review. This discussion seeks to delve into the rich thick insights and implications generated by the study, exploring their significance within the broader marketing context. By interpreting and synthesizing the data, this chapter aims to contribute to the existing body of knowledge, offering theoretical and practical implications for marketing practitioners, researchers, and educators alike. Through the integration of diverse perspectives and the identification of emergent themes, this chapter will provide a holistic understanding of the research outcomes, ultimately advancing our understanding of the complex dynamics that underlie modern marketing practices and the contribution to growth to organizations in South Africa post COVID.

The following sections provide a summary of the discussions based on the major findings mentioned in the last chapter and the comparison of the findings against the literature thematic analysis. In aligning to research objectives identified in Chapter 3, section one seeks to answer the following research objectives:

Objective 1: To gain a deeper understanding into defining modern marketing and the factors impacting its evolution post COVID in South Africa

Sub-objective 1: Identify the challenges of modern marketing within the broader South African organization context.

Sub-objective 2: Explore how modern marketing theory has evolved and supports the shifts

Sub-objective 3: Seek to understand the organizational and macro drivers of growth post-pandemic and the drivers to change in pivoting to the future

5.2 Discussion of section one

This section aims to delve deeper into the impact of the COVID-19 pandemic on the South African market, specifically focusing on business and consumer behavior. South Africa has a set of unique challenges relative to other countries, including its economic, political, energy crisis, water shortage, and other social challenges, which have dire implications for consumers and businesses in how they function within the broader ecosystem. By examining the data and analyzing key patterns, we can gain valuable insights and identify opportunities for organizations to build resilience and adapt to the next normal.

5.2.1. Macro factors impacting consumers, businesses and marketing

By comparing the findings from the literature review, the data outlines that the evidence data from the interviews align with the literature review in highlighting the impact of the COVID-19 pandemic on businesses, consumers, and marketing practices. The COVID-19 pandemic has not only disrupted societies and economies globally, as the case with Black Swan events but has also resulted in profound and lasting changes in consumer behaviors (Mehta, Saxena and Purohit, 2020; Zwanaka and Buff, 2021; Arora et al., 2020; Frederick and Hattington, 2020). These shifts in consumer behavior have been observed both in South Africa and globally. The lockdown measures and restrictions imposed during the pandemic have significantly altered consumers' shopping,

110

purchasing, payment, and post-purchasing satisfaction levels. Importantly, these changes have been driven by the rapid adoption of digital technology, e-commerce, and shifts in entertainment and lifestyle preferences (Mehta et al., 2020; Zwanaka and Buff, 2021). One of the notable shifts in the South African market is the emergence of adaptive consumer behaviors. The participants recognized that the pandemic accelerated trends and patterns that were already in motion, affirming the literature's assertion that COVID-19 acted as an accelerant rather than a creator of new behaviors (M05). This new lifestyle changes post COVID has created a polarized mindset amongst South African consumers, especially from an economic and social community perspective. A similar conclusion was reached by the research participants, addressing the financial strain placed on consumers making it increasing difficult to acquire new customers.

The findings emphasized the need to demonstrate the value of marketing, particularly in terms of ROI, which aligns with the literature's call for businesses to show the value of marketing efforts in a post-COVID world (MT1). Furthermore, the data highlighted the accelerated adoption of off-premise channels, reflecting the literature's findings on the shift to online channels and the rise of e-commerce during the pandemic (MR1). This is resulted in permanent behaviours being formed for both consumers and businesses. However, the research does indicate that there is a vast difference between the formal and informal sector in South Africa, resulting in many smaller businesses having to close shop due to the inability to survive the economic downturn. Scott Fearon (2015), agues that this is due to the inability to grow or innovate.

In addition to the post pandemic issues, South African businesses are being impacted by global crisis of the Ukraine War and the energy crisis which has placed strain on the supply chain, hence increasing food prices locally. Together, the combined data provides important insights into the unqiue charateristics of the South African

111

market and the conditions in which marketers need to operate in, making their jobs much harder and complex to navigate. Marketers can no longer afford to operate within a vacuum but will have to get comfortable to constant change and uncertainty as they operate within a volatile environment. To encapsulate the essence of this insight, participant M04 summarizes this appropriately: *it's about accepting the world is perhaps building faster it's more competitive and you just got to be better.*

5.2.2. Marketing challenges and limitations

The lack of clarity surrounding the role and responsibilities of marketers, especially Chief Marketing Officers (CMOs), is a significant challenge highlighted by the study. This lack of clarity can lead to difficulties in aligning marketing strategies with the overall organizational goals and hinder marketing's influence and credibility in other departments. Several participants emphasized the traditional focus on promotions and advertising, neglecting other crucial aspects of marketing (M05, M01, M03, MT1, M06). This phenomenon of an undefined and evolving role of marketing aligns with the broader concept of marketing's evolution from the traditional 4 P's (Product, Price, Place, Promotion) to a more customer-centric and strategic function. As the marketing landscape evolves, CMOs and marketing departments need to adapt and expand their expertise beyond traditional advertising. This aligns with the research by Kotler et al (2019), emphasizing the shift towards customer-centric marketing and the need for marketers to embrace a more strategic role within organizations.

The study reveals a dichotomy of experiences for modern-day marketers, including bureaucratic and red tape corporate environments, over-reliance on agencies, and the need for a human touch in data-driven marketing. These challenges hinder marketers' ability to demonstrate the value of marketing and achieve a positive Return on

Investment (ROI). The bureaucratic and red tape corporate environments pose barriers to marketing success and hinder the ability to measure marketing ROI effectively. This aligns with the findings of McGrath and MacMillan (2000), who emphasize the importance of flexibility and adaptability in marketing efforts, which can be constrained in bureaucratic settings.

The over-reliance on agencies can lead to skill gaps within marketing departments, making it challenging to build in-house capabilities. This dependence on external entities may hinder marketers' ability to have a comprehensive understanding of their customers, resulting in less effective marketing strategies. Academic research by Schultz (2017) highlights the need for a balance between in-house and outsourced marketing efforts to ensure a holistic approach. This theme is later discussed within the capabilities and skillet section of the discussion.

The financial difficulties that marketers encounter and the perception of marketing as an expense rather than a value-added function is a critical issue highlighted by the study. The challenges in balancing acquisition and retention efforts and the propensity to latch onto trends further exacerbate the difficulty of demonstrating marketing's effectiveness and ROI. This issue of marketing's lack of relevance and the challenge of proving its value aligns with the research by Vargo and Lusch (2004), who emphasize the shift from a goods-dominant logic to a service-dominant logic in marketing. Organizations need to recognize marketing's strategic role in creating value for customers and the overall business.

To address this challenge, marketers should focus on developing clear and relevant Key Performance Indicators (KPIs) that align with overall business objectives and demonstrate marketing's impact on the bottom line. Implementing marketing analytics and performance-driven marketing approaches can provide valuable insights

113

into the effectiveness of marketing strategies and help justify marketing expenditures. The challenges marketers face in dealing with fragmented and disparate data sets pose significant obstacles in understanding the customer journey and providing personalized solutions. This aligns with the broader trend of big data in marketing, where organizations struggle to manage and integrate data from various sources to gain actionable insights (Hanna et al., 2017).

5.2.3. Implications and recommendations

The findings of this section highlights several challenges faced by modern marketers, including the undefined role of marketing, bureaucratic corporate environments, lack of relevance, and difficulties with data integration. These challenges necessitate strategic responses to adapt to the changing marketing landscape and align marketing efforts with overall business objectives. There is compelling evidence in the data that marketing has evolved in response to changing business environments. The ambiguity of their jobs, data-driven marketing, measuring return on investment, and bureaucratic organisational settings present obstacles for marketers. Marketers must adopt a strategic and customer-centric strategy, effectively use data, show the value of marketing, and promote collaboration within the organisation if they are to succeed in this changing environment. These key arguments underscore the significance of adapting marketing strategies to meet the demands of the dynamic corporate environment.

5.2.4. Definition of modern marketing and theoretical implications

Modern marketing as a concept and discipline has undergone significant transformations over time, shaped by new ideas, technology, the changing landscape of the business and consumer world. As Philip Kotler (2019), the father of modern

114

marketing, pointed out, the field of marketing constantly undergoes change and requires adaptation to the ever-changing landscape of today's world. This statement gains relevance in light of the unprecedented changes that have occurred in the last two years, as evidenced by the COVID-19 pandemic or black swan events. This notion is reinforced by various studies, including those by Homburg et al. (2014), Yadav (2018), Piercy et al. (1997), and Brown et al. (2005), which suggest that marketing has transformed from its initial principles and is now dispersed across different functions in organizations. This has raised theoretical concerns and suggests that modern marketing may need to explore new uncharted territories to revitalize its value.

The findings from the research participants (MO1, MO2, MO3, MO6, MF1, MT1) further identifies several emerging patterns that define modern marketing. It highlights a rapid transition from traditional marketing to modern marketing, with an increased focus on customer experience and insights-driven strategies. Marketers are now required to be data and technology-driven, adept at anticipating and predicting new revenue opportunities, and adept at fortifying relationships with customers and channel partners. The role of marketers has expanded to include broader responsibilities such as product specification, channel alignment, and technology migration. MO6 summed it up appropriately: *"I think modern marketing is going through a fundamental transition. We are moving from an old linear world and I think difficulty marketers are having is this making sense of the complexity that abounds, driven largely by technological innovations, new platforms that have been built, new skills that have been required."* *(M06)* The argument further acknowledges that marketers understand that marketing is in a state of transitioning or pivoting towards a something new but suggesting at the same time, there is uncertainty in terms of what this should look like in the not so distant future thus requiring further exploration into the phenomena. To move past the state of inertia,

115

an elevated marketing concept which can incorporate the changing macro environment in South Africa (political, social and economic) with it's dynamic characteristics (Lusch & Webster; 2013).

One of the major challenges in defining modern marketing lies in its multi-dimensional and equivocal nature. Seth Godin's (2020) perspective further reinforces this idea by defining modern marketing as the act of making change happen, requiring trust and tension. Armstrong et al.'s definition adds that modern marketing must harness the full capabilities of the business to provide superior customer experiences and drive growth, aligning with the marketing concept that emphasizes customer satisfaction and organizational goals.

The COVID-19 pandemic serves as a strategic inflection point (Andy Grove; 1996 and Rita McGrath; 2019), marking a dawn of a new era of colossal transformation for organizations and marketing in South Africa. This moment presents a unique, limited window of opportunity for modern marketing to re-engineer and find it's equilibrium positioning within evolved organizational models. This requires a rapid transformation of marketing practices and capabilities, enabling marketers to navigate the complexities of the 21st-century business environment effectively. By harnessing the full capabilities of the business and fostering strong customer relationships, modern marketing can drive and influence growth and deliver value across the organization. The challenges and opportunities posed by the COVID-19 pandemic call for new theoretical value creation in marketing to address the complexities of the modern business landscape. It evident that there is insufficient theoretical body of knowledge to support the changing dynamics of modern marketing which has compromised marketing's scientific credibility and status. Even without the endoresement of contemporary marketing theory, it is apparent from the evidence that post-COVID pandemic landscape in South Africa has undeniably catalyzed

a pronounced resurgence of modern marketing, propelling it to the forefront of business strategies like never before. Businesses have to quickly adapt due to the pandemic-induced paradigm shift in customer behaviour and preferences. This recalibration led to a renewed focus on e-commerce, online interactions, and digital engagement, all of which are supported by the principles of modern marketing. It is suggested that a newfound appreciation for the versatility and effectiveness of modern marketing approaches.

In conclusion, the research findings reveal that modern marketing has not only had a revival in the post-COVID period, but it has also been elevated to a crucial role within organizations. Modern marketing serves as a linchpin as businesses continue to navigate uncertainty and embrace digital transformation, helping them to adapt, develop, and interact with their consumers in ways that are more relevant and impactful than before. Marketing needs to be open to radical reinvention in order to elevate it's stature and drive future growth for organizations. This evidence can make a meaningful contribution to future academic research relating to the evolution of modern marketing.

5.3. Discussion section two

To circumvent the concerns voiced in the last three decades by both scholars and marketing practitioners (Nath and Mahajan, 2008; Webster, Malter and Ganesan, 2005; Key et al, 2020), which has perpetuated marketing decline in power and influence, marketing's value quotient has to be clearly defined and communicated within the business. This new concept of marketing value quotient, defined within a proposed modern marketing model resulting from this research study later in this chapter. In aligning to research objectives identified in Chapter 3, section two seeks to answer the following research objectives:

Objective 2: To clearly define marketings value to both the organization and to the customer

Sub-objective 1: Identify the role, function and capabilities requires for modern marketing to generate value

Objective 3: To interrogate and gain perspective on the role of the c-suite leadership focusing on the CMO, highlighting the areas of dissonance as well as an opportunity to innovate the role of a CMO.

Objective 4: Examine the role, scope, inter-relationships, dependencies, structures and mandate in which modern marketing needs to operate within organizations.

Objective 5: Examine the role, scope, inter-relationships, dependencies, structures and mandate in which modern marketing needs to operate within organizations

5.3.1. Value creation

The research evidence suggests that in order for marketing to move past the point of strategic inflection (Grove, 1996 and McGrath, 2019), marketing needs to re-think and re-engineer itself to demonstrate value to it's key stakeholders: the customer and to the organization. Whilst there are limited acedemic research to support this recent developments post-COVID, the empiral data within this study highlights a dawn of a new marketing entity. Significant insights into the constantly changing environment of value creation within modern marketing endeavours are produced by the synthesis of the literature review and the empirical data. The importance of marketing's strategic role within organisations is particularly highlighted by the convergence of academic research, as shown by the works of Nath and Mahajan (2008), Webster, Malter and Ganesan (2005), and Key et al. (2020), as well as the day-to-day perspectives of marketing practitioners.

A number of major conclusions that are drawn from the combination of the literature review and the empirical data shed light on the changing landscape of value creation in the field of modern marketing. Notably, the divergent viewpoints of scholars and practitioners align to highlight the crucial importance of marketing's function in organisational strategy. The diminishing impact of marketing within the corporate hierarchies has been noted as a recurrent concern in the literature assessment. Conventional paradigms are to blame for this deterioration, which is characterised by a lack of stature and influence and has reduced marketing to a tactical activity that is primarily concerned with short-term financial performance. This convergence of ideas has provided a crucial insight: the traditional orientation of marketing, which is bound to transactional paradigms anchored in the 4 Ps, is proving ineffective in navigating the modern environment, which is characterised by increased turbulence, competitive pressures, and technological disruptions. The reimagined role of the Chief Marketing Officer (CMO), as proposed by Germann, Ebbes and Grewal (2015), Dahlstrom et al. (2014), and Day and Malcolm (2012), is noteworthy, especially in establishing marketing's value proposition within the C-Suite. This point of view is consistent with the larger discussion surrounding the shift in marketing from transactional tacticians to strategic partners. The changing narrative surrounding the CMO's role highlights the need for marketing to demonstrate its value by connecting with organisational growth objectives and adjusting to the shifting dynamics in the C-Suite.

The expansion of marketing's scope beyond transactional economic value is a notable area of convergence between the literature review and its findings. The viewpoints put out by Lusch and Webster (2010) and Hanssens and Pauwells (2018) are in line with the empirical data that highlights the diverse elements of marketing,

119

including attitudinal, behavioural, and financial aspects. The necessity to adopt alternative valuation techniques that take into account marketing's rising complexity and rethink established indicators of marketing effectiveness, such as the elusive Return on Marketing Investment (ROI), is highlighted by this multidimensionality. There is a pressing need for marketing to change in response to the dynamic environment fueled by technology and digital transformation, according to convergent perspectives from both the literature and the research findings. Adopting an agile strategy, encouraging interdependence, and maintaining responsibility as the pillars of organisational growth are required as part of this change. This resonance is especially clear in discussions on the need for seamless customer experiences across a range of touchpoints, where customer value merges with business value to serve as the compass for modern marketing strategies. The concept of value creation, which includes both organisational and customer-centric dimensions, is the result of the combination of the many sources. The participants who were interviewed emphasised the importance of understanding customers' demands, which is supported by the empirical findings. This is consistent with the literature's emphasis on marketers facilitating co-creation to enhance the organization's overall value proposition, as noted by Bharadwaj et al. (2020). The data supports the literature's emphasis on marketing's commercial accountability, as shown by MR1's explanation of the function of market research in assisting in the formation of confident business decisions.

In conclusion, an in-depth understanding of the evolution of value creation in modern marketing is generated through the synthesis of scholarly insights and empirical viewpoints. While acknowledging the contributions of sources such as Nath & Mahajan (2008), Webster, Malter and Ganesan (2005), Key et al. (2020), Germann, Ebbes and Grewal (2015), Dahlstrom et al. (2014), Day and Malcolm (2012), Lusch and Webster

(2010), Hanssens and Pauwells (2018), and Bharadwaj et al. (2020), the synthesised discussion accentuates marketing's transformation into an influential architect of co-creation. The pivotal role that marketing plays in guiding growth and navigating the complex currents of the modern business ecosystem is reinforced by this transition, which is characterised by data-driven agility and strategic collaboration.

5.3.2. The transformative CMO

The literature on the Chief Marketing Officers' (CMOs') transformative function in modern organisations depicts a complex situation with significant challenges and shifting paradigms. There is agreement among several studies (Brown et al., 2015; Giro and Fernandes, 2021; Carver, 2009; Nath and Mahajan, 2017) that CMOs face challenges relating to trust, power, and competence, which results in a loss of influence inside the C-Suite. The trend of changing the definition of the CMO function to include new titles like Chief Experience Officer, Chief Customer Officer, Chief Growth Officer, and others, with well-known companies like Unilever, Coca-Cola, and McDonald's participating in this movement, highlights this difficulty. There is clearly a crisis in marketing leadership as some businesses have even done away with the CMO role entirely.

With a tenure of 3.5 years on average, CMOs face challenges caused by structural and behavioural complexity (Boathouse CMO Study, 2021). CEOs are aware of the CMO's ability to stimulate business growth, but obstacles including obsolete practices, dispersed skill sets, and a lack of credibility limit its effectiveness. The battle of marketing to build organisational legitimacy and accountability is a crucial underlying element (Park et al. 2011). The exchange of knowledge across functional boundaries is impeded by this phenomenon. The convergence of research results emphasises the

significance of CEOs with marketing expertise since they frequently give marketing the necessary credibility and strategic footing (Homburg and Workman, 1999). This suggests a potential approach to creating an environment that fosters marketing excellence. Additionally, in response to leadership shortcomings and the growing complexity of digital marketing, the idea of fractional CMOs is emerging (CMO Council, 2021). According to predictions, marketing leadership will require a revolutionary strategy that is in line with current business landscape dynamics. Thomas Barta (2017) simply summarises the relevance of this shift and emphasises the need for CMOs to embrace change leadership in order to succeed. Such paradigm-shifting CMOs are projected to close the gap between art and science by fostering collaboration, curiosity, and foresight. These CMOs must demonstrate financial responsibility, take on a visionary role, develop adaptability, promote relationships between departments, and handle the talent gap among other crucial tasks. The qualitative findings provide light on further facets of this discussion. In the digital age, a more comprehensive strategy is required because CMOs' tasks and responsibilities have expanded beyond traditional marketing domains to include customer-centric characteristics, branding, design, and consumer insights. The influence and reporting structure of CMOs are revealed as crucial elements in their efficacy, highlighting the requirement for immediate access to top-level decision-makers . Modern marketing is multidimensional and necessitates competence in a number of areas, including data analytics, technology, and integrated marketing operations. This is highlighted by the growing skillset required. Notably, new leadership positions have emerged in reaction to the shifting environment, including chief customer officer, chief revenue officer, and chief growth officer.

After combining the two sets of data, it is clear that the function of CMOs is at a turning point and needs to undergo a significant transition in order to be in line with modern business realities. To achieve this transition, it is necessary to redefine jobs, create hybrid skill sets, build a solid reporting structure, and take on new leadership positions that link marketing strategy to overarching organization goals. Despite the significant obstacles, marketing has a tremendous opportunity to promote organational development and change. In this situation, marketing leaders must accept the task of being transformative change agents and spearheading the development of a compelling story for the future of modern marketing.

5.3.3. Modern marketing capabilities in the post-COVID era

A complex realignment of marketing paradigms is required to account for dynamic alterations in consumer preferences, economic forces, and macro-environmental dynamics in the modern South African business landscape, which has been transformed by consequences resulting from the COVID-19 pandemic. In order to explore the subtle shift of contemporary marketing capabilities in the wake of the pandemic, we engage with the literature review data offered in this discussion and draw insights from key sources. The issues of data-driven marketing and technology adaptation, which have arisen as significant components of modern marketing abilities, will be the focus of the discussion. Richter and Karna's (2016) description of the transition from conventional capabilities to dynamic capabilities, which equips organisations with the agility to negotiate complex contexts, highlights the relevance of dynamic marketing capabilities within the South African framework. Businesses in South Africa can learn from Cegli'nski (2020) and Teece (2007, 2018) dynamic capabilities strategy in light of the pandemic's instability and changes in customer behaviour. These academics argue that

123

dynamic capabilities enable organisations to recognise changing needs, plan for change, and quickly put plans into action to take advantage of possibilities. Given its implications for recognising change, seizing opportunities, and coordinating transformation in a volatile, uncertain, complex, and ambiguous (VUCA) environment, Sermontyte-Baniule et al.'s (2022) conceptualization of dynamic capabilities gains particular relevance in the South African context. These theoretical foundations are in line with the distinctive socioeconomic environment of South Africa, advocating for adaptable marketing capabilities that can recognise societal shifts, seize new possibilities, and direct transformation.

Additionally, this is consistent with the findings of two landmark research studies which will be discussed further. McKinsey study from 2021, which found that CEOs heavily depended on marketing leaders to drive growth. The "no normal" environment necessitates reevaluating marketing's contribution to value generation, going beyond its conventional limitations and taking a strategic perspective. In their research, McKinsey developed the idea of a "Growth Triple Play," which emphasises the interaction of creativity, analytics, and purpose as essential elements of contemporary marketing capabilities. This trio exhibits a strategic synergy that boosts growth rates above the industry standard. This paradigm offered South African organisations a compelling way to manage growth in challenging circumstances. However one can argue that the "Growth Triple Play" concept was an appropriate interim solution to react to the pandemic period to ensure business continuity but to make sure that this strategy goes beyond short-term financial development and fulfils the larger sustainability imperative, it is crucial to ensure that it is sustainable.

The discussion surrounding data-driven marketing and technological adaption in South Africa clearly reflects the resonance of dynamic marketing capabilities. The

empirical results highlight how crucial it is to use extensive data, sophisticated analytics, machine learning, and AI to guide marketing tactics. This alignment highlights the fundamental nature of dynamic capabilities, empowering organisations to detect changes, exploit opportunities, and reevaluate strategy in response to the changing environment.

The second landmark study (2020) was done by the Mobile Marketing Association (MMA) and industry veterans like Peter Schelstraete with the goal of understanding how marketing organisations transform in response to shifting conditions. The strategic role that marketing plays in promoting organisational success and consumer value is highlighted by this ground-breaking study. The "Modern Marketing Capability Map," which outlines 72 marketing capabilities grouped into six main value-driven sectors and includes both traditional and digitally native organisations, is an important result of this study. This definition provides an extensive framework for South African businesses to position marketing as a catalyst for strategic growth. Whilst the framework provides a sound grounding to support dynamic marketing capabilities within a new modern marketing entity, it's important to acknowledge potential challenges or barriers that organizations might face when applying this framework in their context.

Two important perspectives are presented in the discussion that follows this review. First off, for South African modern marketing to survive the post-COVID era, the development of marketing capabilities in response to environmental dynamism is crucial in anticipating and adapting to shifts. Second, the needs of the current business climate compel a re-engineering of modern marketing skills to bring them into line with the requirements of the time. Business reengineering, as advocated by Hammer and Champy in 1993, has resonance as a strategy for getting rid of antiquated beliefs and embracing discontinuous thinking. A intriguing conversation on defining and operationalizing

125

modern marketing inside South Africa's next-generation business ecosystem emerges as a result of the convergence of these viewpoints.

5.3.3.1. Data driven marketing capabilities

The rise of data, sophisticated analytics, and technology in influencing modern marketing practises is highlighted by the themed analysis of data-driven marketing. Organizations in South Africa are embracing technology in their marketing strategies, utilising artificial intelligence and machine learning, and recognising the value of data-led decision-making. The South African narrative, which places an importance on agility in interpreting data insights and utilising technical advances, is consistent with this convergence of dynamic capabilities and data-driven marketing. The empirical discussion on technological adaptation and transformation further supports the relevance of dynamic skills within the South African marketing environment. Here, it is emphasised that integrating cutting-edge technologies is essential for data-informed decision-making and personalised customer involvement. This is completely consistent with the theoretical tenets of dynamic capabilities, highlighting the need for South African businesses to react swiftly and strategically to technology changes.

5.3.3.2. Digital marketing transformation and technological adaptation

In the South African context, the relatively new field of digital marketing has witnessed significant changes brought on by a complex interplay between platform changes, technology advancements, and shifting customer behaviour. This transformation has propelled digital marketing beyond its beginnings as an addition to traditional channel-centric marketing, as highlighted by Girchenko and Ovsiannikova (2016), Bala and Verma (2018), and Wang (2020), and into a complex ecosystem where technology

and data are key components. Digital marketing has developed into a discipline with increased technical complexity, supported by data-driven strategies, as a result of this transformative journey. In South Africa, this transformation has also prompted a reevaluation of traditional approaches to marketing, establishing online marketing as an essential component of an overall integrated marketing paradigm.

In South Africa, the growth of digital marketing has brought in a wide range of tools, technologies, procedures, and specialised competencies, which represent the evolving complexity of the environment. This dynamic is reflected in the 2021 South Africa Digital Skills deficit Report, which identifies a pronounced skills deficit in areas including data analytics, marketing automation, user experience, digital video marketing, and digital content marketing. This is in line with observations made by Wang et al. (2013), Erevelles et al. (2016), and Cao et al. (2021), all of whom emphasise the crucial role that big data and marketing analytics play in developing dynamic marketing skills. These talents enable organisations to gain knowledge from the constantly changing mosaic of consumer behaviours, giving them a competitive edge in a market that is undergoing rapid change.

The characteristics of modern marketing landscapes in the South African environment are intrinsically shaped by technological change. Personalised consumer experiences are made possible by the combination of sophisticated analytics, machine learning, and artificial intelligence. This combination is emerging as a key driver. These observations are consistent with those of leading experts in the field, such as Paul Roetzer, whose conceptual framework of the "5 Ps of Marketing Artificial Intelligence" provides useful advice for realising the promise of AI (Roetzer and Kaput, 2022). This assimilation gives South African marketers additional power to more precisely predict

127

consumer preferences, improve consumer interactions, and accelerate revenue development.

5.3.4. Organizational culture and operating models

The literature study and research findings provide interesting perspectives on the future operating models for marketing, highlighting the necessity of flexible structures, an interconnected culture, and the importance of teamwork and leadership. These findings are especially pertinent to the situation in South Africa, where organisations must navigate unique challenges and opportunities within a market environment that is evolving quickly. The literature analysis highlights the difficulties resulting from silo structures and the need to remove obstacles for effective resource allocation and enhanced customer experiences. The research's conclusions, however, are primarily concerned with how organisational culture influences marketing tactics and results. The research does not adequately examine how the alignment of culture and structure might be used to overcome the shortcomings mentioned therein.

Organisations in South Africa often operate in a variety of cultural contexts, which offers an opportunity to incorporate culture into the design of marketing operational models. Aligning organisational culture with marketing tactics might result in a more resonant and genuine brand image given the country's multicultural and multilingual setting. Given that a culturally aligned structure can promote effective cooperation, the research findings on leadership and cultural alignment should be expanded to emphasise the significance of leadership in fostering cross-functional collaboration and dismantling silos. The historical and socioeconomic dynamics in South Africa have created particular difficulties for organizations to navigate. In this setting,

there is an critical need for innovative operating model solutions. Businesses in South Africa striving to address social and economic gaps will find the emphasis on employee involvement, teamwork, and customer-centric strategies especially important. Businesses that place a high value on diversity and employee happiness can help society as a whole.

Additionally, addressing diversity and inclusivity is impacted by the research findings on marketing as a cultural driver. Aligning marketing strategies with a varied organisational culture can promote internal cohesiveness and resonate with a wide spectrum of customers in South Africa, where diversity is a cornerstone, encouraging a sense of inclusivity and empathy. The results of the literature study and research both highlight the importance of user-centered cultures and design thinking in creating successful marketing strategies. This strategy is essential in South Africa because of the diverse customer preferences and socioeconomic conditions there. Organisations can develop marketing strategies that actually resonate and tackle societal issues by carefully considering the demands and preferences of a varied consumer base.

Correspondingly, South Africa's developing digital environment offers a chance to embrace technology while keeping a human-centered orientation. Design thinking may be included into marketing operational models to assist develop creative solutions that meet the particular requirements of South African customers, strengthening bonds and promoting loyalty. The connection between the study findings from the literature review and the subject of South African marketing operational models has been reinforced. The research findings highlight the importance of culture, leadership, cooperation, and design thinking while the literature analysis highlights out issues with structure and resource allocation. South African businesses can create agile and culturally relevant marketing operational models by incorporating these findings.

129

The importance of these findings ultimately rests in their ability to aid in the development and transformation of South African firms. Marketing organisations that are not only competitive but also agents of positive change within the dynamic South African market landscape can be achieved by carefully balancing the adoption of innovation, alignment of culture and structure, and addressing societal issues.

5.3.4.1. Design led operating models

Design-led operating models have gained significant attention in the field of marketing as organizations strive to adapt to the ever-changing business landscape. By examining the provided data points, we will explore sub-themes such as agile operating models, hybrid operating models and evolving marketing as a service design.

The concept of agile operating models fits in well with how South African organisations must navigate the dynamic and unpredictable market environment. The study's conclusions stress the need of abandoning traditional linear cycles in favour of a more adaptable strategy. This is especially true in a nation where organisations must quickly modify their marketing tactics in response to economic and social changes. The agile frameworks are in line with the South African demand for customer-centric methods that can quickly adapt to shifting client preferences, such as embedding service designers within marketing and user-led approaches. A dynamic market environment can be improved by using the agile method, which can enable South African marketing organisations to quickly pivot, meet new trends, and provide personalised experiences. The prospect of hybrid operating models is very relevant to the South African context, where it is essential to strike a balance between innovation and existing systems. The research points to a shift towards merging internal and external resources and flattening systems, which will foster both innovation and efficiency. A hybrid strategy can allow

marketing teams to take use of technology while promoting localised creativity in a diverse country like South Africa where businesses must cater to a wide range of consumer demographics. The co-ownership idea also fits with the South African culture's emphasis on cooperation. Organisations can promote cross-functional collaboration and better-integrated marketing activities that cater to the particular needs of the market by co-owning marketing-related solutions.

In contrast to the literature review, the research's findings appears to contain all the emperical evidence on design-led operating models, including agile operating models, hybrid operating models, and the development of marketing as a service design. The findings gave rise to the idea of marketing as a service design, which introduces a fundamental change in the function of marketing within organisations. This idea embodies the notion that marketing transcends traditional campaign-focused activities and transforms into a strategic driver of seamless client experiences throughout the whole customer lifecycle. To elaborate on this point, it could potentially be suggested that the literature review's omission of marketing as a service design represents a lost opportunity for exploring how design thinking ideas can be integrated into marketing strategies.

Understanding how marketing can plan holistic and unified experiences is essential in South Africa, where a diverse consumer base requires personalised strategies. Additionally, as the country adapts to socioeconomic changes following COVID, organisations must change their focus to long-term partnerships and customer centricity. Researchers could provide a fresh perspective through which South African organisations can develop meaningful connections with customers, improving brand loyalty, and ultimately propelling organizational success by bridging this gap and exploring the impacts of marketing as a service design.

The finding further highlights an important gap in the literature review's examination of design-led operating models. Whilst it addresses the issues of silo structures, cultural alignment, and customer-centric strategies in great detail, but it appears to have missed the new development of design-led approaches, which is playing an increasingly important role in determining the future of marketing operating models. This new phenomena emphasises the need for additional research and use of design-led concepts within the framework of marketing operating models, particularly in the South African environment where agile, collaborative, and customer-centric strategies are gaining recognition. On the contrary one can argue due to the recency of the development post COVID era and the growing trend adopted within organizations to drive innovation and growth. Marketers are using design thinking principles and approaches to solve complex challenges and identify opportunities for closer alignment to the organization and to customers to drive the growth agenda.

5.3.4. Talent and skillset

The research findings provide an in-depth investigation of the landscape of skills and talent inside modern marketing organisations, a topic that was not fully covered in the literature review. The fundamental topic of how organisations in the country are negotiating the changing demands for skill sets within the dynamic post-COVID marketing landscape is raised by this understudied area, particularly in the context of South Africa.The importance of this divide is clear in South Africa, where the fusion of cultural diversity and digital transformation influences the marketing landscape. The dataset emphasises how crucial it is to have subject matter experts (SMEs) to guide organisations through new industries like e-commerce and digital marketing. SMEs could address knowledge gaps, ensuring that marketing initiatives resonate with the diverse

132

population while employing emerging technologies, given the country's enormous demographic inequalities and developing digital landscape. The idea of T-shaped skills is also relevant in a country where solving complicated problems requires cross-functional cooperation. The capacity of marketers to integrate and collaborate across functions is crucial in a society that strives for cohesion.

The data highlight the importance of ongoing learning and adaptation, which is even more important given how quickly the economic and social climate in South Africa is changing. The country's goals to improve digital literacy and close the digital divide are in line with the requirement for upskilling in order to embrace digitalization. Internal academies and collaborations with academic institutions serve as channels for developing local talent, supporting South Africa's goals for economic development. A repeating topic in the dataset is the integration of technology and digital transformation, which is consistent with the country's quest of technological development. However, the dataset's admission of challenges with hiring and the quick development of technologies necessitates a nuanced strategy. To attract and keep talented marketers with expertise in data analytics and technology integration, businesses must take into account the South African employment market's competitiveness and the requirement for fair compensation. In conclusion, the limited aspect of skills and talent in the literature review due to limited academic research, underscores its importance within the South African context. By embracing subject matter experts, continuous learning, digital integration, and cross-functional collaboration, South African marketing organizations can pave the way for innovative and inclusive strategies that drive growth, address societal disparities, and contribute to the country's progress. The research findings illuminate the pathways

marketers to harness local talent, navigate complexities, and achieve marketing excellence in a transformative post-COVID era.

5.3.5. Envisioning the future of marketing

The importance for adaptability and flexibility is highlighted by the participants' common thoughts on the uncertainty and possibility for change in the future of marketing. The constant learning and adaptation that were covered in the prior data are in line with this sentiment. An attitude that is open to change and innovation is required given that technology continues to be a major disruptor in marketing. The additional empiral data introduces the idea of "Overlap Management," which complicates the discussion about skills and talent. Despite not being mentioned explicitly previously, this idea is consistent with the focus on cross-functional cooperation. Determining roles and responsibilities is made easier by the notion of various teams cooperating as subsets, which becomes essential in a diverse and multifaceted environment like South Africa. The strategic management of machines while integrating them into the marketing team reflects the fusion of technology capability and human ingenuity.

New business model development, together with an entrepreneurial attitude and improved financial acumen, is in line with organizations desire for increased growth. This fits with the South African narrative of innovation and resiliency, where marketers are expected to contribute to more general corporate goals in addition to navigating the marketing environment. The intangible findings, which highlight the emotional dialogue around the change, offer a sobering yet insightful perspective. The significant contrast between traditional marketers and those who are embracing the digital transformation shows the difficulties of upskilling and the conflicts that professionals deal with. This serves as a reminder of the need of encouraging learning environments and mentorship

programmes, especially in the context of organizations where discrepancies in technological proficience might be apparent.

5.4. Conceptual Framework

In closing off this discussion chapter, the research study aims to answer the final research objective below by application of grounded theory as part of it's methodological approach. The intent is to develop a modern marketing conceptual framework adapted to the South African market. The principles of grounded theory was applied to systematically gather and analyze the data without any preconceptions to allow the framework to organically develop from the richness of the data. Patterns and themes relating to modern marketing practices, challenges, and opportunities unique to the South African market have been identified and simplified through iterative processes of data collecting, coding, and analysis. The purpose of the conceptual framework is to provide clarity and structure to a complex and unresolved issue being experienced within marketing for decades. At the same time, it considers fresh, unexpected outcomes due to the recency of the phenomena of the pandemic as well as the factors which necessitates a new modern marketing conceptual framework to re-engineer itself to thrive in this new era of business. To echo Philip Kotler (2019), states that marketing is a changing field, with new ideas, new concepts which he terms the growth of marketing theory. It is a changing field which needs to change with the shifts of the time. Making reference to multiple acamdemic scholars (Homburg et al, 2014; Yadav, 2018; Piercy et al, 1997; Brown et al, 2005), the theoretical issue could lead to unchartered territories in the future.

Objective 6: By adopting a rigorous research approach, identify and recommend a conceptual framework or model which can easily be adopted by marketers within the business environment in South Africa.
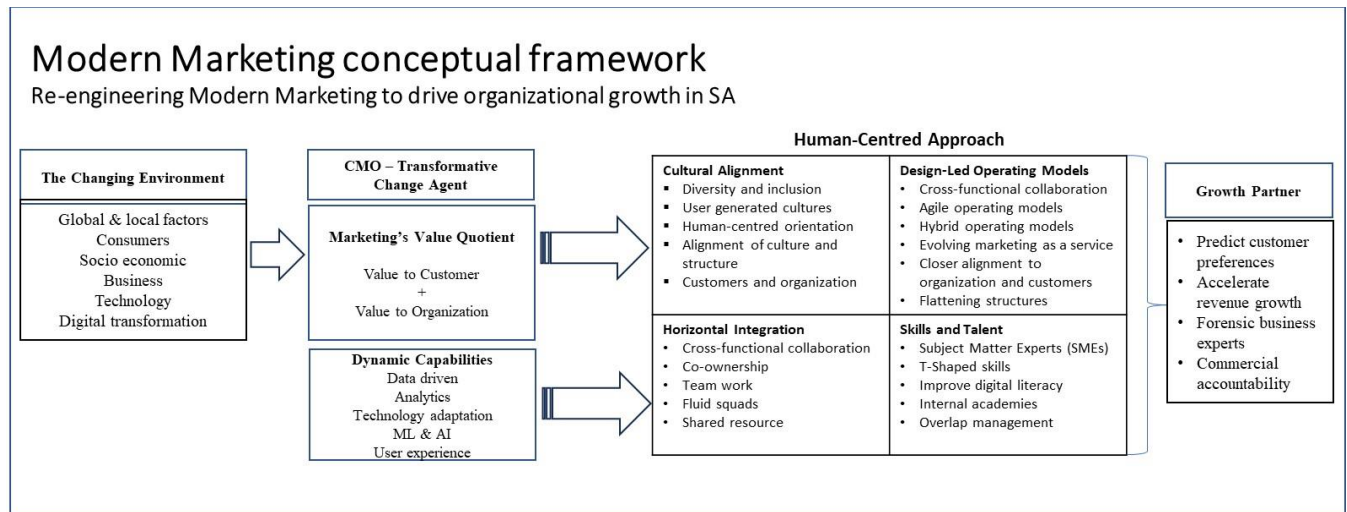

Figure 5.1. Modern marketing conceptual framework; Authors Own

The framework above provides a clear understanding the different variables, relationships and assumptions which underpins this marketing research study. It encasulates a structured approach to a shared understanding of the relationships between marketing and the organization, as well as marketing and the customer. The challenges and opportunities posed by the COVID-19 pandemic calls for new theoretical value creation in marketing to address the complexities of the modern business landscape. There are four distinct components which have originated from the data analysis which has transitioned post-COVID period, necessitated by the constantly changing environment in which marketing has to operate within is considered new knowledge.

These four distinct components include:

I.   Cultural alignment

II.   Design-led operating models

III.   Horizontal Integration

IV.   Skills and Talent

These components allow for fluidity and agility in how modern marketing adapts to the changing environment as a partner to the business, elevated in stature and credibility. It serves to meet the needs of an industry 4.0 organization and can easily become more agile, interdependent, and accountable for driving company growth (Mitra et al, 2020).

5.5. Conclusion

The re-engineering of modern marketing becomes significantly importance in the rapidly evolving field of marketing, where change is the only constant. Through the complex interaction of multiple data sets, this discussion chapter has explored themes, nuances, and opportunities that will influence marketing's future in the unique setting of South Africa. A mosaic of insights that intricately connect with the South African landscape have been produced by integrating insights from multiple data sets. The juxtaposition of these data sets highlights the importance of embracing change, encouraging cross-disciplinary collaboration, and leveraging technology to promote diversity and progress in South Africa's changing marketing scene. It also introduces a new conceptual marketing framework that has not been tested before and allows for exploration of the phenomena through a fresh perspective possibly giving rise to a new era of marekting. The lessons from this chapter act as a compass, directing marketers towards a future where creativity, resiliency, and collaborative effort lead the path for transformative success as the South African marketing landscape keeps evolving.

CHAPTER VI:

SUMMARY, IMPLICATIONS, AND RECOMMENDATIONS

6.1 Summary

In this pivotal chapter, in taking a moment to reflect on the topic, "Re-engineering modern marketing to drive organizational growth in South Africa post-COVID." At the heart of re-engineering lies the notion of discontinuous thinking (Hammer and Champy, 1993), identifying and abandoning the outdated rules and fundamental assumptions that underlie current businesses and marketing. It requires a willingness to accept risk and a propensity to change. This study looks at the demands of the post-COVID era, where conventional ways of doing marketing will no longer suffice and the ongoing issues surrounding the credibility of marketing are highlighted. Marketing has reached an inflection point of strategic significance (Grove, 1996; McGrath, 2019), a juncture magnified by the pandemic's influence in South Africa, fostering a tenfold alteration that opens up an excellent opening for the reconfiguration of marketing.

The rigorous process applied with this exploratory, qualitative study, adopting a grounded theory approach where the findings reflect real world contextual settings and facilitating the pursuit of emerging discoveries. Commencing this trajectory entailed, an initial evaluation of existing scholarly literature, highlighting gaps and opportunities for modern marketing strategies to address. Subsequently, a semi-structured interview protocol administered provides a way to capture both the complex details of personal interactions and the larger situational dynamics of South African businesses going through transformational changes. The resulting data set is extensive and detailed, which strengthens the underlying assumptions of this investigation. The interviews also shed light on subtle emotional nuances and intangible elements, exposing the complexities and

tensions that professionals confront on a daily basis. A supportive cultural environment emerges as a necessity for easing the transition amidst the acceptance of change. A distinct thematic undercurrent emerges, centred on a human-centric approach that frees marketing from the constraints of transactional marketing and transforms it into a relational hub interacting with businesses and customers. The new discovery as outlined in chapter 6, suggests a new conceptual framework harmoniously with the central objective of this research. This framework constitutes a pragmatic roadmap for addressing the deteriorating state of marketing, anchored by a human centred orientation expanding beyond marketing and permeating into the rest of the organization. In this paradigm, it is essential to develop enhanced dynamic marketing capabilities, intertwined with the fundamental values of empathy and trust.

6.2 Implications

These findings bear profound implications on both the academic field of marketing as well as the practical implementation from a business perspective. Below are three core areas to be discussed:

6.2.1. Theoretical implications

The data highlighted a number of important theoretical applications for modern marketing. It first draws attention to the dynamic and multifaceted nature of modern marketing, which calls for theoretical frameworks that can adapt to its ever-changing environment. Modern marketing theory should place strong emphasis on the value of customer experience, technological integration, and the broad range of skills needed in today's marketing environment. COVID-19 pandemic defined as a pivotal moment, propelling a transformation in marketing practices and capabilities. This necessitates the need for marketing theories to account for external disruptions and their impact on

modern marketing, and address existing gaps to remain a relevant and credible discipline in the evolving business landscape. The study brings to light a serious issue with conceptual gaps in modern marketing. These gaps, as shown by the data, show that there is a lack of thorough theoretical knowledge to support the changing dynamics of modern marketing. This shortcoming undermines the academic discipline of marketing's credibility and scientific legitimacy. Future research and scholarship should focus on developing frameworks that can capture the complex facets of modern marketing, including its integration of technology, the fluidity of customer behaviours, and its adaptability in response to unanticipated disruptions like the COVID-19 pandemic. This will help to close these theoretical gaps. Addressing these theoretical shortcomings is critical for modern marketing to achieve a more solid theoretical foundation, enhance its academic recognition, and better guide marketing practitioners in navigating the complex challenges of the contemporary business landscape.

6.2.2. Practical implications

The significance of this research study extends to the broader field of marketing as it addresses the evolving requirements of the post-pandemic era, where organizations are looking for sustained expansion and profitability in South Africa's dynamic and the changing market environment must be adaptable, collaborative, and customer-focused. Marketing professionals should discard old practices and assumptions and embrace a divergent way of thinking to re-invent themselves to move from a downstream function to a strategic partner in the organization. The period post COVID, together with the myriad of continuous transformations introduces a window of opportunity for CMOs to review their positions within organizations and the role they need to play to leading the growth agenda. Henley (1999), stated that consumer activism will become company

activism and hence the need for marketing to drive this agenda across the organization. Therefore, marketing needs to yield its influence across the organization to enable and drive future growth. This is further accentuated within the interviews; *And so, marketing plays a much more key role in helping the business understand how to evolve what it delivers and why it's delivering it and what the customer wants to ultimately narrow that gap and minimize the risk that exists inside of it (M05).*

The practical implications of this study for South African organizations center on developing local talent, collaborating across functional lines, fostering talent locally, embracing digital transformation, building supportive environments, and strategically integrating technology. Organizations are able to navigate the complexity of the modern marketing landscape, support the growth of the country's economy, and establish themselves as market leaders by addressing these ramifications. Marketers need to prepare themselves for ongoing disruptions and changes that is going to be a norm in the future.

6.2.3. Contribution to the field

The contribution of this study to the field of marketing, particularly within the South African context post-COVID-19, is multifaceted and substantive. It advances the field in several important ways:

Response to the post-COVID dynamics and implications for marketing. The study responds to the unique possibilities and challenges that the post-COVID age has brought about. It acknowledges that the epidemic has resulted in about significant shifts in consumer behaviour, and the study's insights provide marketers tools to adapt to and succeed in this new environment.

South African contextualization: This study offers insights that are particularly pertinent to the South African setting. It contributes in the development of locally relevant marketing function and approaches that resonate with South African customers and businesses by taking into account the unique challenges and opportunities present in this country.

CMO transformation: The study provides insight into how Chief Marketing Officers (CMOs) are evolving their roles within organizations. It acknowledges the challenges and complexities CMOs confront in retaining their authority and credibility within the C-Suite. This knowledge is essential for both prospective and present marketing executives because it sheds light on the abilities and qualities required to be successful in such a pivotal position.

Human-Centric conceptual marketing framework: This study presents an entirely novel conceptual framework for marketing centered on human-centered marketing. Emphasizing the value of empathy, trust, and authentic connections offers marketing professionals a useful road map for navigating the changing environment. By going beyond conventional transactional marketing, this paradigm ushers in a new era in which marketing is all-encompassing, relational function within organizations.

Practical advice for marketing professionals: The study provides practical guidance for marketing professionals by exploring the emotional and intangible aspects of marketing. In acknowledging the fact that modern marketing extends beyond data and analytics to include the complex nature of human relationships, it emphasizes the importance of continuous learning and the growth of interpersonal skills.

Dynamic marketing capabilities: The study highlights the significance of dynamic marketing capabilities in a continually evolving business environment. It highlights the need for marketers to adapt swiftly to changes in customer behaviour and advancements

142

in technology. It underscores the pivotal role of data analytics, artificial intelligence, and machine learning in modern marketing practices. This emphasis aligns with the increasing reliance on data and technology in marketing decision-making, reflecting the evolving landscape of marketing tools and techniques.

6.3 Recommendations for future research

The adoption of cutting-edge concepts and practises like agile and hybrid operating models as well as the growing significance of marketing as a service design will have a big impact on future academic research in South Africa and beyond. In the post-COVID environment, when firms must contend with significant changes, the re-engineering of modern marketing to promote organisational growth is critically important. These recently highlighted concepts and approaches provide academics an opportunity to examine the intricate dynamics of design-led operational models while taking into account the unique socioeconomic setting and cultural diversity of the country as a whole. By analysing the viability and efficacy of these models within the South African context, researchers can offer contributions that are both intellectually stimulating and practical in nature for businesses confronting continuous uncertainty.

While the literature study and empirical results provide an understanding into the mutually beneficial relationship between modern marketing abilities and organisational performance, there is still an urgent need to more precisely measure the effect on growth. To close this gap, South African scholars might conduct empirical studies that prove the beneficial relationship between sophisticated marketing capabilities and long-term organisational growth, thereby enriching the local discourse with concrete evidence.

This study enhances the area of marketing by bringing a paradigm shift towards human-centric marketing, effectively addressing the post-COVID environment, and providing practical guidance and suggestions for marketing practitioners and businesses. As the global marketing community navigates the opportunities and challenges of the 21st century, its contributions are not only pertinent to South Africa but also have wider ramifications for the global marketing community.

6.4 Conclusion

The convergence of academic theories and empirical perspectives highlights a major change in the paradigm of generating value in modern marketing. This evolution highlights the essential role that marketing plays in organizational strategy by bringing together academic research and practitioner viewpoints. It is clear that marketing has struggled to maintain its importance inside corporate hierarchies; and frequently demoted to tactical initiatives that are only concerned with short-term financial performance. This situation can be attributed to outdated paradigms based on the traditional 4 Ps, which have failed to help company leaders navigate the turbulence of the modern corporate landscape.

In summary, this study explores the complex relationships between value creation, CMO transformation, and modern marketing competencies in the context of current South African business realities. It clarifies the many difficulties and possibilities that are present in these areas while highlighting the crucial part that marketing plays in determining an organization's growth success. The study emphasizes how crucial it is for marketing to move beyond traditional paradigms and adopt holistic, dynamic capabilities that are compatible with the changing business environment. Marketing leaders must embrace their roles as transformative change agents and define a compelling vision for

the future of modern marketing, based on agility, creativity, and strategic foresight, as South African organizations navigate the post-COVID era.

INTERVIEW COVER LETTER

Face-to-face / Microsoft Teams Qualitative Research: Information Sheet and Consent

Form

INFORMATION SHEET

Title of Doctoral research project: ***Re-engineering modern marketing for organizational growth in South Africa post COVID.***

Background

I am carrying out a qualitative research study focusing on the South African market in

gaining a better understanding of the role and mandate of modern marketing in the 21st

century and hopefully, re-engineering a contemporary operating model or approach. The

aim of the research is to design a new blueprint for marketing – a conceptual framework

in order to lead, influence and contribute to the growth agenda within organizations in

SA. The intent is to explore the impact of the pandemic on marketing and implications

for the future mandate within organizations.

What participation means for you

If you agree, you will be required to participate in a video interview of about 60 minutes.

Your participation is voluntary. You can choose not to answer any particular questions

and you are free to withdraw from the study at any time.

With your permission, I would like to record the interview and take notes for later analysis. The data will destroyed upon completion of the project.

At every stage, your identity will remain confidential. Your name and identifying information will not be included in the final report. The identity of your organization will not be included in the final report.

The project has been subjected to ethical review in accordance with the procedures specified by the University Research Ethics Committee and has been given a favorable ethical opinion for conduct.

How you could benefit

A copy of the completed project/summary of the project be available on request.

If you have any further questions about the project, please feel free to contact me by email, using the address below.

Name of researcher: Audrey Naidoo

Email address: Audrey.naidoo@absa.africa

Date: 23 September 2022

Interview Consent Form

Research project title: ***Re-engineering modern marketing for organizational growth in South Africa post COVID***

Research investigator: AUDREY NAIDOO

Research Participants name:

Background

I am carrying out a qualitative research study focusing on the South African market in gaining a better understanding of the role and mandate of modern marketing in the 21st century and hopefully, re-engineering a contemporary operating model or approach. The aim of the research is to design a new blueprint for marketing – a conceptual framework in order to lead, influence and contribute to the growth agenda within organizations in SA. The intent is to explore the impact of the pandemic on consumers, businesses and marketing implications for the future mandate within organizations.

The interview will take 60 minutes. We do not anticipate that there are any risks associated with your participation, but you have the right to stop the interview or withdraw from the research at any time.

Thank you for agreeing to the interview as part of the above research project. Ethical procedures for academic research require that interviewees explicitly agree to the interview and how the information contained in your interview will be used. This consent form is necessary for us to ensure that you understand the purpose of your involvement and that you agree to the conditions of your participation. Would you therefore sign this form to certify that you approve the following?

- the interview will be recorded and a transcript will be produced
- the transcript of the interview will be analysed by Audrey Naidoo as research investigator
- access to the interview transcript will be limited to Audrey Naidoo and academic colleagues and researchers with whom he might collaborate as part of the research process
- any summary interview content, or direct quotations from the interview, that are made available through academic publication or other academic outlets will be anonymized so that you cannot be identified, and care will be taken to ensure that other information in the interview that could identify yourself is not revealed
- the actual recording will be kept during the research process and destroyed after completion of the research process
- any variation of the conditions above will only occur with your further explicit approval

Quotation Agreement

I ALSO UNDERSTAND THAT MY WORDS MAY BE QUOTED DIRECTLY.

WITH REGARDS TO BEING QUOTED, PLEASE INITIAL NEXT TO ANY OF

THE STATEMENTS THAT YOU AGREE WITH:

	I wish to review the notes, transcripts, or other data collected during the research pertaining to my participation.
	I agree to be quoted directly.
	I agree to be quoted directly if my name is not published and a made-up name (pseudonym) is used.
	I agree that the researchers may publish documents that contain quotations by me.

All or part of the content of your interview may be used;
- In academic papers, policy papers or news articles
- On our website and in other media that we may produce such as spoken presentations
- On other feedback events
- In an archive of the project as noted

above By signing this form I agree that;

1. I am voluntarily taking part in this project. I understand that I don't have to take part, and I can stop the interview at any time;
2. The transcribed interview or extracts from it may be used as described above;
3. I have read the Information sheet;
4. I don't expect to receive any benefit or payment for my participation;
5. I can request a copy of the transcript of my interview and may make edits I feel necessary to ensure the effectiveness of any agreement made about confidentiality;
6. I have been able to ask any questions I might have, and I understand that I am free to contact the researcher with any questions I may have in the future.

_____

PRINTED NAME

_____   _____

Participants Signature   **Date**

_____   _____

RESEARCHERS SIGNATURE   DATE

Contact Information

This research has been reviewed and approved by the Edinburgh University Research Ethics Board. If you have any further questions or concerns about this study, please contact:

Name of researcher: Audrey Naidoo
Full address: 15 Troye Street, JHB, Gauteng
Tel: 0798842770
E-mail: Audrey.naidoo@absa.co.za

You can also contact (Researchers name) supervisor:
 - Name of researcher: Dr Anna Provodnikova
 - Full address Tel: Geneva Business Center, Avenue des Morgines 12, Genève
 - E-mail: anna@ssbm.ch

WHAT IF I HAVE CONCERNS ABOUT THIS RESEARCH?

If you are worried about this research, or if you are concerned about how it is being conducted, you can contact SSBM by email at contact@ssbm.ch.

INTERVIEW GUIDE

Interview Discussion Guide

Topic: Re-engineering Modern Marketing for Organizational Growth in South Africa post COVID

RESEARCH OBJECTIVES

The research objectives of the individual discussion:

The fundamental question this research seeks to answer is: **How can modern marketing contribute & re-engineer itself to deliver on successful organizational growth in South Africa?**

The main objectives are the research are:

Objective 1: To gain a deeper understanding into the modern marketing phenomena and perceptions surrounding it

Sub-objective 1: Seek to understand the marketing drivers of growth post-pandemic and the drivers to change in pivoting to the future

Sub-objective 2: To gain a deeper understanding of the key themes identified within the research to build a more sustainable marketing entity.

Sub-objective 3: To interrogate and gain perspective on the role of the c-suite leadership focusing on the CMO, highlighting the areas of dissonance as well as an opportunity to innovate the role of a CMO.

Objective 3: Examine the role, scope, inter-relationships, dependencies, structures and mandate in which modern marketing needs to operate within organizations

Objective 4: To explore new marketing models which can benefits organizations

Introduction

Thank you for your time today. With your permission, I would like to record the interview and take notes for later analysis. The data will destroyed after the completion of the project.

Research Questions:

Section 1	**Transitioning of modern marketing**	Duration: 5 - 10 min
Questions	1. How would you define modern marketing in its current state? 2. Has marketing evolved beyond the traditional discipline? 3. What do you believe is the role and mandate of modern marketing in the 21st century? 4. What do you believe to be the core functions, which should reside within a modern marketing entity?	
Section 2	How has marketing evolved during COVID and post COVID?	Duration: 5 minutes
Questions	1. Have you observed any changes in marketing in the last 2 years. 2. What would be the top 3 challenges facing marketers right now? 3. What is the key requirement for marketing to transit post-COVID in adapting to changing environments and dynamics?	
Section 3	Value of Marketing	Duration: 10 minutes
	1. What level of organizational power does marketing hold? 2. What is the domain of marketing within organizations? 3. How can marketing yield its influence across the organization? 4. How can marketing become a valuable growth partner within organizations? 5. Do you believe that marketing's role and scope of services have expanded? If yes, what are some of the new services have been introduced? 6. What is marketing's role in customer experience?	

	7. How does marketing demonstrate value to the business? 8. How can marketing become more accountable for organizational growth?	
Section 4	Modern Marketing Capabilities	Duration: 10 minutes
Questions	1. Are there any new marketing capabilities during and post COVID? 2. In your view, how does new, advanced technology, big data, analytics impact the modern marketing function? 3. Is marketing pivoting with new business models and digital transformation? provide reasons for your answer 4. Following from the above question, do you believe that marketing's position in the organization has changed? Please provide reasons for your answer. 5. What are the critical marketing capabilities required for modern marketing to be successful? 6. How is tech and data changing the marketing environment? 7. What's your view of the marketing skillset and talent within your organization? 8. Are there new roles/areas being created? If yes, please expand on the details	
Section 5	Transformative CMOs	Duration 10 minutes
	1. We are seeing the emergence of new C-Suite titles like Chief Experience, Chief Customer & revenue officer in an attempt to replace the traditional CMO role – your thoughts around this shift? 2. How can CMOs earn a seat at the table and prove their worth? 3. What do you think would be the ideal role and function of CMOs? 4. How can marketing break through within organizations across functions like CFO, CIO, channel, etc	
Section 6	Marketing Operating Models	Duration 5 minutes
Questions	1. How is marketing operating models evolving and transitioning? 2. What is the new role?	

	3. Are the current structures conducive to delivering on growth? If no, what is missing? If yes, how so? 4. What is the role of marketing operations? 5. Do you believe that marketing is correctly placed in the organization? If yes, how so. If no, what would you suggest?	
Section 7	The Future of Marketing	5 – 10 minutes
	1. If you had to create a new marketing entity, what would that look like? 2. How would you re-engineer or re-design modern marketing given the demands of today's environment? 3. What's your view of next generation marketing?	

REFERENCES

Aaronson, G. (2021) Consumer behavior in the Covid recovery: Polarizing "moving-on mindsets" within retail [Online]. Available at: https://nielseniq.com/global/en/insights/commentary/2021/consumer-behavior-in-the-covid-recovery/ (Accessed 20 August 2021)

Akif, S. (2013) How Netflix Uses AI to Personalize Marketing Content and Improve Digital Marketing [Online]. Available at: https://medium.com/@shizaakif/case-study-how-netflix-uses-ai-to-personalize-content-recommendations-and-improve-digital-b253d08352fd (Accessed 17 August 2021)

Aldiabat, K.M. and Le Navenec, C.L. (2018) *Data saturation: The mysterious step in grounded theory methodology*, The Qualitative Report, 23(1), pp. 245-261.

Al-Surmi, A., Cao, G., and Duan, Y. (2020) The impact of aligning business, IT, and marketing strategies on firm performance, *Industrial Marketing Management*, 84, pp. 39-49.

Anakpo, G. and Mishi, S. (2021) 'Business response to COVID-19 impact: Effectiveness analysis in South Africa' *The Southern African Journal of Entrepreneurship and Small Business Management*, 13(1), pp. 1-7.

Armstrong, S., Esbar, D., Heller, J., and Timelin, B. (2020) Modern marketing: What it is, what it isn't, and how to do it, *McKinsey & Company* [Online]. Available at: https://www.mckinsey.com/business-functions/marketing-and-sales/our-insights/modern-marketing-what-it-is-what-it-isnt-and-how-to-do-it (Accessed 16 August 2021)

Arora, N. et al. (2020) *A global view of how consumer behavior is changing amid COVID-19*. 7th ed. pp. 2-18. McKinsey and Company.

156

Awad, E. N. and Ghaziri, H. H. (2019) Artificial intelligence in marketing: A comprehensive overview, *IEEE 9th International Conference on Intelligent Systems and Applications (ISA)*, pp. 1-4

Baghiu, M.C. (2020) 'Analysis of business model innovation in post-COVID economy: determinants for success', *Journal of Public Administration, Finance and Law*, (17), pp. 7-24.

Bala, M. and Verma, D. (2018) 'A critical review of digital marketing', *International Journal of Management, IT & Engineering*, 8(10), pp. 321-339.

Basit, T. (2003) Manual or electronic? The role of coding in qualitative data analysis, *Educational research*, *45*(2), pp.143-154.

Boathouse Thinking. (2021) *CMO Study* [Online]. Available at: https://www.boathouseinc.com/cmo-insights-download (Accessed: 20 August 2021)

Bruni, D.S. and Verona, G. (2009) 'Dynamic marketing capabilities in Science-based firms: An exploratory investigation of the pharmaceutical industry', *British Journal of Management*, *20*, pp. S101-S117.

Bryman, A. (2016) *Social research methods*. London. Oxford University Press.

Buck, R., Cvetanovski, B., Harper, A. and Timelin, B. (2017) Building a marketing organization that drives growth today, McKinsey [Online]. Available at: https://www.mckinsey.com/business-functions/marketing-and-sales/our-insights/building-a-marketing-organization-that-drives-growth-today (Accessed: 25 November 2021)

Burmeister, E. and Aitken, L.M. (2012) Sample size: How many is enough?. *Australian Critical Care*, 25(4), pp.271-274.

Carver, J.R. (2009) *CMO: Chief Marketing Officer or chief "marginalized" officer*. The University of Arizona.

Charmaz, K. (2006*) Constructing Grounded Theory: A Practical Guide Through Qualitative Analysis*. London: Sage Publications

CMO Council. (2021) *Scaling the value of the CMO Report* [Online]. Available at: https://www.cmocouncil.org/thought-leadership/reports/scaling-the-value-of-the-cmo (Accessed: 19 August. 2021)

Creswell, J. W. (1994) *Research design: Qualitative and quantitative approaches*. Thousand Oaks, CA: Sage Publications

Creswell, J.W. and Creswell, J.D. (1998) *Research Design: Qualitative, Quantitative, and Mixed Methods Approaches*. 5th Edition. Thousand Oaks, CA: Sage Publications

Creswell, J. W. (2007) *Qualitative Inquiry & Research Design: Choosing Among Five Approaches* (2nd ed.). London, Sage Publications

Creswell, J. W., and Creswell, J. D. (2017) *Research design: Qualitative, quantitative, and mixed methods approaches*. 4th ed. Newbury Park. Sage Publications.

Dahlstrom, P., Davis, C., Hieronimus, F. and Singer, M. (2014) The Rebirth of the CMO. *Harvard Business Review*, 5. [Online].
Available at: https://hbr.org/2014/08/the-rebirth-of-the-cmo (Accessed: 14 September 2021)

Day, G.S. and Malcolm, R. (2012) The CMO and the future of marketing, *Marketing Management*, 22 (Spring), pp.34-43.

Dhawan, R. and Preglej, L. (2021) 'Role of leadership in structuring the digital transformation journey in an organization', *Global Journal of Business and Integral*

Security' [Online]. Available at: https://www.gbis.ch/index.php/gbis/article/view/39 (Accessed: 29 September 2021)

Edelman, D. and Heller, J. (2015) How digital marketing operations can transform business. *McKinsey & Company* [Online]. Available at: https://www.mckinsey.com/business-functions/marketing-and-sales/our-insights/how-digital-marketing-operations-can-transform-business (Accessed: 28 November 2021)

Eisend, M. (2015) 'Have we progressed marketing knowledge? A meta-meta-analysis of effect sizes in marketing research', *Journal of Marketing*, 79(3), pp. 23-40.

Eisenhardt, K. M. (1989) Building theories from case study research. *Academy of Management Review*, 14(4). pp. 532-550 [Online].
Available at: https://doi.org/10.2307/258557 (Accessed: 25 September 2021)

Erevelles, S., Fukawa, N. and Swayne, L. (2016) 'Big Data consumer analytics and the transformation of marketing', *Journal of business research*, 69(2), pp.897-904.

Etikan, I. and Bala, K. (2017) 'Sampling and sampling methods', *Biometrics & Biostatistics International Journal,* 5(6), 00149. [Online].
Available at: https://doi.org/10.15406/BBIJ.2017.05.00149 (Accessed: 23 September 2021)

Fearson, S. (2015) *Dead Companies Walking*. New York. St Martins Press

Fields, D.A. and Kafai, Y.B. (2009) 'A connective ethnography of peer knowledge sharing and diffusion in a tween virtual world'. *International Journal of Computer-Supported Collaborative Learning,* 4(1), pp.47-68. [Online].
Available at: http://dx.doi.org/10.1007/s11412-008-9057-1 (Accessed: 15 September 2021)

Flick, U. (2004) *Triangulation in qualitative research*. In U. Flick, E. von Kardorff, & I. Steinke (Eds.), A Companion to Qualitative Research (pp. 178-183). Sage Publications.

Fuciu, M. and Dumitrescu, L. (2018) From marketing 1.0 to marketing 4.0–the evolution of the marketing concept in the context of the 21st century. *International Conference Knowledge-Based Organization*, Vol. 24, No. 2, pp. 43-48.

Fusch, P.I. and Ness, L.R. (2015) Are we there yet? Data saturation in qualitative research. *The Qualitative Report*, 20(9), p. 1408. [Online]. Available at: http://dx.doi.org/10.46743/2160-3715/2015.2281 (Accessed: 11 February 2022)

Germann, F., Ebbes, P., and Grewal, R. (2015) 'The chief marketing officer matters!' *Journal of Marketing*, 79(3), pp. 1-22. [Online]. Available at: https://doi.org/10.1509/jm.14.0244 (Accessed: 21 September 2021)

Girchenko, T. and Ovsiannikova, Y. (2016*)*. Digital marketing and its role in the modern business processes. *European Cooperation*, 11(18), pp.24-33.

Godin, S. (2018). *This is Marketing*. New York: Portfolio/Penguin

Grove, A.S. (1996). *Only the Paranoid Survive!:The Threat and Promise of Strategic Inflection Points*. Currency Doubleday.

Guest, G., Bunce, A., and Johnson, L. (2006) How many interviews are enough? An experiment with data saturation and variability. *Field Methods*, 18(1), pp. 59-82. [Online]. Available at: http://dx.doi.org/10.1177/1525822X05279903 (Accessed: 15 February 2022)

Hinssen, P. (2018) The day after tomorrow: Transform or perish. London Business School. [Online]. Available at: https://www.london.edu/faculty-and-research/lbsr/the-day-after-tomorrow-transform (Accessed: 12 November 2021)

Hammer, M. and Champy, J. (1994) *Reengineering the corporation: A manifesto for business revolution.* New York. Harper Collins

Henley, J. (1999) Marketing concept and philosophy. Reference for Business. [Online]. Available at: https://www.referenceforbusiness.com/management/Mar-No/Marketing-Concept-and-Philosophy.html (Accessed: 18 August 2021)

Holloway, I., Brown, L. and Shipway, R. (2010) 'Meaning not measurement: Using ethnography to bring a deeper understanding to the participant experience of festivals and events', *International Journal of Event and Festival Management.* 1(1). pp. 74-85

Homburg, C., Workman Jr, J.P. and Krohmer, H. (1999) 'Marketing's influence within the firm', *Journal of Marketing*, 63(2), pp.1-17. [Online]. Available at: http://dx.doi.org/10.2307/1251942 (Accessed: 10 September 2021)

Homburg, C., Schwemmle, M. and Kuehnl, C. (2015) 'New product design: Concept, measurement, and consequences', *Journal of Marketing*, 79(3), pp.41-56. [Online]. Available at: https://doi.org/10.1509/jm.14.0199 (Accessed: 11 September 2021)

Hoque, M.T., Ahammad, M.F., Tzokas, N., and Gabay, G. (2020) 'Dimensions of dynamic marketing capability and export performance', *Journal of Knowledge Management.* [Online]. Available at: http://dx.doi.org/10.1108/JKM-09-2019-0482 (Accessed: 12 September 2021)

Kachouie, R., Mavondo, F., and Sands, S. (2018) 'Dynamic marketing capabilities view on creating market change', *European Journal of Marketing.* [Online]. Available at: http://dx.doi.org/10.1108/EJM-10-2016-0588 (Accessed: 23 September 2021)

Jackson, J.E. (1990) "I Am a Fieldnote": Fieldnotes as Fieldnotes: The Makings of Anthropology, p. 3. *Sage Journals* [Online]. Available at: https://doi.org/10.1177/089124190019001002 (Accessed: 12 September 2021)

Karna, A., Richter, A., and Riesenkampff, E. (2016) 'Revisiting the role of the environment in the capabilities–financial performance relationship: A meta-analysis', *Strategic Management Journal*, 37(6), pp. 1154-1173.

Kene-Okafor (2021) South African payments startup Yoco raises $83M Series C backed by Dragoneer. *TechCrunch* [Online]. Available at: https://techcrunch.com/2021/07/27/south-african-payments-startup-yoco-raises-83m-series-c-led-by-dragoneer/ (Accessed: 2 September 2021)

Key, T.M., Clark, T., Ferrell, O.C., Stewart, D.W. and Pitt, L. (2020) Marketing's theoretical and conceptual value proposition: Opportunities to address marketing's influence. *AMS Review*, 10(3), pp.151-167

Klag, M. and Langley, A. (2013) 'Approaching the conceptual leap in qualitative research', *International Journal of Management Reviews*, 15(2), pp.149-166. [Online].
Available at: http://dx.doi.org/10.1111/j.1468-2370.2012.00349.x (Accessed: 13 September 2021)

Kohli, S., Timelin, B., Fabius, V. and Veranen, S.M., 2020. *How COVID-19 is changing consumer behavior–now and forever*. McKinsey & Company, pp.1-6. [Online]. Available at: https://www.mckinsey.com/industries/retail/our-insights/how-covid-19-is-changing-consumer-behavior-now-and-forever#/ (Accessed 12 November 2024)

Koleszar, W.L. and Bernhardt, K.L. (2000). The role and leadership challenges of the chief marketing officer: A study of high-tech CMOS. *American Marketing Association. Conference Proceedings*, Vol. 11, pp. 345-346.

Kotler, P. (2019) The Father of Modern Marketing: Keynote Speech - *The Future of Marketing* [Online video]. Available at:

https://www.youtube.com/watch?v=WPetPmlN1Iw (Accessed: 24 March 2022)

Kotler, P. (2000), *Marketing Management: Millennium Edition*. Prentice Hall, p. 50.

Kurzweil, R. (2004). *The Law of Accelerating Returns*. In: Teuscher, C. (eds) Alan Turing: Life and Legacy of a Great Thinker. Springer, Berlin, Heidelberg.

Kvale, S. (1996). Interviews: *An introduction to qualitative research interviewing*. Thousand Oaks. Sage Publications.

Levers, M.J.D. (2013) Philosophical paradigms, grounded theory, and perspectives on emergence. *Sage Open*, 3(4), p. 2158244013517243. [Online]. Available at: http://dx.doi.org/10.1177/2158244013517243 (Accessed: 21 September 2021).

Lincoln, Y. S. and Guba, E. G. (1985). *Naturalistic inquiry*. Beverly Hills, CA: Sage.

Lusch, R.F. (2007). 'Marketing's evolving identity: Defining our future', *Journal of Marketing and Public Policy*, Vol. 26 No. 2, pp. 261-268.

Lusch, R. and Webster, F. (2010). *Marketing's Responsibility for the Value of the Enterprise*. Marketing Science Institute working paper series, 10(111), pp.1-48.

Lusch, R.F. and Webster, F.E. Jr. (2013) Elevating marketing: Marketing is dead! Long live marketing! *Academy of Marketing Science* [Online]. Available at: http://dx.doi.org/10.1007/s11747-013-0331-z (Accessed: 17 September 2021)

Mason, M. (2010). *Sample size and Saturation in PHD Studies Using Qualitative Interviews,* Forum Qualitative Sozialforschung/Forum: Qualitative Social Research, Vol 11 No. 3

Masrianto, A., Hartoyo, H., Hubeis, A.V.S. and Hasanah, N. (2022) 'Digital Marketing Utilization Index for Evaluating and Improving Company Digital Marketing

Capability', *Journal of Open Innovation: Technology, Market, and Complexity*, 8(3), p.153. [Online].

Available at: http://dx.doi.org/10.3390/joitmc8030153 (Accessed: 23 September 2021).

Maxwell, J. A. (1996), *Qualitative Research Design: An Interactive Approach*. London, Applied Social Research Series

McGrath, R. (2019). *Seeing around corners: How to spot inflection points in business before they happen*. New York, Houghton Mifflin.

McKinsey and Company. (2020, November 5) Survey: *South African Consumer Sentiment during the Coronavirus Crisis* [Online]. Available at: https://www.mckinsey.com/capabilities/growth-marketing-and-sales/our-insights/survey-south-african-consumer-sentiment-during-the-coronavirus-crisis [Accessed: 16 January 2021]

Mehta, S., Saxena, T. and Purohit, N. (2020) 'The new consumer behaviour paradigm amid COVID-19: permanent or transient?' *Journal of Health Management*, 22(2), pp.291-301.

Miles, M.B. and Huberman, A.M. (1994). *Qualitative Data Analysis: An Expanded Sourcebook*. Sage.

Mobile Marketing Association Report. (2020, October), *The Future of Modern Marketing: Strategies and Insights for Marketing during a Crisis*. Impact EMEA

Morgan, N. A. (2021, October 19) MMA MOSTT Research Study: How Marketing Organizations Can Better Drive Growth. *MMA MOSTT Unplugged* [Online]. Available at: https://www.mmaglobal.com/files/speaker_presentations/1_mostt_-neil-_slides.pdf (Accessed: 2 February 2022)

Mölsä, M. (2017). Success factors when implementing AI-powered marketing solutions [Online]. Available at: https://core.ac.uk/download/pdf/161419476.pdf (Accessed: 5 November 2021)

Moon, K. and Blackman, D., 2017. *A guide to ontology, epistemology, and philosophical perspectives for interdisciplinary researchers*. Integration and Implementation Insights [Online]. Available at: https://i2insights.org/2017/05/02/philosophy-for-interdisciplinarity/ (Accessed 23 January 2022)

Morse, J.M. (2015). *Analytic strategies and sample size*. Qualitative health research, 25(10), pp.1317-1318 [Online]. Available at: https://doi.org/10.1177/1049732315602867 (Accessed 11 February 2022)

Morse, J.M. ed. (1994). *Critical issues in qualitative research methods*. Thousand Oaks. Sage.

Mujit et al. (2011) 'Organizational inertia and change portfolio: An analysis of the organizational environment in developing countries', *African Journal of Business Management*, 5(2), pp. 383-388.

Nath, P. and Mahajan, V. (2008) 'Chief marketing officers: A study of their presence in firms' top management teams', *Journal of Marketing*, 72(1), pp.65-81.

Nath, P. and Mahajan, V. (2017) 'Shedding light on the CMO revolving door: A study of the antecedents of chief marketing officer turnover', *Journal of the Academy of Marketing Science*, 45(1), pp.93-118.

Neuendorf, K. (2002). *The content analysis guidebook sage publications*, Thousand Oaks. Sage Publications.

O'Brien, D., Veenstra, J. and Murphy, T. (2018) *Redefining the CMO*. Deloitte Review, issue 22 [Online]. Available at:

https://www.deloitte.com/global/en/our-thinking/insights/deloitte-insights-magazine/issue-22/redefining-the-role-of-the-cmo-chief-marketing-officer.html (Accessed: 5 November 2022)

Park, H.-S., Auh, S., Maher, A. A. and Singhapakdi, A. (2012). 'Marketing's accountability and internal legitimacy: Implications for firm performance', *Journal of Business Research*, 65(11), 1576-1582.

Premero, G. R. and Mantovani, D. (2020). *Advertiser's digital maturity in Brazil: A multi-case study*. In AMCIS.

Statistics SA. (2020) Report-00-80-01 - *Business impact of the COVID-19 pandemic in South Africa*, 4th ed. Pretoria [Online]. Available at: https://www.statssa.gov.za/?p=13236 (Accessed: 23 August 2021)

Statistics SA. (2021) P0043 – *Statistics of liquidations and insolvencies*, 8th Ed. Pretoria [Online]. Available at: https://www.statssa.gov.za/?p=13236 [Accessed: 15 September 2021]

Punch, K. F. (1998). *Introduction to Social Research: Quantitative and Qualitative Approaches* (1st ed.). Thousand Oaks California. Sage Publications.

Queiros, A., Faria, D. and Almeida, F. (2017) 'Strengths and Limitations of Qualitative and Quantitative Research Methods', (Vol 3). *European Journal of Education Studies* [Online]. Available at: http://dx.doi.org/10.5281/zenodo.887089 (Accessed: 16 September 2021)

Rajamannar,R. (2021). *Quantum Marketing*, Harper Collins Leadership, USA

Roetzer, P. and Kaput, M. (2022). *Marketing Artificial Intelligence: AI, Marketing, and the Future of Business*. BenBella Books.

Romanelli, E. and Tushman, M.L. (1994) 'Organizational transformation as punctuated equilibrium: An empirical test', *Academy of Management journal*, *37*(5), pp.1141-1166 [Online]

Available at: https://doi.org/10.2307/256669 (Accessed: 17 August 2021).

Rossman, G.B. and Rallis, S. (1998). *Analyzing and interpreting data. Learning in the field: an introduction to qualitative research*. Sage Publications.

Rubin, H. J. and Rubin, I. S. (2012*) Qualitative interviewing: The art of hearing data.* Sage Publications [Online].

Available at: https://methods.sagepub.com/book/qualitative-interviewing (Accessed: 28 September 2021)

Rudestam, K. E. and Newton, R. R. (2015), *Surviving your Dissertation*: *A comprehensive guide to content and process*, Sage Publications, Thosand Oaks, CA

Salesforce. (2020) *Salesforce State of Marketing Report*, 7th Edition [Online].

Available at:

https://www.salesforce.com/content/dam/web/en_us/www/documents/reports/salesforce-research-seventh-state-of-marketing-V2.pdf (Accessed: 15 August. 2021)

Seetharaman, P. (2020) 'Business models shifts: Impact of Covid-19*', International Journal of Information Management*, 54, p.102-173 [Online].

Available at: http://dx.doi.org/10.1016/j.ijinfomgt.2020.102173 (Accessed: 9 September 2021)

Teece, D.J. (2007) 'Explicating dynamic capabilities: the nature and microfoundations of (sustainable) enterprise performance', *Strategic Management Journal*, 28(13), pp.1319-1350.

Teece, D.J. (2018). *Business models and dynamic capabilities*. *Long range planning*, *51*(1), pp.40-49 [Online].

Available at: http://dx.doi.org/10.1016/j.lrp.2017.06.007 (Accessed: 26 September 2021).

Thomas, D.R. (2003). 'A general inductive approach for qualitative data analysis', *Sage Journals*, 27(2) [Online]. Available at: https://journals.sagepub.com/doi/10.1177/1098214005283748 (Accessed: 25 September 2021)

Timonen, V., O'Dwyer, C. and Pakarinen, S. (2018)'A pragmatic approach to grounded theory', *Journal of Management Research*, 19(1), 1-14.

Tracy, S. J. (2012). *Qualitative research methods: Collecting evidence, crafting analysis*. Los Angeles: Sage.

Valaskova, K., Durana, P. and Adamko, P. (2021). *Changes in consumers' purchase patterns as a consequence of the COVID-19 pandemic*. Mathematics, 9(15), p.1788 [Online] Available at: http://dx.doi.org/10.3390/math9151788 (Accessed: 8 September 2021)

Wang, E.T., Hu, H.F. and Hu, P.J.H. (2013). Examining the role of information technology in cultivating firms' dynamic marketing capabilities. *Information & Management,* 50(6), pp.336-343.

Webster Jr, F.E., Malter, A.J. and Ganesan, S. (2005). The decline and dispersion of marketing competence. *MIT Sloan Management Review*, 46(4), p.35 [Online]. Available at: https://sloanreview.mit.edu/article/the-decline-and-dispersion-of-marketing-competence/ (Accessed: 10 September 2021)

Webster, F.E. and Lusch, R.F. (2013) 'Elevating marketing: marketing is dead! Long live marketing!' *Journal of the Academy of Marketing Science*, 41(4), pp.389-399 [Online]. Available at: http://dx.doi.org/10.1007/s11747-013-0331-z (Accessed: 11 September 2021)

Whitler, K. A. (2022). *An exploration of how boards of directors impact chief marketing officer performance: Insights from the field.* AMS Review [Online]. Available at: http://dx.doi.org/10.1007/s13162-022-00231-5 (Accessed: 5 July 2022)

Yin, R. K. (2018). *Case study research and applications: Design and methods.* 6th ed. Thousand Oaks, CA: Sage.

Zohourian, S., Rahimnia, F. and Nabizadeh, T. (2022)' Dynamic marketing capabilities and organizational performance: The mediating role of operational marketing capabilities', *Marketing Science and Technology Journal*, 1(1), 143-164.

Zwanka, R.J. and Buff, C. (2021) 'COVID-19 generation: A conceptual framework of the consumer behavioral shifts to be caused by the COVID-19 pandemic', *Journal of International Consumer Marketing, 33*(1), pp.58-67 [Online]. Available at: http://dx.doi.org/10.1080/08961530.2020.1771646 (Accessed: 5 September 2021)