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The utilization of BDA in digital marketing strategies of international B2B organizations from a dynamic capability's perspective

A qualitative case study

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Summary

The expanding use of digital marketing within B2B organizations has resulted in the accumulation of significant volumes of data, referred to as big data. This has enabled organizations to utilize big data analytics, BDA, to extract valuable insights for their marketing strategies. However, many B2B organizations struggle to understand *how* to utilize it and grasp the benefits of BDA for their digital marketing strategy. Moreover, there is a dearth of studies focusing on the utilization of BDA within the international context of B2B organizations. To address this research gap, this study investigates how international B2B organizations are utilizing and integrating BDA within their digital marketing strategies, employing a dynamic capabilities perspective. A qualitative case study approach was employed where empirical data was collected through interviews, complemented by document analysis. The findings reveal that despite the need for internal structural improvements, international B2B organizations are actively incorporating BDA into their digital marketing strategies. By developing new routines and skills, these organizations can effectively face the challenges posed by BDA while harnessing its benefits. Additionally, a framework outlining 10 practices through which international B2B organizations leverage BDA is proposed.

Keywords: *Big data analytics (BDA), big data, digital marketing strategy, international B2B organizations, dynamic capabilities*

Abstract

In B2B organizations, the adoption of digital marketing strategies has increased, leading to the collection of large amounts of data, big data. This has enabled the use of big data analytics, BDA, to uncover valuable insights for digital marketing purpose. Yet, there is limited research on *how* the B2B organizations integrate and utilize BDA in their digital marketing strategies, especially in the international context. This study aimed to address this research gap by examining how international B2B organizations integrate and utilize BDA in their digital marketing strategy, employing a dynamic capabilities perspective. The methodology of qualitative case study was applied, focusing on two established Swedish B2B organizations with an international presence. Empirical data was collected through semi-structured interviews and complemented with document analysis. Through abductive approach and hermeneutic interpretation, the findings show that despite the need for internal structural improvements, international B2B organizations are actively integrating BDA into their digital marketing strategies. By developing new routines and skills, these organizations can navigate the challenges posed by BDA while harnessing its benefits. Additionally, a framework comprising 10 practices in which international B2B organizations leverage BDA is proposed.

Keywords: *Big data analytics (BDA), big data, digital marketing strategy, international B2B organizations, dynamic capabilities*

Preface

First of all, I would like to express my gratitude to all the respondents, without your participation this study would not have been possible. The insights and experiences shared by the respondents have been not only fascinating to delve into but also truly valuable and appreciated. I would also like to give big thanks to my supervisor Olga Rauhut Kompaniets and examiner Michal Lysek, who have given great feedback and guidance throughout this journey. Finally, I am deeply grateful to my partner, family and friends for their great support and for putting up with my endless chatter about my thesis topic.

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Key concepts and definitions

Digital marketing: Can be defined as an umbrella concept that involves using digital technologies for customer retention and acquisition, preference identification, brand promotions and improving sales (Kannan & Li, 2017). It encompasses diverse digital channels, including the Internet, mobile and wireless communications (Järvinen, Tollinen, Karjaluoto & Jayawardhena, 2012)

Big data: The definition of big data is rooted in the concept that data is characterized by diverse dimensions, heterogeneous and autonomous sources, and dynamic, complex, and evolving relationships (Dubey, Gunasekaran & Childe, 2019).

Big data analytics (BDA): The transformation of data into insights is referred to as big data analytics, BDA (Gandomi & Haider, 2015).

Dynamic capabilities: Dynamic capabilities refer to an organization's ability to adapt to evolving business environments by developing, integrating and reconfiguring internal and external competencies, skills and resources (Teece, Pisano and Shuen, 1997).

1. Introduction

In this chapter the research area is introduced by exploring the relevance of big data and big data analytics in the digital marketing strategy of international B2B organizations. Following that the problem discussion is provided as well as the purpose of research and research question. Finally, the delimitation and the disposition of the thesis are outlined.

1.1 Background

Numerous Business-to-Business, B2B, organizations have implemented digital technologies into their daily operations and transformed their ways of working in terms of what they sell and how they sell it (Ritter & Pedersen, 2020). Consequently, there has been a paradigm shift in marketing strategies, with a notable rise in the adoption of digital tools, commonly known as digital marketing (Järvinen, Tollinen, Karjaluoto & Jayawardhena, 2012). The growing reliance on digital technologies has enabled organizations to accumulate major amounts of data, also referred to as big data. This accumulated data has contributed to development of business strategies based on data-driven insights which in turn has led to transformation of business models and value creation (Sun, Hall & Cegielski, 2020). Although the utilization of big data in strategy development is not a new topic, the pace at which data is collected has never been faster. Presently, there is more data available than ever before in history (Ritter & Pedersen, 2020). However, with big data available, organizations are struggling to identify and sort out which data is of quality and value for their digital marketing strategy and business objectives and which are not (Akter & Wamba, 2016). Without a clear goal and strategy, it is highly unlikely that a firm can enhance its performance through big data utilization (McAfee & Brynjolfsson, 2012).

The volume of collected big data exceeds the capacities of traditional data processing, creating the need for organizations to adopt a more complex information system called big data analytics, BDA (Sun et al., 2020). To facilitate the seamless flow of crucial information in the big data era, information systems such as BDA must have the capabilities to analyze varied data simultaneously (Rialti, Marzi, Ciappei & Busso, 2019). Numerous B2B organizations have invested in BDA, however only few of them are able to effectively utilize it (Sun et al., 2020). Previous research explain that BDA has great advantages for B2B organizations but that the academic research has not yet been able to provide them with a clear guideline on how to capture these benefits and what tools can be deployed (Hallikainen, Savimäki & Laukkanen, 2020; Mikalef, Pappas, Krogstie & Giannakos, 2018). This is consistent with Akter and Wamba's (2016) argument that a clear operational definition of BDA is still lacking, even though its significant role in strategic decision-making is well-acknowledged. Moreover, organizations must understand how to integrate digital tools with information technologies in their marketing. This comprehension is pivotal for developing digital marketing strategy that effectively pursues opportunities and addresses challenges in today's international marketplace (Katsikeas, Leonidou & Zeriti, 2020).

Hallikainen et al. (2020) argue that the competitive advantage followed by big data does not necessarily depend on the data itself, but rather on the organization's ability to transform the data to knowledge and action. Akter and Wamba (2016) explain that one of the greatest challenges when it comes to BDA is to align it with the current organizational capabilities in order to achieve business objectives. Additionally, Mazzei and Noble (2017) explain that to address the demands that can come with collecting, storing and analyzing data, organizations need to develop new dynamic capabilities. It is important that organizations develop the right dynamic capabilities to obtain competitive advantage from BDA (Rialti et al., 2019). Mikalef et al. (2018) further argue that the research focus within the BDA field has predominantly centered on its resource aspect, neglecting the essential activities necessary for organizations to develop the capability to apply BDA. Moreover, there remains a scarcity of research focusing on the intersection of marketing management and big data, and even less from a dynamic capability perspective (Rialti et al., 2019).

1.2 Problem discussion

Gnizy (2019) argues that although studies on big data and BDA are growing in numbers, the studies have overlooked the impact and usage of BDA within international firms, stating that this area is still in its embryonic stage. However, the few studies on BDA in the international context have focused more on the internationalization process and firms that are aiming at entering foreign markets (Bertello, Ferraris, Bresciani & Bernardi, 2021; Gnizy, 2019). This study however, focuses on B2B organizations that are already established on the international market. Previous research in the field of big data and BDA within the B2B sector have predominantly concentrated on supply chain and manufacturing (Rialti et al., 2019). However, there remains a dearth of research that explains the systematic integration of BDA with other organizational strategies within the B2B context (Sun et al., 2020).

1.3 Research purpose and research question

The aim of this study is, therefore, to examine the methods through which international B2B organizations integrate and utilize BDA in their digital marketing strategy, employing the perspective of dynamic capabilities. The research question of this study is as follows:

- 1. How are international B2B organizations integrating and utilizing big data analytics within their digital marketing strategy?*

The purpose of applying dynamic capability perspective is to understand how organizational capabilities in implementing BDA impact existing routines and the diverse ways organizations use data across different situations (Rialti et al., 2019). This study intends to contribute with practical guidelines for international B2B organizations to capture the benefits of big data and BDA, applying them in their digital marketing strategy.

1.4 Delimitation

This study is delimited to Swedish established organizations operating within the B2B context. It focuses on B2B organizations with active digital marketing strategy in multiple international markets and already possessing an established international presence. Furthermore, it is delimited to two empirical cases, with participants working at the headquarters of these organizations.

1.5 Disposition

In the upcoming **second chapter**, the theoretical framework is explored. This section reviews literature on digital marketing in international B2B settings, outlines big data and BDA, and introduces the concept of dynamic capabilities.

The third chapter elaborates on the interaction between the theoretical constructs introduced in chapter two, accompanied by a visual representation illustrating their relationship.

The fourth chapter outlines the methodology employed in this study. It covers the empirical data collection methods, analytical techniques used, and their rationale. Moreover, it addresses critiques and challenges associated with the chosen methodology.

The fifth chapter provides concise description of the studied organizations, including the roles and responsibilities of the respondents. Furthermore, it outlines the material used for document analysis.

In **the sixth chapter** empirical data collected from interviews and document analysis undergo thematic analysis. Initially, the relationship between digital marketing strategies and big data management is scrutinized. Subsequently, the integration of BDA and associated challenges, along with its connection to dynamic capabilities, is explored. Finally, a BDA toolbox tailored for international B2B organizations is introduced, comprising 10 practices outlining their utilization of BDA within their digital marketing strategy.

The seventh chapter discusses the analysis and interpretation of the findings, reflecting on the relationship between the key concepts and how it affects the way international B2B organizations are utilizing and integrating BDA in their digital marketing strategy. Furthermore, the figure in the conceptual framework is updated with the new findings from analysis.

Finally, **the eighth chapter** includes conclusion, theoretical contribution, managerial contribution and societal contribution. The limitation of this study is highlighted and suggestions for future research are provided.

2. Literature review

This chapter delves into the existing body of literature regarding digital marketing in the context of international B2B organizations and explains what big data as well as big data analytics are. Finally, the dynamic capability's perspective is discussed and described.

2.1 Digital marketing within international B2B organizations

The digital environment and social media platforms have altered the process of producing marketing communications and strategies within organizations. This shift has created two major opportunities for enhancing marketing activities. Firstly, there now exists various digital tools for marketing purposes and secondly, it has boosted the capacity to collect, access and report data on marketing activities, thereby making it more measurable (Järvinen et al., 2012). The definition of digital marketing and its associated terms, such as Internet- or online marketing, are diffused since they all generally refer to the utilization of technologies in marketing endeavors (Järvinen et al., 2012). Digital marketing, conceived as an umbrella concept, encompasses leveraging digital technologies to both retain and acquire customers, identify their preferences, increase brand promotions and boost sales (Kannan & Li, 2017). It encompasses various digital channels, including the Internet, mobile and wireless communications. The social aspect of digital marketing emphasizes augmentation rather than substitution for other digital media and is referred to as social media. It facilitates interactive engagement between businesses and customer networks and social media can be seen as a tool, platform and integrated element of digital marketing (Järvinen et al., 2012).

The utilization of digital marketing among business-to-business, B2B, organizations have increased in the last decade as they have realized the value it can bring in terms of such as increasing customer acquisitions and the ability to specifically target prospective customers (Pandey, Nayal & Rathore, 2020). B2B organizations have developed different strategies for utilizing and integrating digital marketing with their business (Saura, Ribeiro-Soriano & Palacios-Marqués, 2021). For example, B2B organizations employ social media to drive traffic to their homepages and/or landing pages as well as develop search engine optimization, SEO (Järvinen et al., 2012). Search engines empower customers to discover information and websites tailored to their search criteria, aligning lists of websites that best match the keywords used in the search (Kannan & Li, 2017). Digital marketing also enables B2B organizations to understand the customers better in terms of how they behave in the digital platforms and on websites and can in turn provide a more personalized interaction with customers (Saura et al., 2021). It has additionally facilitated real-time tracking of sales conversations and customer engagement. Moreover, B2B organizations are utilizing social media platforms such as LinkedIn, Youtube, Twitter and blogs to interact with customers and improve their sales lead strategy (Pandey et al., 2020).

Furthermore, digital marketing can strengthen the capabilities of organizations operating internationally by providing access to extensive customer data across borders, enabling better

decision-making in global marketing efforts. It can enhance the competitive advantage as well as financial performance by facilitating faster and more affordable management of business transactions through digital marketing platforms. Digital marketing also enables cost-effective customization and personalization of marketing strategies, allowing organizations to effectively compete globally by attracting customers from rival organizations in various countries (Katsikeas et al., 2020).

Understanding the customer's journey and behavior through data-centric ecosystems are crucial aspects of digital marketing in order to grasp opportunities for sales or acquiring new leads. The utilization of analytics will play a significant role as the adoption of digital marketing within the B2B sector continues to expand. Nevertheless, despite this potential, only a few B2B organizations have effectively capitalized on web analytics (Pandey et al., 2020). It is argued that to develop a marketing strategy that effectively pursues opportunities and addresses challenges in today's international marketplace, organizations must comprehend how to integrate digital tools with information technologies in their marketing (Katsikeas et al., 2020). However, regardless of the multitude of strategies available for employing digital marketing, numerous B2B organizations face challenges in pinpointing the most suitable tools for their organizations (Järvinen et al., 2012). Moreover, they often lack comprehensive knowledge about optimal B2B digital marketing practices, thereby affecting their return on investment, ROI (Pandey et al., 2020).

2.2 Big data

The origins of the concept “big data” can be traced back to the mid 1990s and it is argued that the beginning of its era is due to technologies such as cloud computing, Internet of Things (IoT) and social networking. McAfee and Brynjolfsson (2012) state that big data can be seen as a management revolution that can benefit different industries. There exists several definitions of big data and the concept has developed over the years (Mishra, Luo, Jiang, Papadopoulos & Dubey, 2017). Big data is described as a dataset composed of a major magnitude of complex data that is not possible to analyze, collect nor store with the traditional database software (Rialti et al., 2019). Dubey et al. (2019) further define big data as data that consists of diverse dimensions, heterogeneous and autonomous sources and has relationships that are distinguished as dynamic, complex and evolving.

The characteristics of big data can be summarized into seven dimensions, also referred to as “Seven Vs of Big Data”: volume, velocity, variety, veracity, value, variability and visualization (Rialti et al. 2019). Volume refers to the significant increase in the amount of data, which can be understood in terms of a large number of records data or substantial storage consumption (Mishra et al., 2017). Velocity reflects the pace at which data is produced and the speed at which it needs to be analyzed and responded to. The need for evidence-based planning and real-time analytics have increased due to the digital devices increasing the pace for data production (Gandomi & Haider, 2015). Big data consists of a high level of variety in forms being generated from heterogeneous sources and can be divided into three different types of

data: unstructured, semi-structured and structured data (Mishra et al., 2017). Unstructured data can be gathered from external sources like social media and internal sources like sensor data (Gandomi & Haider, 2015). It can include text, images, audio and video. On the contrary, structured data constitutes merely 5% of the overall existing data, representing tabular information commonly presented in spreadsheets. Situated between these two data types, is semi-structured data, which does not adhere to specific standards (Mishra et al., 2017). The sources from which big data is generated must hold a certain desired level of reliability, this is encapsulated by the term veracity (Rialti et al., 2019). Value concerns that considering the volume of big data it is often seen as low value and not until the data has been analyzed, it can possess high value. Variability involves the potential variation in the rates at which data flows, this is important because big data velocity has its peaks and valleys and is not consistent (Gandomi & Haider, 2015). Lastly, visualizations refers to how the outcome of big data can provide visual insights for the data analysts (Rialti et al., 2019). According to McAfee and Brynjolfsson (2012) visualization techniques and tools are becoming increasingly valuable because they help organizations better understand and interpret complex big data.

Several challenges are associated with big data. Firstly, for data to effectively enhance and create value for organizations, it must be of good quality. Poor data quality may result from redundant databases and applications, leading to difficulties in accessing and utilizing the data. Inaccurate or duplicate data can also impact decision-making processes. A significant challenge when it comes to big data and marketing is extracting correct information about each customer from the vast amount of data streaming in from multiple channels (Akter & Wamba, 2016). Sun et al. (2020) discovered that elements such as technological skills, resources, and support from top management influence the integration of big data within B2B organizations. Employees may hesitate to use big data due to lack of trust or understanding, highlighting the importance of management presenting it in a clear and trustworthy manner. Ensuring the safe handling of organizational privacy and data security is another challenge, particularly for organizations involved in e-commerce (Akter & Wamba, 2016).

The heightened competition in the global business environment necessitates organizations to adopt technologies, particularly big data, as stated by Sun et al. (2020). Digitalisation has not only increased the volume of data collected but also enhanced the flow of data both domestically and internationally. Cross-border data transfers have contributed to organization's ability to coordinate production, supply chains, sales and post-sales activities. Data that flows internationally is crucial for multinational organizations to facilitate business operations and at the international level real-time data can be collected that can lead to the creation of new services for profit (Nguyen & Paczos, 2020). Gnizy (2019) states that big data serves as a facilitator for international marketing since it contributes to a greater customer value-oriented behavior in international endeavors. The insights interpreted from big data not only aid in comprehending what the customers are choosing but also why they are choosing it and what are their unwanted alternatives. This understanding can contribute to the development of offerings that go beyond the latent needs of customers. Additionally, big data proves advantageous in formulating effective strategies, aligning international marketing decisions with organizational objectives.

The size of the organization does not either matter according to Sun et al. (2020), big data opens up opportunities for all organizations. Hallikainen et al. (2020) elaborate on the use of big data to discern customer expectations regarding a B2B organization and its offerings. Numerous B2B organizations have realized the advantages of integrating big data in their strategies to face business challenges better but there are still those that have difficulties to integrate it because they lack the competencies (Sun et al., 2020). Moreover, as big data becomes accessible to most organizations, the pathway to gaining a competitive advantage lies in mastering data analytics skills and leveraging their speed to achieve better decision-making processes (Ram & Zhang, 2022).

2.3 Big data analytics

Big data can be seen as the raw material that needs to be processed in order for it to be valuable (Hallikainen et al., 2020). To elevate the initially low value of big data generated, organizations must establish efficient processes capable of transforming vast and diverse data into meaningful business insights. This transformation of data into insights is referred to as big data analytics, BDA, and involves two key sub-processes: data management and analytics, together comprising five distinct stages. The stages within the data management include data acquiring, rensing, storing and preparing data for analysis. Conversely, analytics focuses on extracting intelligence from big data by employing various techniques (Gandomi & Haider, 2015). The aim with analytics is to improve the comprehension and information regarding business environments and processes and in turn generate business knowledge (Hallikainen et al., 2020). Organizations therefore need to develop BDA systems whose purpose stretches beyond only collecting data, to also sorting out the useless items such as messages lacking worthy content or spam messages, modeling data and interpreting it to gain economic value and competitive edge (Rialti et al., 2019).

According to Gandomi and Haider (2015) there are several different types of subset tools available for big data analytics. First, there is social media analytics which covers both structured and unstructured data generated by social media channels. It focuses on the analysis of interaction and relationship among network entities, including organizations, products and customers. Social media analytics can be divided into two categories: content-based analytics and structure-based analytics. Content-based analytics centers the analysis on the data posted on social media which can be dynamic, unstructured and voluminous and can include images, product reviews and customer feedback. Other tools such as text-, audio- and video analytics can contribute to the content-based analytics. Text-analytics analyze the information given in text form, while video-analytics monitor, analyze and interpret valuable insights from video streams. Audio-analytics focuses on analyzing human spoken language such as those expressed in recorded calls (Gandomi & Haider, 2015). This is also known as voice data analysis and the outcome can be used for targeting new customers and interpreting the consumer-buying behavior (Akter & Wamba, 2016). Structured-based analytics, on the other hand, directs its attention towards interaction between the network entities in forms of likes and comments

(Gandomi & Haider, 2015). The analytics of real-time data from various social media platforms offers knowledge that strengthens tactical decision-making (Ram & Zhang, 2022). By utilizing real-time data analytics, businesses can provide customized services, including unique content and promotions tailored to their customer's preferences (Akter & Wamba, 2016). Social media analytics also helps B2B organizations in reaching a wider audience without the need for extensive resources, prompting many to invest in this area. Through social media, B2B managers can learn, listen and assist their stakeholders without the requirement for physical infrastructure (Sivarajah, Kamal, Irani & Weerakkody, 2017).

Additionally, Akter and Wamba (2016) elucidate that organizations can analyze the clickstream data, which is generated when individuals click not only on social media content but also web and online advertisements. This analysis can provide valuable insights into customer's preferences and tastes. Järvinen and Karjaluo (2015) further explain a tool used to collect, analyze and report clickstream data in order to improve web usage is called web analytics. The data gathered from web analytics include traffic to the website, the user behavior on it and navigation paths. Moreover, web analytics can be employed to analyze transactions and business activities that are performed online. As the prevalence of digital marketing in B2B organizations has grown, the decision-making process of buyers has shifted, now depending more on the wealth of digital information accessible online. Consequently, web analytics have become a pivotal component in B2B digital marketing since it facilitates the tracing and analysis of users' online browsing behavior (Ram & Zhang, 2022). The data provided by web analytics can then reveal customer responses to digital marketing and be used to improve the effectiveness and efficiency of the components in the digital marketing. Web analytics offer standardized, quantitative and objective metrics, simplifying communication with senior management. B2B organizations should initiate the process of selecting metrics based on key performance indicators, KPIs and distinguishing them from other detailed metrics. Aligning web analytics metrics with digital marketing strategies and business objectives can further optimize the benefits of web analytics, offering a clearer perspective on marketing performance. However, there remains a gap in understanding why organizations prioritize certain web analytics metrics over others (Järvinen & Karjaluo, 2015).

Lastly, another analytics tool within BDA is predictive analytics (Gandomi & Haider, 2015). It refers to the fact that the analysis of big data can be utilized to predict future events (Akter & Wamba, 2016). It can be used in different disciplines, from predicting failures in supply chain to predicting customer's purchasing intention, what and when they will buy the next product (Gandomi & Haider, 2015). Predictive analytics on the collected data empowers organizations to analyze and pin down emerging trends and patterns, rendering it an essential element for identifying which foreign markets and opportunities to capitalize on (Gnizy, 2019). Previous research has introduced a machine learning framework based on gathering diverse data from multiple sources to predict valuable insights (Sivarajah et al., 2017). Increasing empirical evidence suggests that within B2B organizations, employing BDA for predictive analytics can lead to improved decision-making and business efficiency. Additionally, B2B organizations can reap the benefits of BDA in comprehending and predicting customer churn and decrease the risk for it. Moreover, prior research indicates that predictive analytics can

leverage social media-based data to model and forecast customer behavior, pinpoint potential leads, and target customers for deeper interaction (Ram & Zhang, 2022).

Several studies have investigated the relationship between BDA and B2B organizations. Research by Hallikainen et al. (2020) reveals that BDA positively impacts both sales growth as well as customer relationship management within B2B organizations. Other studies have explored various BDA methodologies in terms of IT systems and programs capable of extracting business insights from both enterprise and social media data (Wang & Wang, 2020). According to Ram and Zhang (2022), in the B2B sector, the lifetime value of customers typically exceeds that of other industries. Consequently, BDA can crucially impact B2B organizations by enhancing customer engagement and retention. They further argue that BDA has enabled B2B organizations to embrace a customer-centric approach, deemed essential for maintaining competitiveness in today's market where customers are well-informed. BDA is considered an appealing prospect for B2B organizations of all kinds because it offers diverse value across different contexts such as informational, strategic and transactional.

Gnizy (2019) explains that international organizations face a more complicated data analysis process compared to domestic counterparts, primarily due to the vast diversity of foreign business landscapes and the dynamic nature of international markets. Gathering data from cross-border sources becomes essential in navigating these complexities, ultimately enhancing competitiveness against foreign counterparts. In numerous instances, organizations may consolidate data in facilities like headquarters or data analytics centers, which are often situated in countries different from where the original data was collected (Mishra et al., 2017). However, Wang and Wang (2020) mention that much of the customer data is still not being analyzed in a valuable way, leading to ineffective marketing strategies. Continuing stating that to effectively take advantage of BDA, further studies are needed to explore how BDA can be utilized to facilitate customized solutions and long-term profitability. Additionally, in order to develop sustainable competitive advantage, it requires more than just being with the first to adopt and utilize BDA since more and more organizations are realizing the value of BDA and it is becoming quite mainstream. There is therefore a need to comprehend the conditions needed for BDA to attain long term competitive advantage (Hallikainen et al., 2020).

2.4 Dynamic capabilities

For organizations to effectively implement and integrate BDA with other business strategies, they must develop the right dynamic capabilities (Rialti et al., 2019). Teece, Pisano and Shuen (1997) introduced the Dynamic Capabilities View and defined it as an organization's capacity to adapt to evolving business environments through the development, integration and reconfiguration of internal and external competencies, skills and resources. From the first introduction of dynamic capabilities, several other definitions have encountered the research field (Ambrosini & Bowman, 2009). Eisenhardt and Martin (2000) have defined dynamic capabilities as: “organizational and strategic routines by which firms achieve new resource configurations as markets emerge, collide, split, evolve, and die” (p. 1107). They explored how

specific routines such as product development and knowledge transfer within organizations can be deconstructed into smaller units and then reconfigured to form new routines in response to market changes or even create market changes. Zollo and Winter (2002) emphasized the importance of organizational learning, proposing that dynamic capabilities entail consistent and learned patterns. To improve effectiveness, organizations must systematically develop and modify their operational routines. However, this view only focuses on routines related to operations, but Teece (2018) also highlight that dynamic capabilities can include routines focusing on other things such as information processing capabilities and the organization's ability to identify opportunities in the changing environment.

Despite variations in definitions, a common thread in the literature is the recognition that dynamic capabilities encompass processes for adapting and creating resources in response to evolving market conditions. Importantly, dynamic capabilities cannot be purchased, rather, they must be developed, they are path-dependent and are ingrained in the organization (Ambrosini & Bowman, 2009). Furthermore, dynamic capabilities can be summarized and divided into three underlying processes: first is sensing new opportunities and threats, second is seizing new opportunities and third is transforming or reconfiguring current strategies or assets (Teece, 2007). Underlying activities for sensing can be gathering marketing intelligence, identifying target market segments, or marking changing customer needs and customer innovation. Seizing involves capturing value from the new opportunities by employing activities such as mobilizing resources, developing competencies and deciding on decision-making practices. Finally, transforming involves managing knowledge, attaining recombinations and aligning dynamically tangible and intangible assets (Conboy, Mikalef, Dennehy & Krogstie, 2020).

Teece et al. (1997) further explain that from the dynamic capabilities view, competitive advantages are derived through organizational and managerial processes: integrating, learning, and reconfiguring. Later adding that these processes can be seen as subset of the processes that support sensing, seizing, and transforming which is needed to achieve excellent enterprise performance and avoid zero-profit trap (Teece, 2007). However, Eisenhardt and Martin (2000) argue that even though dynamic capabilities can be seen as idiosyncratic in their details, many firms share the similar dynamic capabilities in forms of “best practice”. Due to this, dynamic capabilities cannot provide long-term competitive advantage but instead the resource configurations do according to them. Teece (2007) agrees that well known and imitable “best practices” are not solely the driver for competitive advantage but argues that it does not either represent a dynamic capability. Further stating that “ad hoc problem solving” cannot either be considered as dynamic capability. Instead, competitive advantage is gained through exploiting unique dynamic capabilities in terms of constantly extending, upgrading, building, and protecting the organization's unique asset base. The sustainable competitive advantage requires more than the ownership of hard to imitate intangible or tangible assets, it also requires hard to imitate dynamic capabilities. Ambrosini and Bowman (2009) state that in order to attain and sustain competitive advantage, organizations need to continuously invest and elevate their resources since static resources cannot be considered as valuable.

Within the B2B perspective, dynamic capabilities have been identified to enhance the B2B marketing operations. They enable systematic changes, which in turn rejuvenate operational capabilities and improves adaptability to market shifts (Mikalef, Conboy & Krogstie, 2021). Additionally, results from a study conducted by Jantunen, Puumalainen, Saarenketo and Kyläheiko (2005) underscore the significance of dynamic capabilities and organizations operating in an international environment. They state that organizations actively aligning their business processes with the demands of the international environment tend to be more successful in international activities than passive ones. However, achieving success is not solely dependent on actively reconfiguring structures and processes, rather it involves reconfiguring the right aspects, that is, to skillfully and effectively identify the areas needing improvement and change within business processes.

3. Conceptual framework

This chapter explains the relationship between the theoretical terms mentioned above: Digital marketing within international B2B organizations, big data, big data analytics and dynamic capabilities. The conceptual framework narrows down what aspects of the literature review was employed as a guideline for the analysis.

With the usage of digital marketing, international B2B organizations are producing data on customer behavior on online platforms, resulting in big data (Järvinen & Karjaluote, 2015). Researchers focusing on comprehending the impact big data has on organizations, need to explore it from three perspectives simultaneously. Firstly, to see big data as a resource that can be utilized several times and in different ways to solve various challenges. Secondly, analyzing big data as a routine, process and capability to transform the data into valuable insights. Lastly, to manage all the information and insights gathered from the data (Rialti et al., 2019). It is thereby not enough to only explore the relationship between big data and digital marketing within international B2B organizations to understand how they impact the business. This study is therefore also adapting the perspective of BDA where big data is seen as the raw material for further analysis.

Moreover, Mazzei and Noble (2017) also explain that organizations need to develop new capabilities to tackle the demands that can come with collecting, storing and analyzing data. They did a systematic literature review showing that the perspective of dynamic capabilities has been applied in examining BDA in previous research. The studies have focused on aspects such as process oriented capabilities and financial performance, highlighting that the development of BDA capabilities leads to organizations learning new routines. The new routines enable them to analyze various data over time, which proves essential for effectively operating BDA systems during changes. According to Rialti et al. (2019) the perspective of dynamic capabilities provides a more holistic view of BDA since it includes analysis of routines and multiple ways they may be reconfigured in order to generate value and competitive advantage. Studies that have adapted other perspectives such as resource-based view or knowledge-based view risk neglecting the significance of routines in BDA. Despite holding extensive amounts of information, the challenge faced by organizations that are online is to effectively integrate BDA into their marketing practices. This integration is however necessary for tailoring personalized offers and selecting optimal channels to deliver customer value (Akter & Wamba, 2016).

Numerous B2B organizations have invested in and developed their capabilities with BDA, driven by the increasing focus on big data with the aim of enhancing organizational performance. However, many organizations have struggled to succeed in this endeavor (Hallikainen et al., 2020). Moreover, Bertello et al. (2021) highlight that in the international environment, where data gathering can be complex, the risk of obtaining and processing low-quality data, as well as encountering false correlations among data from various sources. This risk can be mitigated by developing appropriate dynamic capabilities. For B2B organizations to gain a deeper understanding of their customers, foster mutually beneficial collaborations,

and drive innovation, they require robust internal capabilities. BDA can serve as a crucial tool in this regard, offering insights into organizational operations, identifying opportunities and challenges, and guiding organizations towards effective adaptation to meet internal needs (Ram & Zhang, 2022). In international business, the collection, analysis and exchange of big data extends an organization's capabilities in global markets, playing a crucial role. Consequently, big data is developing into a management revolution that influences organization's strategies, processes and systems. By comprehending customer needs and market changes achieved through analyzing digital data, the firm enhances its capability to create knowledge abroad, leading to the identification and exploitation of opportunities (Gnizy, 2019). Dynamic capabilities are therefore crucial for effectively exploiting BDA while ensuring that BDA informs which changes are necessary in digital marketing routines and processes. This study will adopt the perspective of dynamic capabilities in terms of sensing, seizing and ultimately transforming aspects of the international B2B organization's digital marketing strategy for improvement. This in order to gain a deeper insight into how B2B organizations utilize BDA derived from digital marketing data.

Based on previous literature, the conceptual framework of this study can be summarized in figure 1.

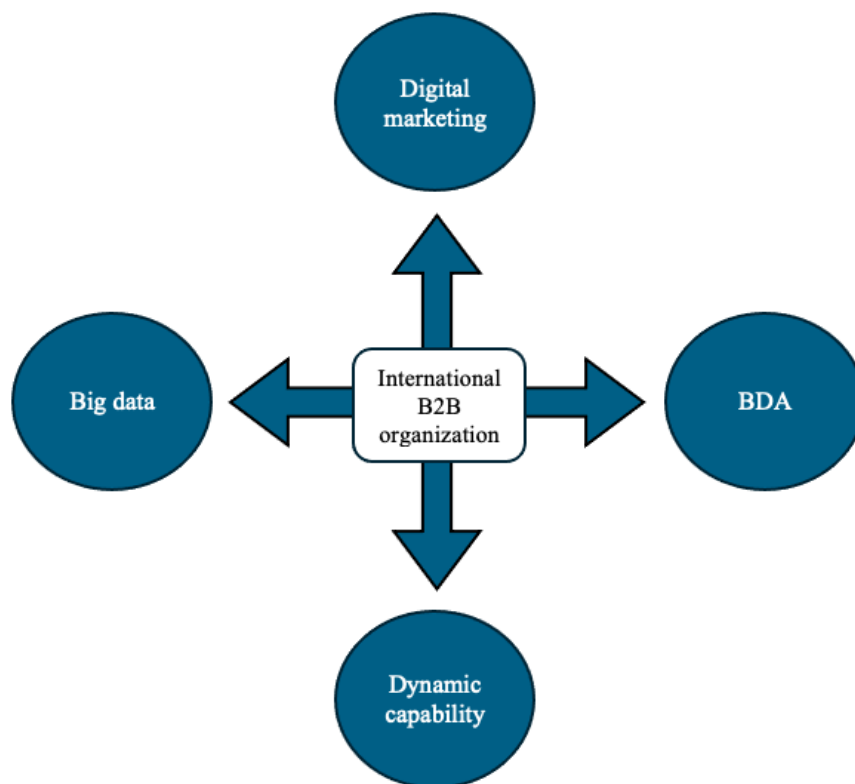


Figure 1. Conceptual framework on the utilization of BDA in digital marketing strategies of international B2B organizations (*Own elaboration*)

With the use of digital marketing, B2B organizations are producing big data on customer behavior on online platforms from different foreign markets which in turn can be seen as raw material to BDA. B2B organizations need to integrate and utilize BDA in order to sort out what is of quality for their organizational objectives and to extract valuable business insights that can enhance their digital marketing strategy and competitive advantage on the international market. However, for organizations to effectively utilize BDA in their digital marketing strategy and enhance competitive advantage on the international market, organizations must develop the dynamic capabilities. In turn the information extracted from BDA can also imply which aspects of existing resources and routines need to be reconfigured. This framework will guide the research, with the aim of answering the research question on how international B2B organizations integrate and utilize BDA within their marketing strategy.

4. Methodology

In the methodology chapter, the approach conducted to investigate the utilization of BDA in international B2B organizations already established in foreign markets is outlined. This encompasses the data collection methods, analytical techniques employed, and the rationale behind their selection. Additionally, critics and challenges with the methodology selected are highlighted.

4.1 Methodology selection

4.1.1. Qualitative methodology

This study used a qualitative approach. The aim with qualitative research is to obtain a rich comprehension of a phenomenon in the study (Kallio, Pietilä, Johnson & Kangasniemi, 2016). Given that the objective of this study is to explore *how* B2B organizations are leveraging and integrating BDA in their digital marketing strategy, the selection of qualitative methodology aligns seamlessly with the study purpose. According to Yin (2009), when research aims to address questions pertaining to *how* and to build theories or generate new ones where little knowledge exists today, qualitative methodology is most appropriate. The primary method utilized was interviews, supplemented by document analysis of rapports and digital marketing strategy presentations. By including data collection from both interviews and documents, the author aimed to enhance understanding and gain deeper insights into the research objectives.

The application of qualitative methodology offers several advantages, including transparency, nuanced insights, and high internal validity of the collected data. However, it also poses challenges and attracts critics, particularly concerning the limited number of respondents, time consumption and reduced generalizability (Yin, 2009). The author has weighed these challenges and critics prior to selecting the methodology, which will be elaborated upon later in this chapter. Nonetheless, the research objective is to analyze *how* international B2B organizations can utilize and integrate BDA in their digital marketing strategy. As such, the aim is not to offer universal generalization for all organizations but rather to develop a framework upon which future studies can build, facilitating attempts to generalize.

4.1.2 Case study design

The research design adopted for this study was the case study approach, focusing on two established Swedish B2B organizations operating internationally. Yin (1981) elaborates on how the case study serves as an appropriate research strategy for investigating a contemporary phenomenon within its real-life context, particularly when the boundaries between the phenomenon and its context are not readily apparent. This resonates with the study's objective, which aims to analyze how international B2B organizations utilize BDA in real-life context by analyzing two organizations. Given the ongoing significance of the phenomena BDA, big data

and dynamic capabilities (Rialti et al., 2019) as well as digital marketing among international B2B organizations (Pandey et al., 2020), the relevance of this research remains paramount. The chosen type of case study was a multiple case study, as recommended by Baxter and Jack (2008) when studying more than one single case. This approach allows for a more comprehensive understanding of both the similarities and differences among cases. The strengths of this research design lie in its generally acknowledged robustness and credibility, however, a drawback is its potential time-consuming during execution.

Further clarifications distinguish case studies from other research approaches, as they are best suited for research questions seeking explanations rather than mere incidence (Yin, 1981). The research question of this study seeks to understand and explain how international B2B organizations utilize BDA in their digital marketing, highlighting the suitability of the case study approach for addressing the study's purposes. Baxter and Jack (2008) emphasize the importance of determining what should be excluded from the case and establishing boundaries to define its scope. This helps avoid falling into one of the most common pitfalls associated with case studies, which is having an overly broad scope. These boundaries can encompass factors such as time, place, definition, context and activities. This study specifically concentrated on B2B organizations established in Sweden and operating internationally, working with digital marketing. There are also clear and concise definitions of the phenomenon under investigation. The determination of the unit of analysis is essential prior to commencing the research. This involves deciding whether the study will concentrate on entire organizations, groups, or individuals. Furthermore, the unit of analysis helps clarify the scope of generalizations intended by the researchers, whether they pertain to other individuals, organizations, projects or specific decisions (Benbasat, Goldstein & Mead, 1987). The unit of analysis in this study was international B2B organizations.

4.1.3 Deductive approach

This study incorporated deductive approach. The interview guide was based on existing theories, and the empirical data was subsequently analyzed considering these theories, which aligns with a deductive approach as defined by Kallio et al. (2016). Bryman (2018) explains that in a deductive approach, the researcher develops a research aim and question based on theory. The empirical data is then compared to the existing theory, and the researcher describes the consequences of the results and updates existing theories with the new findings. The author followed this, thus affirming that the approach is deductive.

4.2 Empirical data gathering

4.2.1 Semi-structured interviews

The empirical data collection for this study was conducted through in-depth interviews with a semi-structured format. Semi-structured in-depth interviews are commonly employed in qualitative research for their flexibility and ability to delve deeply into research topics (Kallio et al., 2016). Given the study's objective, the author determined that this method of gathering empirical data would be suitable. The interviews were conducted between March to April 2024.

The interview guide should be based on previous literature in the field and outline the main topics of inquiry while allowing for spontaneous exploration of issues raised by interviewees (Kallio et al., 2016). This study followed this and the questions in the interview guide were based on previous literature and focus on key research themes: digital marketing, big data, BDA and dynamic capabilities. Additionally, the author incorporated follow-up inquiries to delve deeper into interviewee's perspectives, as Ritchie and Lewis (2003) assert that such questions enhance clarity and understanding. These follow-up questions often took the form of "why?" or "can you elaborate further?" to probe rationale and motivations. Moreover, the interview guide included introductory queries aimed at fostering a comfortable environment for participants. For instance, starting with: "Can you tell me a little bit about your role and responsibilities within the organization?". It also concluded with an open question regarding if the interviewee wanted to share any additional insights or reflections that had not been mentioned during the interview. Since some of the participants could speak Swedish while others only spoke English, the author developed two interview guides in each language.

Furthermore, to facilitate the subsequent analysis process, this study opted to record the interviews. The recorded data were then transformed to text. According to Kvale and Brinkmann (2017), transcription involves transforming voice data to text data. All interviews were conducted via Teams for convenience, as Teams offers transcription options. However, the author also audio recorded the interviews and compared the transcription from Teams with the recorded version and added text when needed. Bryman (2018) highlights the risk of missing out on body language in non-face-to-face interviews. However, using Teams ensured efficiency since no travel time was needed to interview with participants and since it had a camera option the author could still capture the body language.

4.2.2 Document analysis

Document analysis served as a complementary method to the interviews in this study, focusing on rapports generated by the international B2B organizations to discern the types of data gathered and the presences of any visible KPIs. Bryman (2018) further elucidates that analyzing documents can enhance understanding of an organization's processes and their implementation in daily operations. Thus, document analysis was deemed suitable to corroborate interview findings and explore the utilization of BDA and big data in organizational practices. This also aligns with Bryman (2018) who emphasizes that researchers utilizing interviews can benefit

from accessing both public and internal documents within organizations, as they can yield valuable information for the study.

4.3 Sampling strategy

4.3.1 Participants selection

The sampling strategy in this study followed a four steps guide based on the framework introduced by Robinson (2014). The first step entails identifying a sample universe, also termed as the target populations, within which specific inclusion or exclusion criteria, or a mixture of both, must be established for the study (Robinson, 2014). For this study, the inclusion criteria can be two-divided; one set for the choice of company for case, and another set of criteria for who to interview at that company. The inclusion criteria for selecting companies were as follows:

1. Swedish established B2B organization
2. Operating in at least 10 international markets (including Sweden)
3. Big organizations, with approximately 15.000 employees
4. Actively engaged in digital marketing strategy

The second set of inclusion criteria for interviewees, required them to be involved with the organization's:

1. Digital marketing strategy
2. Data analytics
3. Overall marketing strategy
4. Or any combination thereof

In some instances, interviewees were selected based on their expertise in either data collection or strategic analytics, rather than both aspects since the process of data analytics in relation to digital marketing strategy could be divided like that. The definition of the sample universe plays a crucial theoretical role in the analysis by specifying the focus of the study and defining its scope (Robinson, 2014).

4.3.2 Sample size

Second step in the framework is to decide the right sample size for the study to be of quality. Interview research with an idiographic aim typically targets a small sample size to ensure each case receives intensive analysis, often ranging from three to sixteen participants, facilitating both cross-case generalization and individual identities within the study (Robinson, 2014). This aligns with this study purpose, where the researcher wishes to delve deeply into the specific strategies and challenges of BDA within digital marketing strategy and provide a detailed insight that may not be possible with a larger sample size. The decision to conduct three interviews with one organization and two with the other, totaling five interviews, was

deliberate. The author considered the depth and richness of insights that could be obtained from each organization, prioritizing quality over quantity in the selection of cases. Additionally, time and resource constraints influenced the decision to limit the number of cases to two, allowing for a more focused and detailed examination of each organization's utilization of BDA in digital marketing.

4.3.3 Purposive sampling strategy

The third step involves selecting a sample strategy (Robinson, 2014). This study employed a purposive sampling strategy, but Robinson (2014) explains that this strategy involves selecting cases that align with the study's purpose. The author in this study chose organizations and participants that fulfilled the selection criteria. This deliberate selection ensured that the chosen cases provided rich and relevant data for addressing the research question effectively.

4.3.4. Sourcing the participants

The fourth and final step is to source the participants and a common method is the one of snowball sampling which means that the researcher starts with a small number of participants and then asks them to recommend other participants that would fit the study (Robinson, 2014). This study used the snowball sampling method to identify and recruit participants. Snowball sampling was chosen for its effectiveness in accessing individuals who possess relevant insights and experiences pertaining to the utilization of BDA in digital marketing within international B2B organizations. By leveraging existing connections and networks, this method facilitated the identification of participants who could provide valuable contributions to the study.

4.4 Data analysis

4.4.1 Thematic analysis

It is of great importance to start with sorting out the collected empirical data before the qualitative analysis is conducted. This initial step establishes the foundation for contextualizing the elements of the empirical material (Rennstam & Wästerfors, 2015). In the analysis phase, there's a risk of treating each data source independently and reporting findings separately, which goes against the purpose of case study. Instead, researchers should aim to converge data to understand the overall case, including its various components and influencing factors (Baxter and Jack, 2008). Thus, the method employed to organize the collected empirical data from the qualitative research was thematic analysis. According to Bryman (2018), thematic analysis involves organizing qualitative data based on themes relevant to the research, which are derived from categories and codes. Qualitative analysis is grounded in an epistemological understanding where interpretation and data are co-constructed by both the interviewee and the interviewer. Consequently, the empirical data can yield multiple interpretations (Graneheim et al., 2017).

4.4.2 Coding

After reviewing the empirical material and becoming acquainted with its content, the next step in thematic analysis is coding (Bryman, 2018). Assigning codes to concise units of meaning serves as mental tools and heuristic aids, enabling the empirical data to be approached from new and diverse perspectives. It is crucial to interpret codes within their respective contexts, as they can be applied to discrete objects and phenomena (Graneheim & Lundman, 2004). Initially, the author conducted an initial round of coding by identifying and naming smaller text parts, resulting in a substantial number of codes, as noted by Bryman (2018). Subsequently, efforts were made to reduce the number of codes by identifying similarities among them and consolidating related elements. To enhance clarity, the codes used in the analysis are presented in bold font to indicate their application.

4.4.3 Categories

Categories should encompass codes that are related and address similar subjects. It is crucial to ensure that categories are exhaustive, covering all empirical data relevant to the research purpose. They primarily represent the manifest content of the text, reflecting descriptive content levels (Graneheim & Lundman, 2004). For sorting of empirical data in this thesis, the following categories were employed: (1) international digital marketing strategy, (2) collection of big data from digital marketing activities, (3) BDA, analyzing the big data for digital marketing, (4) BDA integration and (5) dynamic capabilities. Each category is designed to address the question “what?” and is identifiable as a common thread throughout the coding process. With a clear understanding of the text’s purpose, no data that aligns well with it should fall between categories and be excluded (Graneheim & Lundman, 2004). The author followed this systematic approach to organize and analyze of empirical data.

4.4.4 Themes

Graneheim et al. (2017) emphasize that a research theme serves as a common thread connecting various categories, providing interpretation to recurring topics or experiences and their diverse manifestations. This red thread may be elusive but essential for researchers to discern the underlying message. Therefore, during analysis, the author remained receptive to new themes that emerged and focused on understanding the participant’s perspectives. Multiple iterations were conducted to identify and understand the recurring themes across the interviews. The themes identified were: 1) The connection between big data collection and digital marketing strategy, 2) The goals of digital marketing strategy and the big data selection, 3) The cross-border data and international digital marketing strategy, 4) The role of headquarters, 5) The integration of BDA in digital marketing strategy, 6) Facing challenges of BDA with dynamic capabilities, 7) The practices for BDA in international B2B digital marketing strategies.

Additionally, to increase the trustworthiness of the data gathered from document analysis, the researcher needs to select categories before collecting the data (Bryman, 2018). The categories chosen beforehand was: (1) What type of data was visible in the rapport, (2) from what sources has the data been collected, (3) what type of KPIs were visible in the rapport and (4) if there were any analysis on the data included in the rapport, in that case (5) what where the insights about.

4.4.5 Hermeneutic approach

The interpretative approach adopted in this study aligns with a hermeneutic perspective. As outlined by Thurén (2019), hermeneutic interpretation aims to delve deeper into understanding a phenomenon beyond mere comprehension. Its focus lies in comprehending people, their actions, and the resulting consequences. In this study, the objective is to comprehend organizations concerning the utilization and integration of BDA, and the subsequent implications for their digital marketing strategy. Thus, the aim is not merely to grasp the phenomenon of BDA within international B2B organizations but to achieve a deeper understanding of their actions and the associated consequences regarding this phenomenon.

4.5 Ethical considerations

In qualitative research, it is crucial to address various ethical considerations to uphold the integrity and privacy of participants. One primary concern is confidentiality, which needs to be protected both when using interviews and document analysis (Allmark, Boote, Chambers, Clarke, McDonnell, Thompson & Tod, 2009). In this study, particular attention was paid to ensuring that sensitive information from rapport materials was not utilized. The author emphasized the purpose of gathering rapports and informed the participants that they could indicate if any information was sensitive, such as specific numerical results, which were deemed unnecessary for this study. Additionally, participants were given the option to request the removal of any sensitive information. During interviews, the author explicitly asked interviewees if there was any confidential information they preferred not to elaborate on or disclose. This practice aligns with the recommendation by Allmark et al. (2009) to regularly check with interviewees during interviews if they were comfortable elaborating further details, thus continuously safeguarding privacy and confidentiality throughout the interview process. Moreover, it is imperative to formulate interview questions in a manner that ensures they do not cause any harm to participants, and that spontaneous follow-up inquiries are also considerate of this, to prevent potential ethical dilemmas (Allmark et al., 2009). The author kept these considerations in mind both while developing the interview guide and conducting the interviews.

Transparency is another key ethical principle in qualitative research (Bryman, 2018). In this study, the researcher provided participants with a clear understanding of the research objectives, the purpose of the interviews, and how their contributions will be used, including the publication of findings in the master thesis. This clarity was achieved through email

communications and, in some instances, brief meetings via Teams before obtaining consent, ensuring participants were well-informed before agreeing to participate. Obtaining informed consent from participants is essential in qualitative research (Allmark et al., 2009). The author procured written consent from participants, offering them the opportunity to inquire about and make autonomous decisions regarding their involvement. It was ensured that participants fully understood how their data would be utilized.

4.6 Critics and challenges with the methodology

Graneheim et al. (2017) states that the challenge with qualitative studies is to establish trustworthiness in terms of the credibility, dependability, transferability, and authenticity. In order to obtain credibility and transferability, this study selected participants with relevant experiences and knowledge pertaining to the research phenomena and guaranteed that enough data was gathered to possess a more accurate contextual description. Secondly, a clear definition of the different categories and themes used for data collection and analysis was established to ensure dependability. Thirdly, authenticity and credibility were reinforced by including direct quotes from interviews thereby distinguishing between participants' input and researcher's interpretation.

Bryman (2018) further elaborates on the criteria for assessing the quality of documents being representativeness, and meaningfulness. During the empirical data collection process of documents, focusing on reports and digital marketing strategy presentation, the author adhered to these criteria as well. Firstly, to ensure the authenticity and credibility, only materials provided by interviewees and owned by the organization, authored by them, were used. Representativeness entails selecting content typical for the study field (Bryman, 2018). The reports can be considered as typical for a data report and therefore suitable. Lastly, the reports were meaningful to the author as they offered the author deeper insights into the utilization of big data and BDA in daily digital marketing operations.

Additionally, as previously mentioned, time constraints necessitated the examination of two cases in this study. However, the author acknowledges that including a third case would have further enriched the analysis. Despite attempts to solicit participation from additional B2B organizations, some indicated a lack of implemented strategies or active engagement with BDA, expressing a sentiment of being "not good at it". This underscores the critical need for providing practical guidance to B2B organizations on how to effectively utilize BDA in the digital marketing strategy.

5. Empirical material

This chapter presents a brief description of each organization studied, along with the roles and responsibilities of the respondents within those organizations. Additionally, this section specifies the material for document analysis that was conducted.

5.1 Organization A

Founded in Sweden in the 1970s, organization A is a global manufacturing company with an established presence across numerous countries in North America and Europe. It operates in over 50 countries with approximately 15.000 employees. It boasts several sub-brands offering a diverse range of products, each holding prominent positions in the global market. Renowned for its commitment to sustainability and innovation, organization A maintains a steadfast focus on manufacturing quality, driven by a dedicated workforce contributing to its success worldwide. Their customers are other organizations and therefore with the B2B context and its established international presence, this organization served as a suitable empirical case for this study's purpose.

Empirical data was gathered from interviews with two respondents employed by this organization. Employee 1A specializes in digital marketing, with a particular focus on digital analytics and insights, while Employee 2A oversees the coordination of digital channels and formulates digital marketing strategies. Both respondents are stationed at the organization's headquarters and have been involved in driving forward internal data structures for marketing purposes. Moreover, the author received documents containing their big data storage strategy and digital marketing strategy from the organization. This was used for document analysis.

5.2 Organization B

Organization B was established in the late 19th century in Sweden and is also a global manufacturing company. It operates across more than 100 countries worldwide and therefore has an established international presence. The organization has various business units that offer an extensive range of products and services. With a workforce spread globally, the organization employs approximately 18.000 individuals, each contributing to the organization's mission of providing innovative solutions to its global clientele. Their customers are also organizations, which makes this one a well suited case for this study.

Empirical data were collected from three respondents working with the digital marketing strategy of organization B. Employee 1B was responsible for planning and executing digital marketing campaigns as well as monitoring the results. Employee 2B actively participated in the digital marketing campaigns, data collection and provided data insights. Lastly, Employee 3B was also accountable for planning, executing, and evaluating digital marketing campaigns of a particular business unit at the organization. All the respondents are based at the

headquarters. Moreover, the author received monthly reports showing results from digital marketing campaigns for document analysis.

6. Analysis

This chapter presents the analysis of empirical data collected from interviews and document analysis, employing a thematic analysis. The relationship between digital marketing strategies and big data management will be analyzed first. This is followed by integration of BDA and challenges of that and the connection to dynamic capabilities. Finally, a BDA toolbox for international B2B organizations is introduced, showcasing ten various practices for the utilization of BDA.

6.1 The relationship between digital marketing strategy and big data management among international B2B organizations

6.1.1 International digital marketing strategy and big data collection

Based on the analysis, an evident theme arose expressing the relation between digital marketing strategy and the strategies for big data management. It reveals the diverse ways in which international B2B organizations integrate **social media platforms** and **websites** into their digital marketing strategy. On one hand, international B2B organizations can include a **comprehensive approach** with **multiple** social media platforms in their digital marketing strategy. Organization A, for instance, actively engages with Facebook, Instagram, LinkedIn, Twitter, Youtube, Google SEO search, and occasionally TikTok. On the other hand, international B2B organizations can also use a more **selective approach** in their digital marketing strategy. For instance, Organization B focuses primarily on LinkedIn, Google SEO, Youtube and their website in their digital marketing strategy, leaving out platforms like Facebook, Instagram and TikTok. The reason for a more selective approach was that they adapted it to where their **target groups** in the B2B context can be easily reached. This acknowledgement underscores the organization's capability in harnessing the **precise targeting** of digital marketing, as explained by Pandey et al. (2020). However, it also reflects different approaches to digital marketing utilization among international B2B entities. While some can opt for a comprehensive approach, encompassing a wide array of platforms, others may adopt a more selective approach tailored to platforms deemed most relevant within the B2B context. This discovery is consistent with the claim put forth by Saura et al. (2021), underscoring the variety of strategies developed by B2B organizations in their choices of digital marketing channels.

Moreover, a connection can be seen between these divergent digital marketing strategies and the **sources** of big data collection employed by the international B2B organizations. The organizations collect data from the sources they engage with in their digital marketing strategy (Digital marketing plan, Organization A, 2024: Report, Organization B, 2024). This aligns with the notion put forth by Järvinen et al. (2012), emphasizing that data can enhance the measurability of marketing activities. Therefore, it makes it a logical choice for organizations to collect big data from their **digital marketing channels** in order to measure their marketing

efforts there. Additionally, the B2B context is highlighted regarding data collection practices from platform sources: “*With LinkedIn, we find out which companies have interacted with the ad. So, that's very valuable*” (Employee 2B, Organization B, 2024). This suggests that the context of B2B of an organization's digital marketing strategy can impact the source from which big data is collected. Additionally, Nguyen and Paczos (2020) highlight that to facilitate business within international organizations, it is important to collect data internationally. This underscores the importance of considering both the international and B2B context in data collection practices.

It can therefore be analyzed that based on what the organizations include in their digital marketing strategy in terms of social media platforms and websites can affect the sources which big data is collected from and thereby also the amount of data gathered. The comprehensive approach covering multiple social media platforms and websites yields a larger volume of big data, whereas a more selective approach results in big data collection from fewer sources. While focusing on specific social media platforms may simplify data handling in terms of reducing the risk of overwhelming amounts of data, it also means potentially missing valuable insights that could impact digital marketing strategies. As Gandomi and Haider (2015) explain, big data management involves acquire, sort out and prepare big data for BDA. Therefore, the decision on social media platform selection requires careful balancing between big data detail and resource efficiency. Furthermore, the social media platforms and websites chosen for inclusion in digital marketing strategy can influence the nature and scope of collected big data. This underscores the intricate relationship between digital marketing strategy formulation and big data collection practices within international B2B organizations, highlighting the importance of strategic alignment between the two.

6.1.2 The goals of international digital marketing strategy and the big data selection

The digital marketing strategies of international B2B organizations, a central theme emerged as the primacy of **lead generation objectives**. This strategic focus resonates with the findings of Pandey et al. (2020), who emphasize the pivotal role of digital marketing in enhancing **sales lead strategies** within B2B contexts. The international B2B organizations utilize digital marketing efforts not only to attract **new customers** but also to bolster **brand awareness** among existing ones and foster increased **customer loyalty** and **relationships**. This strategic approach is particularly relevant due to the **longer purchasing cycles** within the B2B context: “... *we have a much slower purchasing process... So, for us it is about being seen and heard*” (Employee 3B, Organization B, 2024). Moreover, the document analysis also showed one of the focus areas in digital marketing being producing **personalized** and **relevant material** for customers (Digital marketing plan, Organization A, 2023). This aligns with the observations of Ram and Zhang (2022), who note that in the B2B sector, **customer lifetime value** tends to exceed that of other industries. Thus, it can be inferred that international B2B organizations leverage their digital marketing strategy to nurture and reinforce relationships with their

customer base, supporting previous literature suggesting that big data can be utilized to strengthen the customer relationships in the B2B context (Hallikainen et al., 2020).

The **objectives** set in a digital marketing strategy among international B2B organizations can be seen to play a crucial role in shaping data selection practices. The data selection aligns with specific objectives and **key metrics** in terms of key performance indicators, **KPIs**, set for each digital campaign. These objectives may range from event sign-ups to website contact form submissions, and the KPIs tied to specific platforms such as clicks, average website duration and customer behavior on the website (Digital marketing plan, Organization A, 2024: Report, Organization B, 2024). Thereby shaping the focus of data collection endeavors. The context of B2B can also impact which types of KPIs are used for data selection: *“We look at both visits and returning visits, and returning visits are particularly important in B2B because the purchasing cycle is so long. So, if someone returns, it can indicate that they have an interest”* (Employee 1B, Organization B, 2024). Consequently, it can appear that B2B organizations are prioritizing the collection of KPIs that can help them understand the **customer behavior** during the long B2B purchasing cycle, tailored to their specific contextual requirements. This strategic emphasis may also be considered as one reason for why organizations choose to **prioritize** some KPIs over others, but Järvinen and Karjaluoto (2015) state that there is a current lack of understanding regarding the prioritization. Therefore, the process of determining which types of big data to prioritize for collection, and the rationale behind it, can depend on the identification and alignment of KPIs and the objectives of the digital marketing strategy among international B2B organizations.

6.1.3 The cross-border data and digital marketing strategy

A prevalent theme evident among the international B2B organizations is the **dynamic nature** of their digital marketing strategies, which are shaped by **geographical locations** and **organizational divisions**, reflecting their extensive international presence. Saura et al. (2021) posit that B2B organizations have developed **diverse strategies** for integrating digital marketing with their business. However, this also suggests that within an international B2B organization that is active on many different markets internationally, digital marketing strategies can exhibit variance. The insights from the empirical material highlight the adoption of employing localized digital marketing strategies in conjunction with global digital marketing strategies from headquarters among international B2B organizations. The dynamic nature of foreign markets can also impact the dynamics of data collection and selection strategy in the international environment: *“Depending on the local requirements, in some cases, we basically act on the legal guidance on some of the markets”* (Employee 1A, Organization A, 2024). This underscores the dynamic nature of data collection as well as selection practices that can be shaped by regulatory frameworks and market complexities. This supports the argument made by Mishra et al. (2017) that cross-border data collection can be more complex due to the differences in foreign markets.

Despite the diversity observed within the digital marketing strategies, both international B2B organizations underscore a **shared vision** and **direction**. Organization A, for instance, has a developed digital marketing plan with shared vision on a global level, for instance: *“enabling superior online customer experience and empowering a more effective purchase process by utilizing customer insights”* (Organization A, 2023). While at the same time transforming from the mindset of one size fits all, to a more localized and personalized digital marketing approach. Similarly, Organization B emphasized: *“...it is clear that we have some form of common guiding star. But it is up to each business unit to then plan”* (Employee 1B, Organization B, 2024). It can be analyzed that the fusion of localized and centralized digital marketing strategies not only facilitates enhanced outreach to local markets but also fosters consistency and alignment with shared vision on a global level. This strategic synthesis can enable international B2B organizations to navigate the complexities of diverse market landscapes while maintaining strategic marketing vision. This aligns with Mishra et al. (2017) that to navigate the complexities of foreign markets, international B2B organizations need to collect cross-border data. However, it also extends that with including that B2B organizations need some guiding star to foster consistency and align big data collection with global vision.

6.1.4 The role of headquarters

The **role of headquarters** for digital marketing strategy and data collection and **storage** is also evident. While local marketing managers are responsible for diverse digital marketing campaigns, they can receive **support** from headquarters. For instance, Organization A highlighted how the headquarters assists the divisions in finalizing their digital marketing strategies and equips them with the **necessary tools** to achieve their objectives. This proactive involvement suggests that headquarters play a pivotal role in **navigating the complexities** of digital marketing tool selection, a challenge often encountered by B2B organizations, as noted by Järvinen et al. (2012). By addressing this challenge, B2B organizations can not only optimize their operational efficiency but also it could bolster their capacity to seize opportunities in the international market. Indeed, Katsikeas et al. (2020) emphasize that a comprehensive understanding of integrating digital tools with information technologies in marketing can enhance the effectiveness of marketing strategies.

Moreover, the role of headquarters is also evident with the storage of cross-border big data among international B2B organizations. As an example, Organization A has a unified customer data warehouse, storing both international marketing and sales data (Big data strategy, Organization A, 2023). Conversely, Organization B also employs a **shared system** for storing most of its big data. However, they utilize different platforms to cross-reference big data, ensuring accuracy, which results in a somewhat more **divided storage approach**. Nonetheless, it is evident that international B2B organizations tend to centralize their data storage. This is consistent with Mishra et al. (2017) clarification that the prevalent practice of centralizing data in facilities like headquarters or data analytics centers, often located in countries distinct from the sources of original data. Centralized data storage can offer international B2B organizations a comprehensive view of the customer journey, enabling tracking and analysis across diverse

markets. This consolidation can enable the development of tailored digital marketing strategies and localized campaigns, thereby enhancing effectiveness in international markets. This aligns with Gnizy's (2019) assertion that big data acts as a facilitator for international marketing by fostering a more customer-centric approach in global initiatives.

6.2 BDA integration within international B2B organizations and dynamic capabilities

The adoption of a BDA-centric approach by international B2B organizations reflects their response to the **evolving market landscape**. Both organizations emphasized the imperative of **adapting to digital trends**, recognizing the traditionally slow pace of adaptations within B2B sectors. However, there's a clear recognition among international B2B organizations of the benefits of integrating BDA into their digital marketing strategies. The pivotal role of BDA in shaping digital marketing strategy of international B2B organizations is considered crucial: *"I think data analytics is kind of a starting point for all kinds of strategies. Not only digital, also...traditional marketing"* (Employee 1A, Organization A, 2024). Furthermore, the concept of dynamic capabilities, as introduced by Teece et al. (1997) is highly relevant in this context. It can be inferred that international B2B organizations exhibit dynamic capabilities by adapting to the evolving market landscapes through the development and integration of internal competencies in BDA for digital marketing strategies.

In examining the **integration of BDA** within the digital marketing strategies of international B2B organizations, insights gleaned from empirical data showing the process from where they collect data to how they analyze it. This is summarized in figure 2:



Figure 2: *The process of BDA* (own elaboration)

In the progression from setting campaign KPIs to collecting big data, the next vital step is the application of BDA (Järvinen & Karjaluo, 2015). International B2B organizations are still in the process of integrating BDA as a natural component of digital marketing strategy, as both organizations acknowledge ongoing efforts to establish **internal structures** for BDA integration. However, the analysis of empirical material emphasizes the importance of **reports** in guiding decision-making. These reports can serve as a means of sorting and modeling the big data to derive business insights, as emphasized by Rialti et al. (2019) in the context of B2B organizations. Notably, international B2B organizations conduct internal meetings to assess reports and delineate subsequent **action points**. Organization B, for instance, conducts these meetings to optimize campaigns, while Organization A adopts a global approach by providing standardized reports, with additional analyses available upon local marketer's requests. The

ongoing BDA integration is highlighted: *“But analyzing all of the reports and understanding the data is still a bit like a learning process for all the brands”* (Employee 1A, Organization A, 2024). This operational adaption resonates with the theory of dynamic capabilities which emphasizes the significance of organizational learning. The learned patterns are necessary for organizations to modify their operational routines to improve effectiveness (Zollo and Winter, 2002). Despite the need for internal structural improvements in order for international B2B organizations to integrate BDA, it can still be seen that they have started the process and already implemented some techniques for extracting intelligence from big data. This aligns with Gandomi and Haider’s (2015) argument that there exist various data analytics techniques for extracting intelligence from big data. Furthermore, it can be seen that the international B2B organizations are showing a form of dynamic capabilities by aiming on setting up new routines such as reports and internal meetings to better integrate BDA with their business processes.

6.3 Facing the challenges of BDA with dynamic capabilities

6.3.1 *The quality of big data for BDA*

The international B2B organizations acknowledge the critical need for big data **accuracy** and **quality** of big data being a challenge. This supports Akter and Wamba (2016), who underscore the challenge of ensuring quality and accuracy in handling big data. However, despite the challenge both organizations have put up a **routine** to mitigate this challenge: *“We collect all the data from different platforms and manually we harmonize all of the data from all the different platforms and then have only one view for these dimensions”* (Employee 1A, Organization A, 2024). Contrarily, Organization B articulates a method to verifying data accuracy but faces challenges in assessing the quality of leads received. While the data itself may be accurate, determining **lead quality** remains as a challenge. Moreover, Bertello et al. (2021) highlight the risk associated with gathering and processing data in the international context, where the complexity of data collection can lead to low-quality data and false correlations. To mitigate this risk, organizations must develop dynamic capabilities. From this it can be analyzed that on the one hand international B2B organizations have set up some internal processes to bolster the accuracy of the big data. On the other hand, despite the efforts to ensure big data accuracy, international B2B organizations continue to face challenges due to the diverse sources of data collection across the global landscape.

International B2B organizations should exercise caution regarding the **timing** of big data collection and analysis: *“There is a risk associated with constantly receiving very quick feedback from the system and then one might panic and think: no, this isn't working, we've done something wrong”* (Employee 2B, Organization B, 2024). Rushing the analysis process may lead to **inaccurate customer insights**, posing a risk to the effectiveness of digital marketing strategies. This resonates with Akter and Wamba’s (2016) observation on the challenge of extracting accurate customer insights from vast data streams. By allowing some time to pass before BDA, international B2B organizations can mitigate the risk of false insights and ensure that optimizations are aligned with customer needs, ultimately enhancing digital

marketing strategy. Moreover, the perspective of dynamic capabilities, as noted by Rialti et al. (2019), underscores the importance of analyzing routines and the organizations **adaptability** to generate value. This suggests that international B2B organizations exhibit dynamic capabilities by adapting to the timing challenges associated with BDA and ensuring valuable business insights for their digital marketing strategy.

6.3.2 Big data privacy regulations

The challenges posed by big data **privacy regulations** can serve as a barrier affecting the volume and **reliability** of data available for collection and analysis by international B2B organizations. Organization A notes an initial **loss of data** attributed to consented data, while Organization B raises concerns about the potential impact on data reliability due to a significant portion of visitors choosing not to accept cookies. The limited volume of data can therefore potentially affect data accuracy. However, despite these limitations, some benefits can also be derived from this challenge as noted by both organizations: *“When we start using these cookie banners, all of the engagement metrics like every stage on the website and also bounce rate are really affected in a good way”* (Employee 1A, Organization A, 2024). This suggests that data **accuracy** can be improved with more consented data. Moreover, Organization A has implemented a robust GDPR compliance process, ensuring that all content undergoes thorough review from a data privacy perspective: *“You need to understand the legislation, and this is now obviously mostly about GDPR and data privacy, and how to ensure structures that really support that you are compliant in all the markets”* (Employee 2A, Organization A, 2024). This corresponds with the findings of Jantunen et al. (2005), who suggest that dynamic capabilities in the form of actively aligning business processes with international demands leads to greater success in international activities. Despite the challenges posed by data privacy regulations like GDPR, this study found that international B2B organizations derive benefits in terms of enhanced data accuracy and compliance. This underscores the intricate relationship between data privacy regulations, data accuracy, and organizational processes in the digital marketing landscape. Adhering to regulations may result in reduced data availability, potentially impacting accuracy, but it can simultaneously improve the overall quality of data gathered by international B2B organizations. This also highlights the need for international B2B organizations to develop dynamic capabilities to adapt their routines and business processes to meet the demands of the international environment with their digital marketing strategy.

6.3.3 Internal capabilities and resources

The establishment of **trust** among employees in international B2B organizations regarding big data and BDA is identified as a challenge as both organizations highlight that. This aligns with the findings of Akter and Wamba (2016), who emphasize that employee’s reluctance to utilize big data often stems from a lack of trust or understanding. They suggest that **clear** and **trustworthy communication** from management is essential to address this issue. However, lack of trustworthiness in big data related process within international B2B organizations could also be identified as a challenge:

I think that is a problem for yet again, then a global international company where our sales teams are still rather independent, and they can define their own ways of working depending on their own manager. So how do we make sure that what we see on one dashboard is something that we can trust? That's a challenge. (Employee 2A, Organization A, 2024)

Therefore, it can be analyzed that due to the global environment the process of working with big data and BDA can differ between countries and divisions as they work more in **silos**, underscoring the challenge of ensuring **consistency** and trustworthiness in shared results. However, it can be analyzed that both organizations mitigate this challenge through monthly reports where data is presented and discussed. Organization A, like stated earlier, is also working with standardized report formats, and is also having a yearly meeting setting focus areas on the global level for digital marketing. This could indicate that B2B organizations are with the reports trying to ensure transparency and fostering trust in data-driven marketing decision-making processes. McAfee and Brynjolfsson (2012) explain that visualization tools can help organizations better interpret complex big data. This can be seen as an dynamic capability act of transforming, in terms of managing the information extracted and sharing it within the organization in a visual manner (Conboy et al., 2020).

The **internal capabilities** and **confidence** level of utilizing BDA can also vary within international B2B organizations, with the effectiveness of BDA often depending on the local team's expertise. This observation aligns with the findings of Sun et al. (2020), who discovered the influence of technological skills and resources on the integration of big data and BDA within B2B organizations. Organization A also notes the absence of standardized BDA processes: *"But we don't have any like process for the local teams and the like smaller teams how they will analyze the data"* (Employee 1A, Organization A, 2024). Nonetheless, the analysis also shows that international B2B organizations can utilize training in BDA and having Q&A sessions for different divisions across the globe as Organization A states that headquarters are doing to support the local teams. Sun et al. (2020) stress the importance of top management support in driving successful BDA integrating initiatives. Moreover, Ambrosini and Bowman (2009) argue that dynamic capabilities cannot be purchased but instead must be developed and are path dependent. By investing in BDA training, it can be analyzed that international B2B organizations are nurturing dynamic capabilities by developing the skills within BDA, necessary to meet the market's demand. In turn, international B2B organizations can also enhance their ability to seize opportunities in the global market, as highlighted by Teece (2007). This underscores the strategic importance of developing internal competencies to effectively leverage BDA within international B2B organizations.

Additionally, there's recognition of the challenges posed by the sheer volume of big data and the **constraints of time** and **resources**. Employees at the B2B organizations express the difficulty in analyzing campaign performance comprehensively amidst busy schedules. *"But it really requires taking the time to try to understand. Okay, but why do they act like this? And why don't they act as we initially thought?"* (Organization B, Employee 1B). This introspection underscores the importance of delving deeper into the intricacies of BDA and decision-making

processes. Additionally, the lack of resources is also highlighted by both organizations. Despite these challenges, there's a concerted effort to extract actionable insights from the big data, emphasizing the significance of actionable intelligence in driving marketing strategies forward. However, success relies not only on active reconfiguration of structures and processes but also on skilfully identifying areas for improvement within business processes (Jantunen et al. 2005). By acknowledging the challenge, international B2B organizations can identify the problem and understand better what is needed in order to succeed with the integration and utilization of BDA within their digital marketing strategy.

6.3.4 The ethical aspect of collecting and analyzing cross-border data

Additionally, another challenge emerged in the context of cross-border data gathering and the international dimension of B2B organizations. Foremost among these challenges is the issue of data ownership and responsibility, along with governance mechanisms. Specifically, attention was drawn to the provisions within TikTok's user agreement, which mandate the sharing of detailed user information with the Chinese government upon request. This legal requirement raises significant concerns regarding the transparency and privacy standards maintained by the platform. Consequently, Organization A has chosen to abstain from integrating TikTok data into their data strategy, prioritizing platforms that align with their commitment to data privacy and transparency. This exchange underscores the multifaceted considerations involved in data selection process within organizations, where legal and ethical considerations intersect with strategic objectives and risk mitigation efforts. As highlighted by Gnizy (2019), international organizations face a more complicated data analysis process compared to domestic counterparts. This complexity stems from the vast diversity of foreign business landscapes and the dynamic nature of international markets. However, from this it can also be analyzed that the international environment introduces additional challenges in determining the legality and ethicality of data gathering practices, this can require international B2B organizations to adopt robust governance frameworks and compliance measures. This in turn also highlights the dynamic capabilities of international B2B organizations to adopt routines that include ethical consideration, but according to Mazzei and Noble (2017) new capabilities are needed to face the demand and complexity of working with BDA. While previous literature has underscored the challenge of legal consideration, this study contributes by also highlighting the ethical considerations needed when collecting big data and working with BDA.

6.4 Ten practices for BDA in international B2B digital marketing strategies

The utilization of BDA presents diverse opportunities for international B2B organizations to enhance their digital marketing strategies and leverage business insights derived from big data. Based on the conceptual framework and on the analysis of the empirical data, ten various practices for how international B2B organizations are employing BDA in their digital marketing endeavors could be identified. The practices are summarized in the figure below which can be seen as a BDA toolbox for international B2B organizations.



Figure 3: *BDA toolbox for international B2B organizations* (own elaboration)

The first practice, BDA can serve as a tool for assessing the efficacy of **marketing content production**. For instance, by analyzing the big data on two different types of advertisements, also known as A/B testing, organizations can gain valuable insights into **customer preferences**. BDA can enhance the **strategic relevance** of content creation, ensuring continuous adaptation based on **customer behavior**:

So that one doesn't just create a bunch of things (content) and then it stops there, but rather, one continuously keeps the content alive and adapts it according to the customer's behavior. And then, data is truly the key to being able to do that and understand it. (Employee 1B, Organization B, 2024)

It can be analyzed that BDA serves as a cornerstone in decision-making processes for content production, influencing choices such as color schemes, headlines, calls to action and content themes in terms of for example articles or case stories. This approach, observed in both organizations, reflects a data-driven decision making in digital marketing endeavors, where even minor content elements are informed by data insights. Such practices resonate with Akter and Wamba's (2016) statement that real-time data analytics empowers businesses to offer **personalized content** and promotions tailored to customer preferences.

The second practice reveals that BDA plays a pivotal role not only in shaping the content of digital marketing but also in determining when to **localize** it for specific markets and when to keep it **globalized**. BDA can help understand customers better on international markets and what **tactics** work best to **reach** them: *"We've been able to draw conclusions from the data*

regarding what works for us centrally in a campaign and what do we need or what is important for us to localize?” (Employee 1B, Organization B, 2024). Gnizy (2019) explains that analyzing big data can contribute to recognizing both current and emerging traits and profiles of international customers. However, this study further delves into the efficacy of BDA in shaping digital marketing strategies, particularly in discerning which tactics are more effective in reaching international customers. The analytics of real-time data from various social media platforms offers knowledge that strengthens tactical decision-making (Ram & Zhang, 2022). Thus, by employing BDA it can be analyzed that the B2B organizations can optimize their digital marketing strategy in the international environment by gaining clarity on when to localize content and strategy versus when centralized, global campaigns are more effective.

A third notable practice, BDA can be employed to assess the implementation of **new website features or tools**. For example, Organization A employs a structured data analysis procedure that begins with an assessment of the current state before implementation. Following the introduction of updates, a subsequent analysis evaluates the impact and effectiveness of the changes. Through **systematically evaluating** the before and after scenarios, international B2B organizations can gain valuable insights into the **customer responses** and the effectiveness of the implemented features. This enables informed decision-making and iterative improvements based on data-driven assessment. This supports Järvinen and Karjaluoto (2015) argument that the insights provided by web analytics enable the identification of customer responses to digital marketing efforts, thereby enhancing the effectiveness and efficiency of digital marketing components.

In the fourth practice, international B2B organizations **monitor market position** in terms of **threats** posed by **competitors** in the international market using BDA. By leveraging BDA, these organizations can identify competitors in the international market, which may differ from those encountered in traditional settings:

And it doesn't necessarily have to be our competitors that we meet at trade shows and so on. It could be startups that are very aggressive and skilled in online matters. They are our competitors in that world. That is, online. (Employee 3B, Organization B, 2024)

BDA enables the identification of such threats, thereby providing insights into both traditional and digital competitors in the international landscape. This aligns with Gnizy's (2019) argument that compared to traditional methods, BDA offers managers real-time monitoring of a firm's market position and threats from competitors, facilitating a more transparent and accurate understanding of the competitive landscape.

The fifth practical application of BDA for international B2B organizations involves employing it as a **market survey tool**. This entails analyzing big data to extract valuable insights into **customer behavior**, providing concrete information about **customer priorities**. Both organizations draw attention to the importance of relying on BDA rather than **assumptions** about customer behavior: *“So it's very important to look at the data and not just rely on what*

one thinks. Rather, one should actually consider what the customer has done and how they have acted” (Employee 1B, Organization B, 2024). This approach resonates with the observation made by Ram and Zhang (2022) that in the B2B sector, where customer lifetime value is typically higher than in other industries, BDA plays a pivotal role in improving customer engagement and retention. Thereby promoting a **customer-centric approach** essential for competitiveness in today's informed market environment. Furthermore, this approach not only aids in identifying customer priorities but also enables B2B organizations to explore new international markets as exemplified by Organization B. Through launching campaigns and assessing customer interest based on BDA, organizations can extend their reach and explore **potential foreign markets** beyond their current focus. This includes evaluating the interest of different **target groups**, enabling organizations to broaden their scope and adapt their strategies to meet evolving **market demands**. As Gnizy (2019) notes, traditional market research tools often rely on customer assumptions, whereas BDA provides insights into actual customer needs, enabling firms to identify opportunities early and capitalize on prospects effectively.

The sixth practice regards international B2B organization’s ability to leverage BDA within their strategic framework, particularly in alignment with **objectives** and **business targets** in their digital market strategy. Both organizations explain that data-driven insights are pivotal in **tracking progress** towards digital marketing objectives and **refining strategies** accordingly. Organization A explains the purpose of aligning BDA with their digital marketing strategy as follows: *“So balancing between the business targets and then the **customer expectations** and their **needs**”* (Employee 2A, Organization A, 2024). Through BDA, international B2B organizations can prioritize activities effectively, ensuring alignment with both customer expectations and business targets. This approach underscores the importance of balancing customer needs with organizational objectives and offers insights into the reasonableness of set objectives. This perspective aligns with the assertion by Järvinen & Karjaluoto (2015) that aligning web analytics metrics with digital marketing strategies and business objectives provides a clearer perspective on **marketing performance** and captures the benefits of web analytics. Thus, it can be analyzed that international B2B are utilizing BDA to assess their proximity to business objectives in their digital marketing strategy and evaluate the reasonableness of these objectives. Through this process, these organizations can refine their digital marketing strategy, ultimately impacting marketing performance.

The seventh practice observed among international B2B organizations, as revealed in the empirical findings, center on leveraging BDA to foster **cooperation** between **sales and marketing departments**. BDA offers insights into the viability of setting business targets in light of the **long B2B purchasing cycles**, thereby facilitating a more comprehensive understanding of the **customer journey**, as articulated by Organization B. While Organization A consolidates both the sales data and marketing data gathered in the customer data warehouse to enhance **communication** between teams and facilitate **lead generations**. However, challenges arise if sales process aren’t followed diligently, hindering a comprehensive view of the sales funnel. The empirical data shows that this ability to track customers from initial engagement to final purchase empowers marketers to showcase the impact of their strategies

effectively. Moreover, Organization B highlights that BDA promotes transparency, enabling them to identify areas for improvement and monitor local market dynamics continuously. This aligns with the findings of Hallikainen et al. (2020), indicating that customer BDA enhances customer relationship performance and drives sales growth in the B2B context. However, it can also be analyzed that by doing this B2B organization can identify better gaps and increase sales by that, but also to facilitate a better flow between marketing and sales.

The eight practice international B2B organizations harness the benefits of BDA in their digital marketing strategy by enhancing **digital marketing processes** through data-driven methods. As highlighted in the empirical material, Organization A is using BDA as a pivotal role in **identifying inefficiencies** and areas for improvement within digital marketing processes. By analyzing metrics such as acquisitions costs, churn rate, and customer engagement, organizations can gain valuable insights into the effectiveness of their **digital marketing efforts**. This, in turn, enables them to **streamline processes** and enhance overall **digital marketing performance**. Furthermore, they can also benefit from analyzing existing digital marketing processes that are functioning well, thus avoiding the need to reinvent the wheel: *“By looking at what we have already done, we can draw lessons, improve things that are already in place. And be a bit more efficient and smarter”* (Employee 3B, Organization B, 2024). Consequently, it can be analyzed that improving processes through data-driven methods not only optimizes digital marketing efficiency but also enhances the overall effectiveness of digital marketing strategies for international B2B organizations. Wang and Wang (2020) mention that much of the customer data is still not being analyzed in a valuable way, leading to ineffective marketing strategies. However, it can be analyzed that by analyzing the customer data for the purpose of pinpointing weaknesses and strengths in the digital marketing processes and in turn fixing them can be a practice for the international B2B organizations to optimize their marketing strategies and make them more effective.

The ninth practice elucidated in the empirical analysis showcases how international B2B organizations integrate BDA into their digital marketing strategy for improved **resource allocation** and **budgeting** across foreign markets. For instance, Organization A utilizes BDA to assess the performance of their products and compare it with competitors. This analysis serves as a “proof point”, providing evidence to justify allocation of additional resources such as budget or support from management for digital marketing efforts. BDA can enhance transparency and facilitate ongoing monitoring, allowing for gap analysis, particularly in local markets, to identify areas for improvement and support needed from headquarters. This also helps when launching new products or solutions, as it helps determine where additional resources are needed in foreign markets. This is also highlighted by Hallikainen (2020) that explains that BDA enables better budget planning and resource allocation. Furthermore, this also connects to Gnizy (2019) statement that BDA can create more **value for customers** compared to competitors by reducing time to market and enhancing customer product adoption. Additionally, this study offers insights from the international B2B perspective on resource allocation and budgeting, demonstrating how BDA can improve the division of resources and budgets for digital marketing strategy across diverse foreign markets.

The tenth practice in which international B2B organizations are using BDA in their digital marketing strategy is as a **cross-functional analysis**. Employee 1A explains: “If a brand manages a campaign successfully, then other brands can benefit from it”. Additionally indicating that if some campaign or ad is working well in one country then other countries can **learn** from that and use the campaign. On the other hand, Organization B explains that BDA can help them also see in what countries the campaigns are not working and gain a clearer picture on where the central headquarters can support. From this it can be analyzed that while BDA can show what is working well in each country and that they can learn from each other, it can also show where it is not working and where support is needed. This in turn can make the digital marketing strategy more effective and help in the international environment. This goes hand in hand with Zollo and Winter (2002) emphasis on organizational learning as a component of dynamic capabilities, underscoring the need for systematic development and modification of operational routines. However, this study provides a deeper analysis by illustrating how international B2B organizations can leverage BDA to learn from each other across borders, further enhancing their digital marketing strategies.

7. Discussion

In this chapter a discussion based on reflection of analysis and interpretation is lifted up. The relationship between key concepts of this theses is discussed deeper and the figure from the conceptual framework is modified according to new findings.

7.1 Reflection

After analyzing the empirical data collected from the international B2B organizations, it becomes evident that the integration and utilization of BDA within digital marketing strategies presents both challenges and opportunities. From enhancing customer insights to optimizing marketing performance, BDA serves as a catalyst for data-driven decision-making to improve the digital marketing strategy in the international environment. However, challenges such as data privacy concerns, resource constraints, and working in organizational silos around the globe, remain barriers to full-scale BDA integration.

It is apparent that the international B2B organizations in this study have begun to integrate and utilize BDA in various ways, despite their historically slow adaptation to the digital landscape. This study also highlighted the ongoing efforts to integrate BDA into digital marketing strategies of the international B2B organizations, signaling a recognition of the shift towards data-driven approaches. It is acknowledged in this study that the international B2B organizations recognize the benefits of BDA and are willing to invest more in it for the future. However, it is also apparent that the B2B organizations are still struggling and as stated, previous research has failed to provide B2B organizations with practical guidelines on how to integrate and utilize BDA in their digital marketing strategy. This study intended to provide practical insights into BDA utilization, on how they are utilizing and integrating it within their digital marketing strategy. By outlining the process from data collection to analysis and showcasing diverse BDA practices, this study serves as a roadmap for B2B organizations seeking to implement BDA in their digital marketing strategy and grasp the benefits.

7.2 The relationship between the key concepts

The analysis provides a deeper understanding of the relationship between key concepts in this study and thus how it can impact the integration and utilization of BDA within digital marketing strategies for international B2B organizations. The choice of digital marketing approach influences the nature and scope of collected big data. Whether organizations opt for a comprehensive strategy across multiple social media platforms or a selective approach adapted to the B2B contexts directly affects big data collection. A comprehensive approach yields a larger volume of big data, while a selective one simplifies data handling but risks missing valuable insights for digital marketing strategies. Moreover, the prioritization of big data collection depends on the alignment of KPIs and digital marketing objectives among

international B2B organizations, ultimately shaping the insights derived from BDA for digital marketing strategies.

The international B2B organizations in this study exhibit dynamic capabilities in both integrating BDA into digital marketing strategies and addressing associated challenges. They demonstrate adaptability to evolving market landscapes by developing internal competencies in BDA. As mentioned, although there is a need for structural improvements, the international B2B organizations have initiated techniques for extracting intelligence from big data. For instance, they have developed new routines such as conducting reports and internal meetings to integrate BDA into digital marketing. This includes implementing initiatives such as training sessions for marketing employees, reflecting varying levels of confidence and expertise within BDA. This investment in BDA training nurtures dynamic capabilities, thereby enhancing international B2B organization's ability to seize opportunities in the global market.

An interesting revelation in this study is the role of the international context on the relationship between the key concepts in this study, prompting the need to update Figure 1 to reflect the internal and external influences. This influence extends to both the utilization and integration of BDA within digital marketing strategies for international B2B organizations. Within such organizations operating across diverse international markets, digital marketing strategies can exhibit variance. This dynamic nature of the digital marketing strategy also affects the dynamics of big data collection and selection strategy in the international environment. Hence, the international context leads to varied approaches in managing big data and BDA across countries and divisions, posing a challenge in maintaining consistent and reliable results. The internal factor in terms of the role of headquarters for digital marketing strategy and data collection and storage is also apparent. While local marketing managers are responsible for diverse digital marketing campaigns, they can receive support from headquarters. Nonetheless, it is evident that international B2B organizations tend to centralize their data storage.

Moreover, the analysis reveals that the international environment can also affect the international B2B organizations utilization and integration of BDA externally, particularly in legal and ethical considerations related to data gathering practices. This necessitates the adoption of robust governance frameworks and compliance measures by international B2B organizations. This not only influences big data collection but also affects the information extracted from it, BDA, subsequently shaping the digital marketing strategy of international B2B organizations.

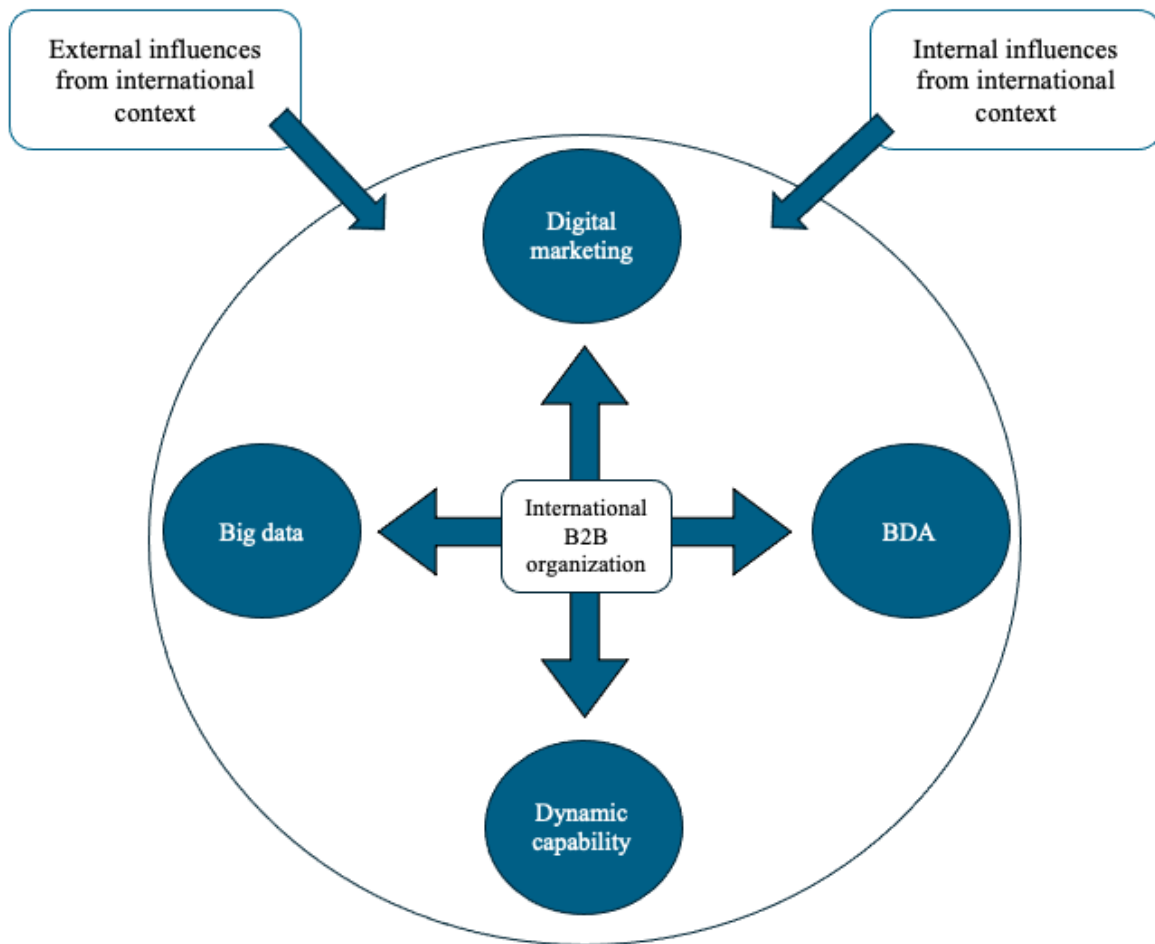


Figure 4. *The influence affecting the key concepts for integration & utilization of BDA within international B2B organization (own elaboration)*

It therefore is noticeable that the international context plays a crucial role in shaping and forming BDA and its utilization within B2B organizations since it can affect it both internally as in routines and adaptability as well as externally as in legal and ethical aspects. This dual impact highlights the complexity of the relationship between the key concepts in figure 4. Hence, it is important to consider the international context to effectively implement and utilize BDA within international B2B organizations.

8. Conclusion

In this final chapter of the thesis the conclusion is presented followed by the diverse contributions in terms of theoretical, managerial and societal. Finally, the limitation and suggestion for future research is stated.

8.1. The findings

This study aimed to explore how international B2B organizations integrate and utilize BDA within their digital marketing strategy, applying the perspective of dynamic capabilities. The research question guiding this inquiry was: *How are international B2B organizations integrating and utilizing big data analytics within their digital marketing strategy?*

The findings reveal that despite the need for internal structural improvements, international B2B organizations are actively integrating BDA into their digital marketing strategies. They have implemented various practices of utilizing BDA in their digital marketing strategy. These practices include leveraging BDA to enhance marketing content production, determine localization and globalization strategies for digital marketing approach, foster collaboration between sales and marketing departments, and analyze digital marketing results across countries to learn from each other. By developing new dynamic capabilities in the form of routines and skills for both harnessing the benefits of BDA and facing the challenge of BDA, international B2B organizations can adapt to the dynamic digital landscape, drive informed decision-making, and ultimately enhance their digital marketing strategy in the international market.

Additionally, the findings show the role international context has on the B2B organization's utilization and integration of BDA in their digital marketing strategy. The influence from the international context can be divided into both external and internal. External influences include legislation and ethics, and internal influences include the varied BDA approaches and collection of big data as well as the role of headquarters in the digital marketing strategy and BDA.

8.2 Theoretical contribution

This study has several contributions to the research field regarding how international B2B organizations utilize and integrate BDA in their digital marketing strategy.

- Ethical considerations
- Potential benefits with data privacy regulations
- Localized versus globalized digital marketing content
- Cross-functional analysis
- Conceptual framework highlighting the relationship between the key concepts

This study contributes to the literature by highlighting the importance of ethical considerations alongside legal concerns in big data collection and BDA utilization among international B2B organizations. While existing literature has focused on legal challenges, this study underscores the necessity for international B2B organizations to develop new capabilities to address the ethical complexities of working with BDA. This stress the evolving nature of digital marketing strategies in response to ethical considerations, emphasizing the need for international B2B organizations to adapt and innovate in their approach to BDA integration.

Furthermore, while prior literature has primarily depicted data privacy regulations such as GDPR as challenges, this study sheds light on their potential benefits in terms of enhancing big data quality. Although compliance may initially reduce big data availability, thereby potentially affecting accuracy, it can simultaneously improve the overall quality of big data collected for international B2B organizations, thus improving the efficacy of BDA in digital marketing strategies.

In terms of BDA utilization, this study extends beyond personalized content to explore how international B2B organizations employ it to determine the strategic efficiency of content localization versus maintaining a global approach. Thus, by leveraging BDA, international B2B organizations can optimize their international digital marketing strategy by discerning when localized content and strategies are advantageous compared to centralized, global campaigns.

Another contribution of this study is the revelation that international B2B organizations utilize BDA for cross-functional analysis. This involves assessing campaign effectiveness across different countries to identify areas of success and improvement, providing insights for central headquarters to offer support and facilitate cross-country learning.

The final theoretical contribution from this study is the extended figure from conceptual framework, exemplifying the relationship between the key concepts for the utilization and integration of BDA within international B2B organizations. Additionally, the figure highlights the impact of both internal and external influences in the international context on the relationship between the key concepts. This in turn can influence the shaping and forming of BDA integration and utilization in digital marketing strategy among international B2B organizations.

8.3 Managerial contribution

This study offers practical guidelines for international B2B organizations aiming to integrate and utilize BDA within their digital marketing strategies. Firstly, the process of integrating BDA, from big data collection to action points, is outlined (see Figure 2). Before launching digital marketing campaigns, organizations should establish KPIs to prioritize big data

collection. Subsequently, big data should be collected based on the strategic objectives of the digital marketing campaigns KPIs, minimizing unnecessary big data accumulation. It is advisable to refrain from immediate analysis to ensure big data reliability. Instead, B2B organizations should do reports after some time. Regular internal meetings should be conducted to collectively review reports and discern actionable insights, thus avoiding unnecessary processes and contributing to a mutual understanding of the valuable information extracted from the BDA.

Secondly, this study presents a toolbox framework comprising 10 practices for international B2B organizations to leverage BDA effectively in their digital marketing strategies, thereby harnessing its benefits. These practices offer practical guidelines for managers seeking to grasp the potential of BDA in enhancing their international digital marketing efforts (refer to Figure 3). By implementing these practices, managers can optimize their digital marketing strategies and capitalize on the opportunities offered by BDA. These practices include:

- 1) Marketing production
- 2) Local versus global content
- 3) Implementation of new features
- 4) Monitor marketing position
- 5) Market survey tool
- 6) Tracking marketing objectives
- 7) Cooperation marketing and sales
- 8) Enhancing internal processes
- 9) Resource allocation
- 10) Cross-functional analysis

8.4 Societal contribution

The integration and utilization of BDA within digital marketing strategies of international B2B organizations hold immense societal potential. By leveraging BDA, these organizations can refine their marketing approaches to deliver more relevant and tailored content to customers. This not only enhances the overall customer experience but also fosters transparency and trust between businesses and their global clientele. Moreover, BDA enables international B2B organizations to gain deeper insights into market trends and customer behavior, facilitating the development of products and services that better align with societal needs and preferences. Ultimately, the responsible integration of BDA in digital marketing strategies among international B2B organizations can lead to more efficient resource allocation, improved decision-making processes, and the creation of value for both businesses and society at large.

8.5 Limitation

This study is confined to two empirical cases and adopts a qualitative methodology, thereby limiting the generalizability across various contexts. Moreover, the empirical data collected primarily stems from individuals situated in headquarters, potentially overlooking valuable insights from local marketing managers within international B2B organizations. Additionally, the study is constrained by a specific time frame, potentially limiting the longitudinal

perspective on the integration and utilization of BDA in digital marketing strategies of international B2B organizations.

8.6 Future research

Building on the insights from this study, future research could explore several avenues to deepen the understanding of the integration and utilization of BDA within digital marketing strategies of international B2B organizations. Firstly, extending the research to encompass a larger sample size and diverse industry sectors could provide a more comprehensive understanding of the challenges and opportunities in BDA integration across different contexts. Additionally, conducting longitudinal studies to track the evolution of BDA practices within digital marketing strategies for international B2B organizations over time would offer valuable insights into the sustainability and effectiveness of BDA implementation strategies. Moreover, investigating the impact of emerging technologies such as artificial intelligence and machine learning on BDA utilization in digital marketing could shed light on innovative approaches to harnessing data-driven insights for competitive advantage. Furthermore, exploring the role of organizational culture and leadership in fostering a data-driven mindset and facilities, BDA adoption could improve valuable insights into the internal dynamic capabilities shaping BDA integration efforts. In addition to qualitative research, incorporating quantitative studies can provide a more comprehensive understanding of the effectiveness and performance of BDA on international B2B digital marketing strategies.

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Appendices

Interview guide - English version

Introduction:

- Research question: *How are international B2B organizations integrating and utilizing data analytics within their digital marketing strategy?*
- Aim: *To examine the methods through which international B2B organizations integrate and utilize data analytics in their digital marketing strategy. This study will analyze empirical cases with the intention of contributing practical guidelines for international B2B organizations to capture the benefits of big data and data analytics, applying them in their digital marketing strategy.*
- Acceptance on recording?
- Does interviewee prefer to be anonymous or use this as a promotion for the organization?

General background:

- 1) Can you tell me a little bit about your role and responsibilities within the organization?
- 2) How long have you been involved in digital marketing within the B2B context?
- 3) Could you briefly describe the international presence of your organization?
 - a) Ex. What markets are you operating in, and which countries are involved in digital marketing activities?

Digital marketing:

- 1) Can you describe the digital marketing strategy of your organization within the international market?
- 2) What are your objectives with your digital marketing strategy? Both domestically and internationally?

Big data:

Data gathering from digital marketing activities

- 1) From what sources does your organization gather data for digital marketing purposes?
- 2) Could you specify the types of data that your organization focuses on collecting?
 - a) Why does your organization prioritize collecting these particular types of data?
- 3) Are there any specific types of data that your organization intentionally avoids collecting or analyzing?
 - a) If so, what are the reasons behind this decision?
- 4) How does your organization manage data gathering from different countries?
- 5) How does your organization prioritize and categorize the data collected from digital marketing efforts?

- 6) How do you ensure the quality and accuracy of the data collected from various sources?
- 7) How frequently is the data updated to maintain relevance?

Big data analytics

Analyzing the data for digital marketing

- 8) Can you describe the process of data analysis within your organization, from data acquisition to actionable insights?
- 9) Are there any specific software platforms or analytical tools that your organization relies on for data analytics?
- 10) Are there any specific metrics or key performance indicators (KPIs) that you focus on when analyzing the data?
- 11) How do you analyze the international data?
 - a) Do you examine data from each country separately?
- 12) What valuable information do you get from analyzing the data?
- 13) Does your organization utilize any predictive modeling or forecasting techniques based on the data gathered?

Benefits and challenges

- 14) What challenges does your organization face with data analysis?
 - a) Are there any specific challenges related to using analytics for digital marketing in international markets?
- 15) What are the benefits of analyzing the data?
 - a) Are there any notable benefits on the international level?
- 16) How does data and data analytics impact your digital marketing strategy on an international level?

BDA integration:

- 17) Can you explain for me what role data analytics play in your digital marketing strategy?
- 18) How have you integrated data analytics with your digital marketing strategy?
- 19) Did you need to change any routines or processes in order to align data analytics with your existing strategy?
- 20) How does your organization use the information from data analysis in its broader digital marketing strategy and business goals?
- 21) How helpful is data analytics in maintaining competitiveness on the international market?
- 22) Are there any processes or frameworks for using insights from data analysis in marketing decision-making?

Dynamic capabilities:

- 23) Have you made any changes or adjusted your digital marketing strategy based on the insights from data analytics?
- 24) Have you found it necessary to improve or change any internal capabilities, whether technical or managerial, to effectively use data analytics?
- 25) How has data analytics helped with identifying potential threats or opportunities within the international market for your organization?

Finishing questions

- 1) Is there any additional information or insights you would like to share regarding the usage of analytics in digital marketing within international B2B organizations?
- 2) Is it okay for me to receive material in forms of reports or any written digital marketing strategy for document analysis?

Interview guide - Swedish

Introduktion:

- Forskningsfråga: Hur integrerar och använder internationella B2B-organisationer dataanalys inom sin digitala marknadsföringsstrategi?
- Syfte: Att undersöka metoderna genom vilka internationella B2B-organisationer integrerar och använder dataanalys i sin digitala marknadsföringsstrategi. Denna studie kommer att analysera empiriska fall med avsikt att bidra med praktiska riktlinjer för internationella B2B-organisationer att utnyttja fördelarna med big data och dataanalys och tillämpa dem i sin digitala marknadsföringsstrategi.
- Godkännande av inspelning?
- Föredrar intervjupersonen att vara anonym eller använda detta som marknadsföring för organisationen?

Allmän bakgrund:

1. Kan du berätta lite om din roll och ansvarsområden inom organisationen?
2. Hur länge har du varit involverad i digital marknadsföring inom B2B-kontexten?
3. Kan du kort beskriva organisationens internationella närvaro?
 - a. Exempelvis, vilka marknader verkar ni på och vilka länder är involverade i digitala marknadsföringsaktiviteter?

Digital marknadsföring:

4. Kan du beskriva din organisations digitala marknadsföringsstrategi? Både nationellt och internationellt?
5. Kan du beskriva era mål med din digitala marknadsföringsstrategi? Både nationellt och internationellt?

Data:

Insamling av data från digitala marknadsföringsaktiviteter

6. Från vilka källor samlar organisationen in data för digital marknadsföring?
7. Kan du specificera vilka typer av data er organisation fokuserar på att samla in?
8. Varför prioriterar er organisationen att samla in dessa specifika typer av data?
9. Finns det några specifika typer av data som organisationen avsiktligt undviker att samla in eller analysera?
 - a. Om så är fallet, vilka är skälen till detta beslut?
10. Hur hanterar er organisation insamling av data från olika länder?
11. Hur prioriterar och kategoriserar er organisationen den data som samlats in från digitala marknadsföringsinsatser?
12. Hur säkerställer ni kvaliteten och noggrannheten hos den data som samlats in från olika källor?
13. Hur ofta uppdateras data för att bibehålla relevans?

BDA

Analysera data för digital marknadsföring

14. Kan du beskriva processen för dataanalys inom er organisation, från datainsamling till handlingsbara insikter såsom optimering?
15. Finns det några specifika programvaru-plattformar eller analytiska verktyg som er organisation förlitar sig på för dataanalys?
16. Finns det några specifika nyckeltal (KPI: er) som ni fokuserar på vid analys av data?
17. Hur analyserar ni den internationella datan?
 - a. Undersöker ni data från varje land separat?
18. Vilken värdefull information får ni från att analysera datan?
19. Använder er organisation några prediktiva- eller prognostiska tekniker baserade på den samlade datan?

BDA-integration:

20. Kan du förklara för mig vilken roll dataanalys spelar i er digitala marknadsföringsstrategi?
21. Hur har ni integrerat dataanalys med er digitala marknadsföringsstrategi?
22. Behövde ni ändra några rutiner eller processer för att anpassa dataanalys med er befintliga strategi?
23. Hur använder er organisation informationen från dataanalys i sin bredare digitala marknadsföringsstrategi och affärs mål?
24. Hur hjälper dataanalysen att bibehålla konkurrenskraften på den internationella marknaden?
25. Finns det några processer eller ramverk för att använda insikter från dataanalys i marknadsföringsbeslut?

Fördelar och utmaningar

26. Vilka utmaningar står er organisation inför med dataanalys?
 - a. Finns det några specifika utmaningar relaterade till att använda dataanalys för digital marknadsföring på internationella marknader?

27. Vilka är fördelarna med att analysera datan?
 - a. Finns det några märkbara fördelar på internationell nivå?
28. Hur påverkar data och dataanalys eran digitala marknadsföringsstrategi på internationell nivå?

Dynamiska förmågor:

29. Har ni gjort några förändringar eller anpassat er digital marknadsföringsstrategi baserat på insikter från dataanalys?
30. Har ni funnit det nödvändigt att förbättra eller ändra några interna förmågor, vare sig tekniska eller ledningsmässiga, för att effektivt använda dataanalys?
31. Hur har dataanalys hjälpt till med att identifiera potentiella hot eller möjligheter på den internationella marknaden för er organisation?

Avslutande frågor

32. Finns det någon ytterligare information eller insikter du skulle vilja dela med dig av angående användningen av analys inom digital marknadsföring inom internationella B2B-organisationer?
33. Material för dokument analys?

Document analysis

Reports and big data strategy

- (1) What type of big data is visible in the document?
- (2) From what sources has the big data been collected?
- (3) What type of KPIs were visible in the document?
- (4) Are there any analyses on the data included in the document?
- (5) In that case, what were the insights about?
- (6) Does it show where the big data is being stored?

Digital Marketing Plan (Organization A)

- (1) What type of big data is visible?
- (2) From what sources has the big data been collected?
- (3) What type of KPIs were visible?
- (4) Are there any analyses on the data included in the digital marketing plan?
- (5) In that case, what were the insights about?
- (6) Is the strategic objectives and BDA or big data mentioned in relation?
- (7) What are the goals of their digital marketing strategy?