



ASHESI UNIVERSITY

**CONSUMER INSIGHTS AND ANALYTICS: ANALYZING ITS USE IN AND
IMPACT ON MARKETING CAMPAIGNS IN GHANA**

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Declaration

Candidate's Declaration

I hereby declare that this thesis is the result of my own work and that no part of it has been presented for another degree in this university or elsewhere.

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Supervisor's Declaration

I hereby declare that the preparation and presentation of this thesis were supervised in accordance with the guidelines on supervision of thesis laid down by Ashesi University.

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Dedication

I dedicate this work to my late mother, Ms. Patricia Teye-Botchway, for her inspiration and motivation to undertake an undergraduate thesis research; highlighting the kind of opportunities, it brings to the researcher. Her constant motivation inspired my beliefs and attitudes towards life and this work as a whole. Mother, I am grateful.

Abstract

Currently, Ghana lags in the use of data for organizational and governmental decision-making (Kyeremanten-Jimoh, 2018). Unlike developed economies which are mostly data-driven because of the availability of various of technologies which allow for effective data analysis for needed insights, Ghana is still trying to find its feet within the field of technology and is assumed not to necessarily regard the importance of and role of harnessing data for every decision made towards fueling the economy for success.

Subsequently, there is not enough literature on how consumer data and consumer insights are employed in the preparation of marketing campaigns tailored to the Ghanaian market or public. This resulted in carrying out a qualitative study to explore the current situation surrounding the use of consumer data and insights on marketing campaigns with a focus on organizations in the Ghanaian mobile telecommunications industry.

Findings revealed that organizations are not fully aware of the implications of employing analytics on consumer data that their various operations generate to attain insights. The mobile telecommunications industry is an industry that generates huge sets of consumer data due to the proliferation of mobile phones and other technologies; thus, it tries to capitalize on data generated to fuel its marketing campaigns and decisions.

Recommendations from this study include the need to train marketers with regards to consumer insights, the need to use analytics on data that companies in the industry generate, and the need to have an insights generation framework among others. This would help organizations within the industry possibly experience the full benefits of using consumer data and insights in their marketing campaigns.

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CHAPTER ONE

INTRODUCTION

1.1 Background

In our present age, much relevance is given to the use of data as a lot of power lies in harnessing it effectively. Data is considered an essential resource simply because it is capable of providing the necessary information needed to achieve a definite goal. This data is usually gathered from various sources and tends to exist because of global digitalization, the proliferation of and advances in technological tools which leave data trails and also, dynamic consumer preferences (Dawar, 2016; Skiera, 2016).

Data, especially consumer data, is important for organizations who wish to be successful in their industry. Narrowing down to the context of business, data, if utilized properly, can allow organizations to make informed decisions by providing adequate knowledge, helping companies know what is being done well and what is not, perhaps aiding in finding proper solutions to identified problems and also attaining desired business results among others. Due to advances in technologies and the need for more customer-centric approaches to gaining and retaining customers and consumers – ultimate users of a product/service – consumer data has become a valuable resource for companies that desire to be successful at what they do (Dawar, 2016). Data allows companies to better understand their customers and their corresponding needs and wants to provide them with better value (Dawar, 2016). The ability of a company to gather and analyze data allows them to gain insights about customers; this knowledge helps them make optimal decisions and optimize business processes such as; manufacturing, asset

management, marketing, and human resource management among others to accurately target the right audience or clients.

Within the field of marketing, data, attained from the consumer, is important because it can provide marketers with certain insights needed to create marketing campaigns that would aid them in making and sustaining customer relationships, as well as implementing the right marketing strategies such as the creation of personalized products to maximize customer value (Wedel & Kannan, 2016). The proper use of consumer data reaps benefits for the organizations that use them effectively. These benefits include a potential increase in sales, increased customer loyalty, generation of a higher return on marketing investments (ROMI) (Lenskold, 2003) and the creation of effective marketing strategies and campaigns to aid in revenue and profit maximization. From the accurate analysis of consumer data come insights. According to Miles Young (2018) really useful data gives rise to insights when such data is analyzed properly. Technology today has given us tremendous power to gather and analyze data we generate. According to Stone et al, companies today need to have the ability to perceive clearly or deeply a deep embedded knowledge about our consumers and markets that help restructure our thinking and decision making. (Stone et al., 2004).

Insights are not the same as data. Insights give the back story to the facts. For example; through market research, it can be found that 70% of Olympic athletes listen to music before partaking in a race. The resulting insights from analyzing this raw data or fact may be that these athletes listen to music right before a race to build their confidence and improve their focus to help them win the race. Thus, an organization that deals with music streaming can capitalize on the insights to market to athletes. It is also fundamental

to note that insights stem from analyzing data. The path to unearthing insights for effecting decision making begins with understanding the objective of the exercise and the selection of the right methodology for your analysis.

Analytics is deemed to be an effective mode of translating data into insights and can be used over various departmental functions. A consumer insights report by Deloitte and Touché Tohmatsu Limited in 2018, highlighted that analytics is an influential tool that helps companies attract customers and keep them. As mentioned earlier, organizations try to find opportunities to enhance marketing techniques, increase sales, attract and retain customers and consumers among others; and they are able to do this through the use of analytics, that is collecting, analyzing and making use of data (Deloitte & Touché, 2018). Thus, it is essential for companies to have a good understanding of customers in order to attract and retain them. Furthermore, there exists what is known as customer analytics which involves gathering consumer data and transforming such data into insights that can translate into the improvement of sales and the retention of consumers (Stodder, 2012).

Consumer insights are deemed to be essential to marketing. In the field of marketing, consumer insights are what marketers and companies use to help build relationships with customers and capture value which will, in turn, give them some competitive advantage in the markets they play in. This makes the effective use of consumer insights and the ability to understand one's customers well, a possible success factor for companies (Ertemel, 2015). Consumer insights go a long way to help organizations get into the heads of customers and consumers, and also enable these organizations to create products and services that better suit them together with marketing campaigns that are eye-catching enough to attract customers.

In a nutshell, insights are capable of allowing companies to effectively understand consumer behavior, improve company operations and also increase growth in company revenue.

1.2 Problem Statement

Ghana, like much of the world today, is agog with several marketing campaigns for products and services aimed growing brand equity and sales. However, many of these marketing campaigns may not achieve their objectives often largely due to the absence of credible insights that drive the campaign. According to David Ogilvy in his book, *Ogilvy on Advertising*, the wrong advertisement or marketing campaign can lead to a reduction in an organization's sales and revenue when done based on poor research (Ogilvy, 1985). This could mean that an organization would have to do its research thoroughly to gather the right data and try to draw insights from the way consumers and customers behave. Generally, the marketing campaign development process will start with research, which leads to the generation of insights. The insights are then used to come up with a positioning concept based on which the campaign is developed. According to Martha Guidry (Guidry, 2012), product and service offerings that win in the marketplace are successful in presenting a clear benefit with invisible consumer logic. This shows how necessary it is to obtain consumer insights and use the right insights in the making of marketing decisions and campaigns as these data and insights can make or break a marketing campaign.

According to a report by Big Data platform 'OnAudience', known for warehousing large sets of consumer data, developed countries like the USA and Canada spent about \$11,428 million on data in 2018 to enhance company revenue ("OnAudience", 2018).

These organizations who actively gather and study data, use this data to improve manufacturing and production decisions, marketing decisions and strategies, and financial decisions among others. 'OnAudience' is involved in gathering consumer data and transforming such gathered data into presentable forms to sell to companies and brands. This finding by the aforementioned data warehouse differs from the findings in developing countries like Ghana, where analytics and the use of data for marketing and other economical and governmental decisions is still relatively new, as stated by Kyeremanten-Jimoh, IBM Ghana Country Manager (2018; "OnAudience", 2018).

Again, according to IBM Ghana Country Manager, Angela Kyeremanten-Jimoh, Ghana is still new to the use of technology with regards to enhancing organizational operations. The country is lagging in inculcating a data harnessing culture (Kyeremanten-Jimoh, 2018). It is in recent times that the country has taken a decision to create a digital addressing system and a citizen database through the rollout of the national identification card registration in order to have needed data on its citizens that can be used for essential decision-making. Kyeremanten-Jimoh also stated that as of 2018, data generated from the proliferation of the few technologies that Ghana possesses is neither being mined or harvested to help create value or make decisions (Kyeremanten-Jimoh, 2018). This could mean that organizations in Ghana may not know enough about their customers to help deliver adequate value to them; and to be able to carry this out, they need to gather data on those consumers and analyze it. In the Ghanaian mobile telecommunications industry, technology is an essential tool and skill as consumer and customers rely on mobile phones and mobile networks to mainly stay connected to other people, and the internet.

The use of these technologies generate data needed to be studied by players in the mentioned industry to aid them in delivering the necessary value to consumers.

A research publication by the Harvard Business Review suggested that marketing campaigns tend to be very effective when these campaigns are based on evidence - science (data and insights) rather than just art (Harvard Business Review, 2018). The publication suggested that marketers need to know how to blend both art and science in order to make some of the most effective marketing campaigns. This indicated that the role of the marketer in the 21st Century, has changed slightly by way of moving from art and storytelling to having an analytical skill, as there is a need to be adept with the analytical aspect of the marketing function as consumer data is considered a key component in most business functions.

In addition to this, not enough published research has been done in the Ghanaian space with regards to how consumer data and consumer insights are employed in Ghanaian marketing campaigns. Thus, there is the possibility that marketing campaigns are not effective enough because not enough consumer data and insights are used in the making of effective marketing campaigns. Thus, the hypothesis to be tested is that marketing campaigns made in Ghana by Ghanaian companies are not as effective as they have been but have the potential to be through the effective use of consumer data and insights. Hence, this research seeks to bridge this gap and shed more light on the situation that currently exists.

1.3 Research Objectives

The objectives pertaining to this study have been stated as follows:

1. To identify the existence of a framework for consumer insight generation and application.
2. To identify how the effective use of consumer insights in developing campaigns affects marketing campaign performance in Ghana.
3. To find out how readily consumer data is available to generate insights for the creation of marketing campaigns.
4. To create or suggest a framework for consumer insight generation and application to marketing campaigns.

1.4 Research Questions

The study seeks to answer the following research questions:

1. How do organizations incorporate consumer data and consumer insights into the marketing campaigns and decisions they make?

1.4.1 Sub-research Questions

2. How are consumer data and consumer insight collected, generated and used?
3. How much of the consumer data collected and insights generated are used in current marketing campaigns?
4. What is the effect of data and insights on marketing campaigns in Ghana?
5. Are organizations aware of the need for consumer insights in the marketing decisions and campaigns they make?

1.5 Significance of the Study

The significance of this study is to explore organizations based in Ghana with regards to how consumer data and consumer insights are used in their preparation, and also determine if marketers within the defined industry are aware of the importance of consumer data and insights and how to attain them. Leaning on knowledge attained from the current situation surrounding the use of technology in Ghana as mentioned earlier, the adequate use of such data is likely to create more customer-centric and more eye-catching marketing campaigns; and also help organizations make more accurate marketing decisions that will attract and retain consumers and ultimately increase revenue and a company's ROMI. It is essential to note that the most effective marketing campaigns are data and insight-driven and customer focused (Lenskold, 2003). Thus, this study explores the existence, role and impact of consumer data and insight, and analytics in Ghanaian marketing using companies in the Ghanaian mobile telecommunications industry. Results obtained from this study will help shed light on the existence of consumer insight and analytics in the creation of marketing campaigns in Ghana and the possible impact of effectively harnessing consumer insights in the preparation of marketing campaigns.

Furthermore, this study will add to existing literature on consumer insights analytics, especially with regards to marketing campaigns and marketing decisions in Ghana. As there is not sufficient literature on consumer insights and analytics in the Ghanaian space, the study will initiate a conversation around the importance of consumer insights and data; and also, present ways to generate insights and apply them in marketing campaigns in Ghana. This study will be beneficial to corporate

agencies that wish to make effective marketing campaigns, advertising agencies and students interested in marketing.

1.6 Organization of the Study

To achieve stated objectives and answer the stated research questions, this study gathered data from two organizations involved in making marketing campaigns tailored to the Ghanaian public. The study so includes the review of various literature pertaining to consumer insight and analytics from various geographical jurisdictions and strived to link the knowledge gained from the thorough review of literature to the findings attained from the research on how consumer data and insights are employed in Ghanaian marketing campaigns. Data gathered from this study helped shed more light on how consumer insights are used in marketing campaigns and how consumer data and insights influence marketing campaigns. The research also helped in identifying a framework for consumer data collection, marketing campaign development and insights generation that helps to enhance marketing campaigns in Ghana.

CHAPTER TWO

LITERATURE REVIEW

In 2011, a study by the International Business Machines Corporation (IBM) discovered that approximately 82% of marketing executives rely on customer insights in order to make informed marketing decisions (IBM, 2011). Such marketing decisions range from marketing channel decisions to the kind of marketing strategy to implement, to the kind of marketing campaign to create and to which target group to place some focus on among others. At the same time, a study by Rogers & Sexton (2012) discovered that 91% of senior corporate marketers (out of 253) believe that consumer data serves as a starting point for successful brands when it comes to making marketing such marketing decisions.

Consumer insights, according to Kotler and Armstrong (2010), are referred to as fresh-marketing information based on adequately understanding a firm's customers and consumers and the marketplace as a whole. This 'fresh information' becomes the pillar with which a firm can create customer (and consumer) value and enhance customer (and consumer) engagement and relationships. These consumer insights have become a vital part of the consumer experience due to rises in customer expectations and frequent changes in demand; thus, the ability to truly know your customer is key to success in your marketing endeavors. Marr (2016) argues that the recent eruption of information technologies has led to a digitized world in which everything we do tends to leave a data trail. This data trail resonates from social media, the internet and the various mobile technologies we possess among others; and it aids in giving birth to insights needed to make organizational decisions. In addition to this, the existence of these information technologies in our digitized world allows companies to generate and find marketing

information in large quantities (Kotler & Armstrong, 2010). Ertemel (2015) in his research on the competitive advantage of consumer insights states that data has the ability to provide behavioral insights about consumers. In other words, data can lead to consumer insights that tell organizations who their customers are, where they are, what they buy, how they buy, when they buy, what media they are exposed to and what media they use among others. These consumer insights are the results gotten from the ability to recognize deeply and clearly, a deep-rooted knowledge about consumers to help structure an organization's way of thinking and decision-making process (Stone et al., 2004; Burkitt & Zeally, 2007).

Rogers and Peppers (2004) stated that to the enterprise that is keen on building customer value, data about customers and consumers are like 'gold nuggets' that can drastically increase the value of the enterprise's customer base if they are collected analyzed and used effectively (Rogers & Peppers, 2004). This goes a long way to show how significant customer insights are in the various operations of a company. To emphasize this importance, Stodder (2012), mentioned that the marketing function of organizations is the main stage for customer insights and customer analytics. This is because the marketing function is becoming significantly quantitative and data-driven in order to attain effective and efficient strategies for marketing campaigns and related initiatives (Stodder, 2012). Stodder (2012) gathered data from business/IT executives, data analysts and marketers among others to examine their experiences with customer analytics and insights through the use of surveys and interviews.

Customer analytics, on the other hand, deals with implementing technologies and various methods to better understand customer behavior and decisions so as to attract and

retain customers and consumers and also improve the growth of a firm (Stodder, 2012). Marr (2013), similarly states that analytics deals with the ability to collect and use data to generate insights that will inform fact-based decision-making. According to Skiera (2016), employing analytics on data helps to improve marketing decisions. He stated that marketing to customers and consumers is more effective when insights from data are available because organizations are able to create more personalized marketing campaigns. The author went further to state that the employment of analytics on data breeds insights which help in creating more personalized marketing campaigns; thus, there is the need for marketers of this present age to have the role of both data analysts and traditional marketers or have the marketing team liaise with the data analyst team to come up with insights needed for marketing campaigns and decisions (Skiera, 2016).

A research conducted by TWDI, a division of 1105 Media Incorporated., in 2012, confirmed the insights from the aforementioned 2011 IBM report when they discovered that 81% of respondents (out of 377) said that amongst the various business functions of an organization, customer insights and customer analytics are most important in the effective implementation of the marketing function (Stodder, 2012). With this same research, 71% rely on analytical techniques to help in attaining market and consumer insights for the purpose of effectively marketing to consumers. According to LaValle et. al. (2011), companies that incorporate analytics in general to generate insights are differentiated in the industries they play in and hence become top performers in their respective industries. Data from their research was gathered through the use of in-depth interviews with 3000 individuals from 30 countries to determine how important consumer insights are in marketing and how the essential of role analytics plays in

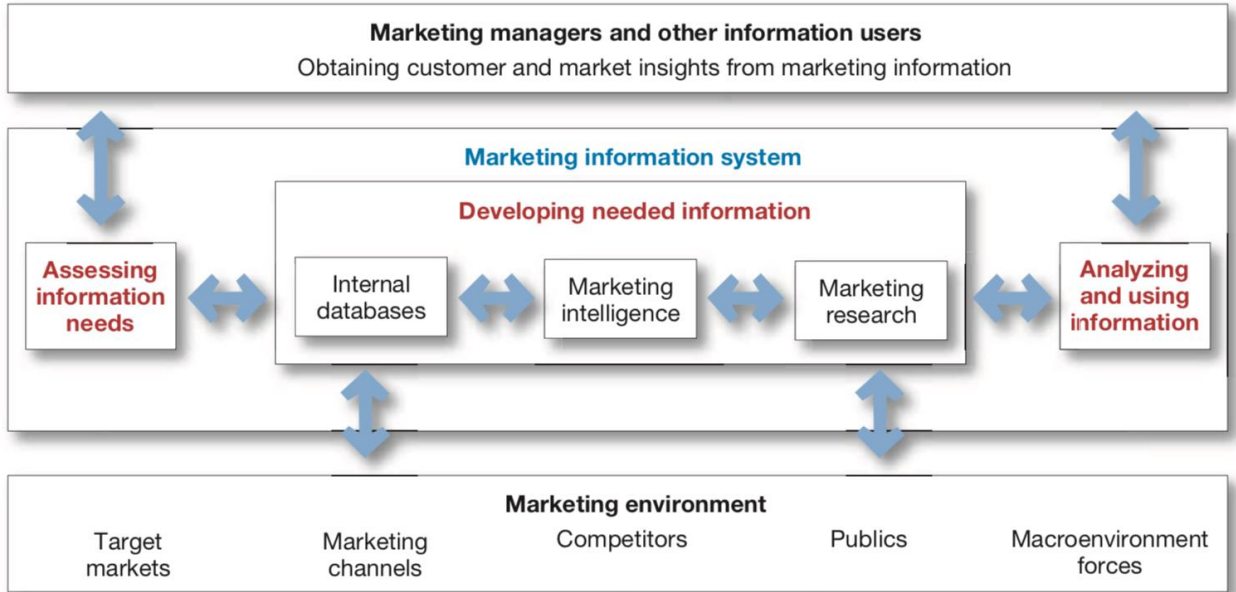
transforming data into needed insights. Their findings proved positive as they were able to conclude that analytics and consumer insights are essential in marketing. They also proceed to counter Stodder's (2012) findings on the marketing function being the most important when using analytics. LaValle et. al., unlike Stodder, found that on a scale of 0 to 8, with 8 being the highest, financial management and budgeting, operations and production and strategy and business development are the top three business functions that are important when it comes to the use of analytics. The sales and marketing function had a rating of about 5. Though not too far from the highest rating, this still indicated that some personnel do not necessarily see how important it is to employ analytics to data to help fuel marketing. It also shows how some organizations may be lagging in generating the necessary insights needed to implement effective marketing strategies. However, it is essential to note that the sample of the two researches differ in terms of the caliber of people that were used. Stodder used executives of organizations while LaValle et. al. used a more general approach and used both household individuals and company executives.

In addition to this, Florin et al. (2007), gaining true consumer understanding before developing marketing strategies is critical for success. The true impact of insights is on the consumer's experience with the brand and steady increase in both awareness and sales. In order to arrive at this conclusion, these authors used a grounded theory approach and used Hiebing's 25 years of integrated brand development and marketing experience which has helped clients increase brands impacts and profits; and also used the American brand, Famous Footwear, as case-study. Said et. al. (2015), also stated that organizations generate insights by conducting market research or purchasing insights from third parties.

These insights are used to make marketing decisions and create value. This finding just echoes how companies view consumer insights as an essential ingredient in making campaigns. Said et. al. (2015) arrived at this conclusion by gathering data through the use of a multiple case study approach is used to explore managerial practices for insight generation and use.

Again, Kotler and Armstrong (2010) mention that the real value of marketing information lies in the consumer insights that it provides; thus, companies need to develop marketing information systems that give company managers the right information to essentially create customer value and relationships. They suggested that the framework needed to help a company collect, gather and analyze consumer data in order to transform them into essential customer insights is the marketing information system (MIS). An MIS simply refers to the people and procedures devoted to evaluating information needs and helping decision-makers to use the information gathered to generate and confirm actionable consumer and market insights (Kotler & Armstrong, 2010). The framework used to attain customer insights is as follows:

Figure 1: The Marketing Information System.



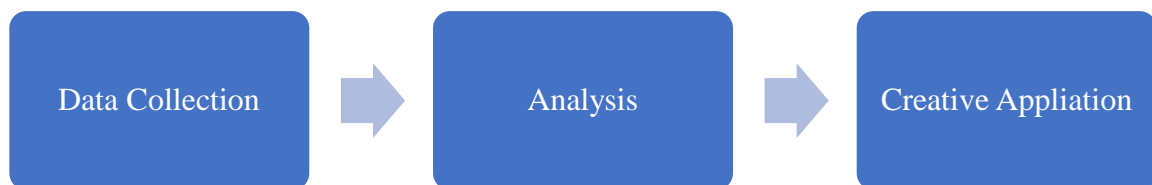
Source: Principles of Marketing (Kotler & Armstrong, 2018).

Shedding more light on the MIS, the system consists of three main parts. These include: assessing data and information needs of the organization, developing the needed information and analyzing and using the information attained (Kotler & Armstrong, 2018). Assessing information needs demands that organizations are clear and sure of the kind of information they need and want in order to help make key marketing decisions. These decisions do include the creation of marketing campaigns to help them market product and services to customers and consumers. It is a matter of analyzing what users would like and what they really need; and also includes determining what is feasible to offer to users (Kotler & Armstrong, 2018). Being able to determine which of the three courses of action is needed, generates some form of insights essential to make a certain marketing decision or implementing a marketing strategy. Secondly, in order to attain insights, organizations must develop the information that they realize they need. They are

able to do this by looking at their internal database and obtaining customer data that exists as a result of data sources within the company network. Such data includes sales, cash flows, online transactions and brick and mortar transactions; and also, website visits among others. Organizations also conduct market research by researching on marketing channels, the public, competitors, macroeconomic forces and target markets. In order to develop the needed information gained, organizations may use marketing intelligence where they systematically monitor all publicly available information about their customers (Kotler & Armstrong, 2018). Lastly, to help make sense of the developed information, organizations must analyze and use the information gained to help generate insights needed to make marketing decisions and also implement marketing strategies. This is where analytics can be employed in order to help turn the data and information into insights.

With regards to the generation of insights, Moscato (2018), highlights three steps needed to aid in the generation of insights to help in accurately finding the ‘why’ and ‘so what’ in data with regards to consumers; and help result in making good marketing decisions. Moscato mentioned that being able to cultivate consumer insights effectively requires empathetic problem solving and thorough analysis of any data gathered (Moscato, 2018). The author stated that arriving at insights simply requires a data collection process, an analytical process and a creative application process.

Figure 2: Recipe for Consumer Insight

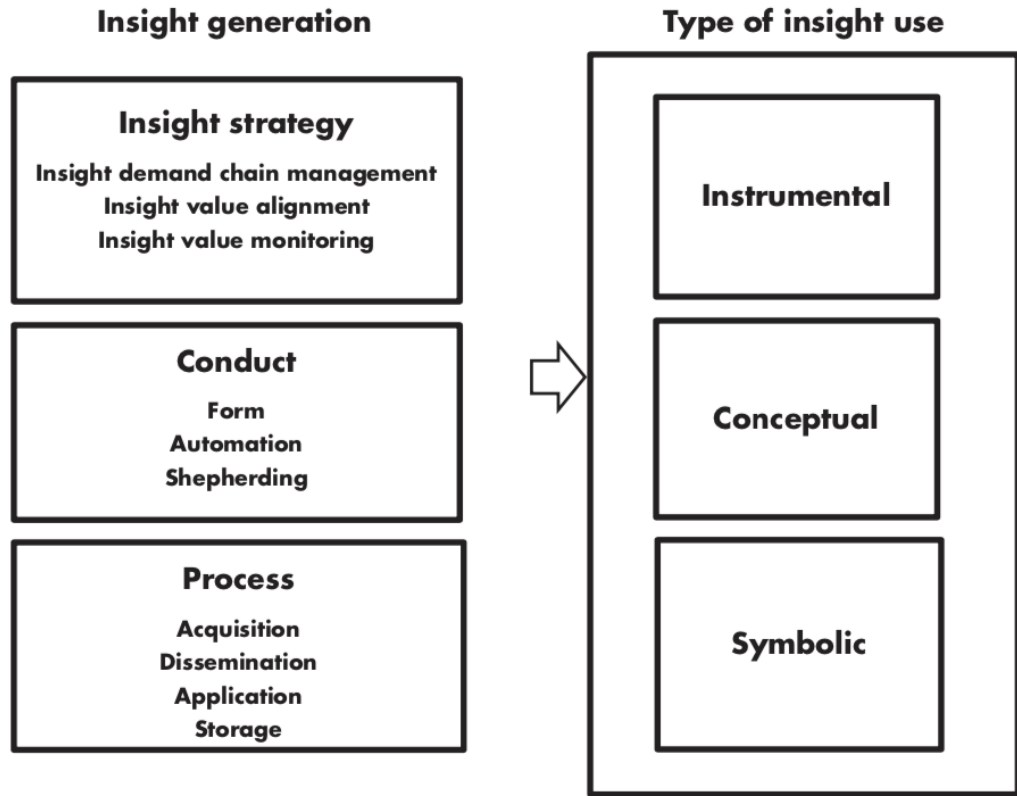


Moscato conducted research within the jurisdiction of qualitative research and this led to qualitative data. This framework was applied to students in a marketing class and required them to generate insights on how favorite recipes of family members are prepared. The step in this framework that relates to the insight generation process is the analytical process. According to Moscato (2018), this process, for qualitative data, involves the creation of an analytical memo based on the data gained from the data collection process. Being able to create a memo is a good method of capturing one's analytical thinking with regards to data and also aids in stimulating and facilitating the creation of insights which are needed for the creative application to marketing strategies and advertisements; as well as marketing objectives (Maxwell 1996; Moscato, 2018). This supports findings and opinions of Stone et al. (2004) on how the use of interviews, focus group discussions and questionnaires among others help in giving marketers

insights they need to fuel their decisions. This is because such methods can be used to further probe into data generated from technological means.

Similarly, Said et al. (2015) also proposed a framework for consumer insight generation and consumer insight use. To attain this framework, a multiple case study approach was used to inform the researchers of the current managerial practices that organizations use with regards to insight generation and use. In addition, experts in the field were interviewed to help attain the findings of the research. According to Said et al (2015), the insight generation consists of three broad themes which are; insight strategy, the conduct of insight generation and the insight generation process. The authors also stated the use of insights can be categorized into three types namely; instrumental, symbolic and conceptual purposes.

Figure 3: Framework for Insight Generation and Use

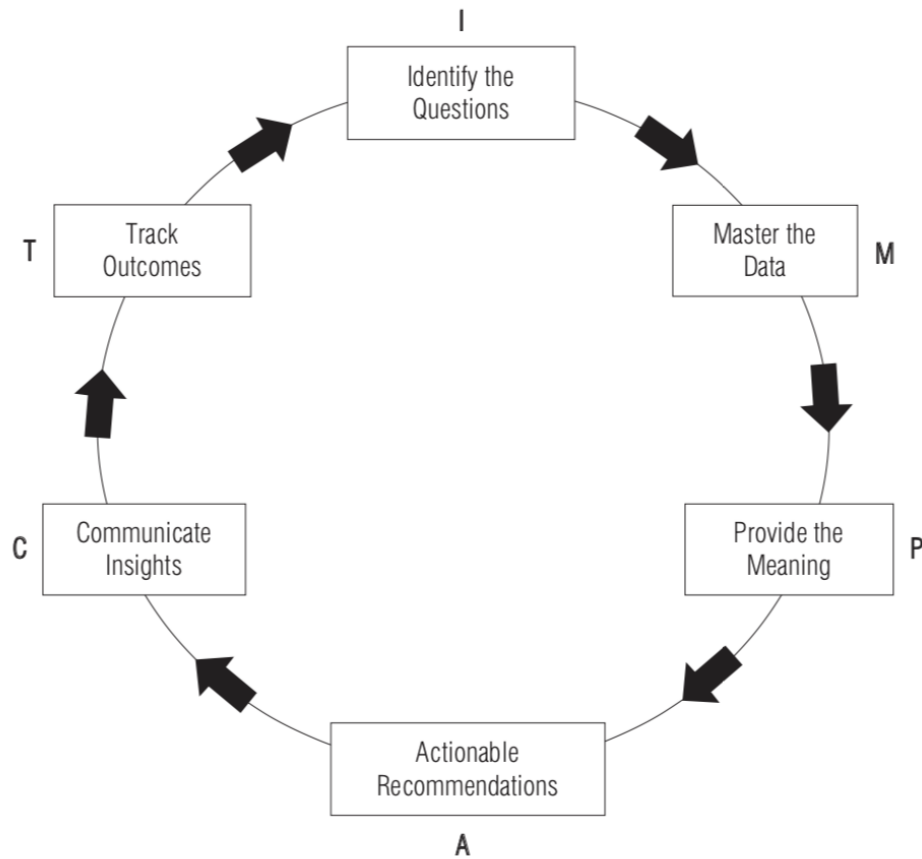


The framework above simply shows how insights are applied to achieve conceptual, symbolic and instrumental organization purposes through strategy, conduct and process. The first category of Insight generation is Insight Strategy, which consists of the capabilities of an organization to acquire insights from external sources through liaising with various agencies such as branding agencies, research agencies and advertising agencies among others. This category also included how the market research department of an organization plays a crucial role as it should set out to make sure that the insights obtained from the external sources match the objectives of the business. Finally, this category included how users within the organization make use of insights obtained from customers through the review of internal data. The second category of

insight generation is Conduct, and this includes being able to determine the form of insight obtained, making insights automated such that they are available to anyone within the organization and also coordinating insights to ensure that not completely different interpretations are not made to cause confusion as these insights are being made available to multiple people in the organization and perhaps other stakeholders. The final category of insight generation is Process which highlights the process of generating consumer insights. According to the findings of the authors, this process includes acquisition and dissemination which consists of obtaining insights from formal and informal interactions (from internal and external sources); and application and storage where consumer insights are applied through identifying and modifying business opportunities; and also having a storage system for the insights gained in order to have an archive of these insights (Said et. al., 2015).

Another framework for the generation of insights was developed by Isson & Harriot (2012); and showed how organizations can uncover insights from data. The framework is known as the IMPACT cycle (See Figure 3: The IMPACT Cycle) as its aim is to help organization transition from data to insight to action for various business functions. Though this framework was not tailored to a specific business function, the authors suggested that it is applicable in most organizational jurisdictions, and this includes the marketing function.

Figure 4: The IMPACT Cycle



A reason for the creation of this framework was because of the concept of analytics with regards to consumer data collected. Analytical professionals usually run statistical techniques on data in order to create data visualizations to help get their points across but they usually fail to tell what business professionals, who tend to be not so analytical, what they can do in response any business question asked or even what best course of action to take based on their (analytical professionals) read of the data (Isson & Harriot, 2012). This can be said to be tied with the finding of the Harvard Business Review, as mentioned earlier, on how marketers tend to look at just storytelling and art when making marketing decisions and marketing campaigns rather than also incorporate analytics (science) into their business function.

According to the process associated with the said framework, one must help the organization *identify questions* that need to be answered and are that are integral to the business. When these questions are identified, some strategies or methods must be explicitly stated so as to have a fair idea of how to get answers to those questions. This relates to Kotler & Armstrong's (2018) point on the essence of assessing information needs to help begin the insight generation process. Next, the *data needs to be mastered*. This is where some of the work of analytical professionals come in as they try to gather, synthesize and analyze the data that aids in answering the questions identified; and put the data in visualizing presentations that make it clear for others to understand the data in a summarized form. After this, there is the need to *provide meaning* to the data such that concise elucidations are given to the visualized data within the context of the business questions that needed to be answered. Then, there have to be *recommendations that can be referred to as 'actionable'*. This is where one, usually the data analyst, tries to provide recommendations for the organization based on the data interpretations. There comes the need to *communicate insights*; which involves finding an effective mode of spreading the insights found across the organization. Again, this is closely related to Said et al.'s (2015) point on the need to disseminate insights to the organization. This would mean that insights are bred through the process of following the first four steps prior to the attempt to communicate insights. Various organizational functions may find insights that are applicable to their department; and this indicates that the task in creating insights is not an easy one but rather one that requires a careful thought process; hence the reason to possess an analytical skill. The need to communicate insights is also consistent with findings by Rogers & Sexton (2012) on how 51% of respondents from their research

stated that there is a lack of sharing of data and insights among departments and this serves as a barrier to effectively measuring marketing return on investment which is related to marketing campaigns. Lastly, the framework requires one to *track the outcomes* and impact of the insights on organizational functions in order to simply know what is working well and what is not.

On the other hand, Miles Young (2018) argues that really useful data gathered from monitoring customer behavior gives the needed insight to enhance advertising. He goes on to explain that there are three types of insights that tend to be generated from customer and consumer data gathered.

These are:

1. Observation: data can help show how something is performing.
2. Improvement: data can help uncover the reasons why something is working or not working.
3. Inspiration: data can spark an idea.

This loosely resonates with the findings of Said et al. (2015), on the types of insights use as observation can be said to relate to conceptual purposes, improvement can relate to instrumental purposes and inspiration can relate to symbolic purposes, should the literal meanings of these types by Said et al. (2015), be taken into consideration. To supplement this, he also stated that data can show a firm who to speak to and why (prioritization), data can point a firm to certain categories of people, why they behave in particular ways and how the firm can get to them (personalization) and data can help a firm generate the right message, deliver it at the right time to the right person and through the right channel (precision). The essence of incorporating customer data in an effective manner lies the

concept of precision as aforementioned. This is because it helps a firm make the right marketing campaigns and decisions to possibly attract and retain customers and consumers. This supports Kotler & Armstrong's (2018) theory on the MIS as it suggests that a company assess its information needs first before developing the data and information needs identified. To develop these data and information needs, the organization liaises with its marketing environment which shows the various players an organization may need to speak to, based on the data and information needs that were identified. These authors show a clear distinction between consumer data and insights and highlight the need for data to be transformed into insights. Findings by Florin et. al. (2007), show that in order to attain insights it is necessary to consider context and not just demographics as demographics alone merely give insights but rather state mere facts.

According to Ertemel (2015), insights are attained through careful analysis of data and information with the purpose of attempting to understand what is going on with regards to a particular phenomenon or pattern identified in the data. It is gained when conclusions are drawn from data and tends to serve as the building block of informed organizational decisions (Ertemel, 2015). By way of case studies, Ertemel concludes that organizations, especially those in developed countries, are able to easily incorporate valuable insights into their marketing strategies and decisions. This is due to the knowledge they tend to have on technology and analytics and the essence of big data. The use of these technological approaches gives organizations a competitive advantage as they are able to effectively harness consumer insights. McKinsey also discovered that the marketing and advertising functions of an organization rely on transactional and behavioral consumer data that is gathered from various sources such as social media, past

transactions and demographic information among others (Henke, et. al., 2016). Such data requires some form of analytics to help make sense of it as reviewing it in smaller volumes does not give off accurate insights. The mobile telecommunications industry falls into this category because of consumers' constant purchase of mobile data and internet browsing. Marketers in this industry can leverage on such data to help in making marketing decisions and implementing marketing strategies.

Research by Barton et al. (2017), also discovered that even though there is great benefit in using consumer insights to propel company growth, most companies struggle to make customer insight more than just a traditional research operation. That is, they tend to believe that the hunt for customer insight means simply doing traditional market research; thus, they are not able to grasp and enjoy the full benefits that come with incorporating customer insights in their marketing functions and other firm operations. Traditional market research involves assessing the overall marketplace in which a company operates to know what it looks like in terms of demographics and competitors among others (Kotler & Armstrong, 2010) and it likely to give some insights. In addition to this, Said et al. (2015), also concluded that there exist differences in what consumer insights mean to various organizations and it is one thing to take note of. However, in a general sense, consumer insights deal with customer behaviors with regards to firms' products or services. These two concepts go together to effectively generate actionable insights that can be used in making marketing decisions and campaigns.

Also, Chong (2010) from his study on creative directors and market research discovered that creative directors of advertising agencies do not see the importance of market research and consumer insights when making advertisements. He stated that

participants of his study (creative directors) saw advertising as simply art; and thus, customer insights and data from market research need not be incorporated in the advertisements they make. They fail to see the potential impact that an advertisement may have when it is created with customer insights. Research conducted by Hackley (2003) found that when it comes to using insights in marketing campaigns and advertisements, there is a need for the role of an account planner. An account planner has the responsibility of incorporating the consumer into the marketing campaign development process. That is, it is the duty of the account planner to make sure that consumer insights generated from market research and their client are integrated into the marketing campaigns of an organization. Again, this shows how essential consumer insights are to the making of a marketing campaign. Hackley goes on to state that most organizations fail to understand this role and its functions as organizations mistake market research for only data collection (Hackley, 2003). The author states that market research is more than fact-collection as an integral part of it lies in being able to interpret the data gathered to form insights (Hackley, 2003).

CHAPTER THREE

METHODOLOGY

3.1 Overview of Methodology

This chapter outlines the research approach that was adopted in this study based on the set objectives outlined earlier in this paper and the various literature reviewed in the previous chapter. This aided in evaluating the use and potential impact of consumer data and insights on marketing campaigns in Ghana.

3.2 Research Design

This study mainly employed a qualitative research approach and used an exploratory research design as it sought to describe the current situation regarding the use of consumer data and insights in marketing campaigns created in Ghana.

According to Saunders et al. (2009), exploratory research helps one find out the reason behind the occurrence of something, new insights into the research topic and ask questions with regards to the research topic. Exploratory research is useful when one wants to clarify his/her understanding of a problem.

3.2 Data Sample

For the purpose of this study, the purposive sampling technique was used as it constitutes a sampling technique whereby the researcher actively targets certain participants who are rich in the particular data and information needed for the research (Mayburg & Poggempoel, 2007). The data was to be collected from all companies within the Ghanaian mobile telecommunications industry as these players within the said industries are constantly involved in the making of marketing campaigns. This is due to the fact that quite a number of people, as mentioned earlier, use mobile phones and other

technologies are thus connected to mobile networks and the internet each day. This would mean that players in the industry must try to be on top of their game by constantly innovating around the creation of new products and services to serve their various customers simply by understanding who their customers are and what their customers want. These organizations, after creating new products and services then find ways to market their products properly. There are four (4) organizations within the industry but for this study, 50% of them were used due to some limitations.

3.3 Data Collection

Again, according to Saunders et al., (2009), there are three fundamental ways of conducting an exploratory research; these include: a thorough search of literature, interviewing 'experts' in the field of study and conducting focus group interviews. Conducting a thorough search of literature was not the only method employed because when personal research was done to identify the needed literature it was found that there is not enough published work on how consumer data and consumer insights are collected and used in making marketing campaigns in Ghana; and it is for this reason that this research was conducted – to help fill that gap in research. The use of the method of focus group interviews was difficult to implement because it needed the various experts to have similar time schedules in order to have a discussion with all of them. Also, because it was easier to get hold of one expert based on their personal schedule to conduct the interviews, it was not deemed necessary to have a focus group discussion where the same information may be relayed once more; hence wasting time (Sanders et al., 2009). The data was collected during the February 2019 and March 2019 period.

Thus, this research employed the method of interviewing experts in the field of study. In terms of gathering the needed qualitative data, interviews were conducted with the selected organizations. Experts in the field were interviewed for periods between 25 to 35 minutes to help understand how consumer data is gathered, how consumer insights are generated and how they are employed in marketing campaigns made in Ghana and tailored to the Ghanaian public. This study sought to gain the needed data from chief marketing officers (CMOs) (or possible equivalent) in the various organizations that have published marketing campaigns. This is because such a sample are presumed to be said experts in the field of marketing and their tacit knowledge is relevant to the success of this research; hence the reason for a purposive sampling technique.

3.3 Research Instruments

As this research is both exploratory the research instruments that will be used is semi-structured interviews. For the exploratory study, guided interviews will be conducted with CMOs (or their equivalent) of the chosen organization, thus a set of questions targeted towards achieving the research objectives and answering the said research questions would be created and used. Guided interviews will be used as this is the main research instrument used by some authors identified in the literature review analyzed in the previous chapter. These authors used this research instrument to determine how important consumer insights are used in the making of marketing decisions and campaigns. Guided interviews were used because it allows the researcher to ask follow-up questions based on some answers given by the interviewees. For the purpose of this study, the research instrument used was a guided interview. This exudes the benefits of both informal and structured interviews as it is a combination of both

interview types. According to Vanderstoep & Johnston (2009), the use of guided interviews is a compromise technique that allows the interviewer or researcher to deviate from the interview questions when needed to attain opportune or unforeseen findings and prolific directions. This an interview guide was prepared so that more information could be gotten from the experts to help fuel solid results and conclusions some questions stemmed from some answers given by the interviewees.

3.4 Validity and Reliability

According to Noble & Smith (2015), qualitative research is often critiqued for the lack of scientific precision with poor justification of the various methods adopted. It is also critiqued for the lack of transparency in the analytical techniques; and findings associated with this type of research is also said to be only an amalgamation of personal judgements pertaining to biases associated with the researcher. Thus, in a qualitative research such as this, it is essential to ensure trustworthiness of the data collection process and the findings. The criteria for ensuring trustworthiness of the findings are; truth value, consistency and applicability (Noble & Smith, 2015).

Truth value acknowledges that multiple realities exist, and that data collected is rich and reflects the perspectives of the participants while applicability shows whether research findings can be applied to similar contexts with similar participants (Mayburg & Poggempoel, 2007; Noble & Smith, 2015). Consistency relates to being able to follow the methodology of an original research and attain comparable conclusions (Mayburg & Poggempoel, 2007). In order to ensure that these criteria are met, and the research is trustworthy in terms of its findings, some strategies suggested by Mayburg &

Poggempoel (2007) and Noble & Smith (2015), were employed. The strategies employed are as follows:

- i. To enable other researchers, utilize the results a clear description of the demographics of the participants was provided and direct quotations were embedded to ensure that responses and findings were from participants, and not from personal biases of the researcher. Notes were also taken during the interview while participants were being voluntarily audio-recorded to ensure accurate collection of responses. This helped ensure applicability and truth value of the findings.
- ii. To ensure consistency, a thorough description of the research methodology chosen and utilized was given.

3.6 Ethical Considerations

In carrying out this research, some ethical considerations were made in order to ensure that data is not fabricated and also ensure that the human subjects used for the purpose of this research are protected and their human rights are not violated. These are listed below:

- i. The informed consent was taken from each research participant (interviewee).
- ii. The participants were fully informed of the purpose of the research and the reasons for the research.
- iii. The participants were also informed that their involvement in the research was purely voluntary and they could opt out at any given time or decline to answer questions they did not feel comfortable with.

- iv. Participants were also assured of confidentiality with regards to their names and company names, thus pseudo names were used to ensure such confidentiality.
- v. Participants were also asked about their comfort with regards to being audio-recorded to ensure that they were comfortable.
- vi. All research instruments used for the purpose of the research methodology were submitted to the Ashesi Institutional Review Board in order to ensure that the documents did not go against their human rights. These documents were approved by the said board.

3.7 Data Analysis

Data obtained from the qualitative research was analyzed through thematic analysis; which involved transcribing the interviews, reviewing notes taken during the interviews, evaluating the data gathered from the interview transcription process, pinpointing potential patterns in the data, classifying the data accordingly and finally interpreting the data to help in presenting the final set of findings.

3.8 Limitations of Data Collection

This section is to highlight the limitations faced in the collection of data and mainly address why 50% and not 100% of the organizations within the Ghanaian mobile telecommunications industry was used for the purpose of this research. There are four organizations within the set industry but two were eliminated due to the following reasons:

- i. The first organization is involved in the making of marketing campaigns but does not necessarily study the Ghanaian consumer market of their products and services to make their marketing campaigns. When asked the reason for this, the

organization answered that the most of marketing campaigns seen running in the Ghanaian consumer market space are from another geographical location with demographics similar to that of Ghana. Thus, consumers in that other market are directly studied there in order to come up with the marketing campaigns.

- ii. The second organization is also involved in making marketing campaigns tailored to the Ghanaian market, however, this organization was not willing to help in this research as they answered that they do not aid in the conducting of undergraduate student research.

Thus, these were the limitations faced in the data collection process and this led to 50% of the industry players being used for the research rather than the total of 100% of the Ghanaian mobile telecommunications industry players.

CHAPTER FOUR

DATA COLLECTION & DATA ANALYSIS

This chapter shows the findings of the data collected during the study. Data was collected in between the February 2019 and March 2019 period. Furthermore, this chapter will present the findings (in the form of phrasal themes) attained from the qualitative research which involved conducting interviews with two organizations that are constantly engaged in making marketing campaigns for the Ghanaian public.

4.1 Qualitative Research Findings (through Interviews)

A total of 2 organizations, which make up 50% of the players in the Ghanaian mobile telecommunications industry (henceforth referred to as Organization A and Organization B) were used for the purpose of data collection. These organizations were chosen because of their frequent involvement in creating marketing campaigns tailored to capturing the Ghanaian market as they constantly come up with new products and services and are constantly involved in making marketing campaigns and advertisements.

4.1.1 Organization A

With a subscriber base of 10 million, Organization A is a brand within the Ghanaian telecommunications industry that provides a broad range of telecommunications services that include; mobile voice, data mobile financial services and business connectivity solutions. It was launched from a merger between two companies in 2017 and has its core vision as, “A better life for our customers.” The organization also takes up sustainable corporate social investment initiatives to help transform the lives of Ghanaian citizens.

A marketing representative of Organization A, a Consumer Insights personnel, having the specified role of a market researcher, was interviewed to explore the organization's use of consumer data and insights in making their various marketing campaigns and advertisements. The interview lasted for about 35 minutes.

The Kind of Marketing Campaigns that are Run

Concerning Organization A, the kind of marketing campaigns that are run are:

- i. **Product Campaigns:** According to the organization personnel interviewed, these product campaigns are simply market campaigns used to promote a product item or a product line.
- ii. **Thematic Campaigns:** Thematic campaigns on the other hand, deal with a series of promotions or advertisement messages that are geared towards expressing one single idea. According to the interviewed representative, the various advertisements run within a specific timeframe across different media channels for effective distribution.

These campaigns and advertisements can be in the form of television commercials, radio jingles, outdoor displays or billboards, below-the-line activations and also in-trade campaigns (the latter refers to poster displays and banners in the various shops and branches of Organization A).

The Use of Consumer Data

On the use of consumer data, Organization A mentioned that '*data lies in the heart of its marketing activities*'. The organization relies on **internal and external data**

to attain a starting point for the preparation of marketing campaigns and advertisements. As stated in the first chapter of this research, data can be obtained from multiple sources and these sources depend on the kind of organization being reviewed.

The first source of data for Organization A is gotten internally. For internal data, data is derived from in-house systems that track consumer's mobile data and bundle purchase, minutes spent on voice calls, minutes spent on internet browsing and spending, and also consumer behaviors. The personnel noted that a vast range of data is being generated and this data is critical to the creation of marketing campaigns and the making of business-related decisions. In the event where there is a certain pattern in the data that is not understood, the organization sets out to go a step further to understanding the trend by way of administering surveys and organizing focus groups to gain insights to the behaviors and it is through this that external data is collected. Thus, it is through the collection of this external data that insights can be generated. As discovered by Marr (2016) and Ertemel (2015), consumer data is a resource that should be used to make various organizational and departmental decisions in order to achieve a desired goal, and thus, its use should not be overlooked. This indicates that the organization is aware of the fact that using consumer data in marketing endeavors has some profound and positive effect on its marketing endeavors hence the reason why they set out to extract it anyway. To support this, the interviewee also mentioned that the use of consumer data in its marketing campaigns allows their campaigns to be more effective because such data informs what they need to do to attract consumers.

Table 1: Sources of Data for Organization A

Data Source Category	Mode of Data Collection
Internal Data	In-house tracking system
External Data	Focus Groups; Surveys; Questionnaires

The Current Marketing Campaign Development Process

Organization A says that it has a set framework for developing marketing campaigns.

First of all, the organization gathers consumer data based on what objectives they want to achieve and the kind of marketing campaign they want to run. This data is gathered from internal and external sources; and a brief is designed for the marketing campaigns they wish to run. Data is first collected from internal sources with regards to which products and services consumers are subscribed to, how often they purchase from Organization A, the various products and services of the organization and the times which they purchase among others. According to the personnel interviewed, a brief is created based on the data gathered. This brief is required to have the positioning concept (which is supposed to contain consumer insights that are generated from the data) that would aid the organization y providing knowledge on how to market their products and services to their target group. Though exposed to multiple sources of data, data is gathered based on what the organization wants to achieve. This informs the kind of marketing campaign the organization wants to create and hence informs the kind of brief

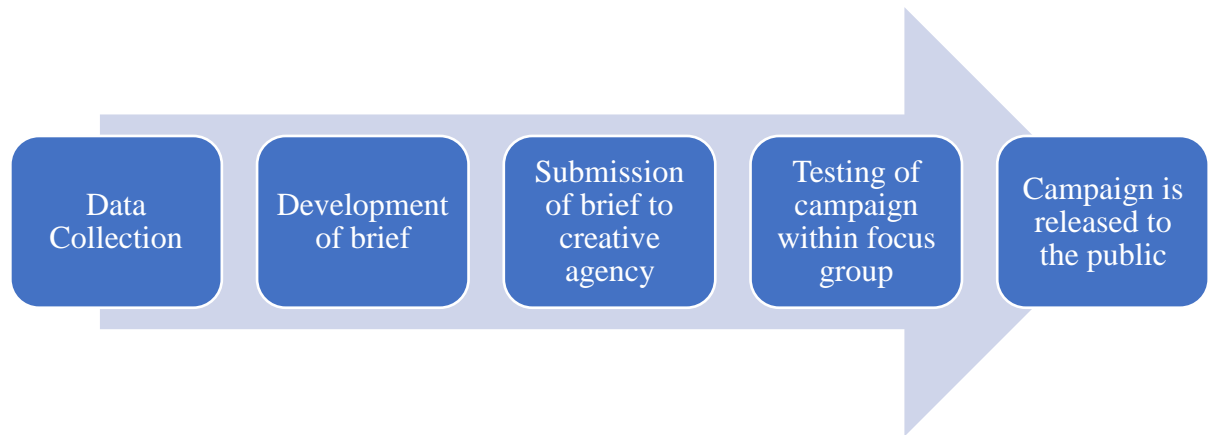
they prepare. Organization A then sends the developed brief to a third-party company (a creative agency which they are in partnership with).

To kickstart concept development for the campaign, the creative agency develops a creative concept using the assigned brief to come up with a campaign or advertisement that will resonate with the people being targeted. The creative agency has its own in-house data to help advise on what creative concepts best resonates with the target group, season of the year or any other necessary element; indicating that the use of data extends to the advertising and creative agencies and does not end with only the organization seeking to put across the marketing campaign. This finding from Organization A is however not consistent with that of Chong (2010), who discovered that creative agencies and advertising agencies do not see the essence of conducting research to help incorporate consumer data and insights into marketing campaigns made. It is important to note that Chong's study was carried out within the Singaporean setting while this research was conducted within the Ghanaian setting. Perhaps geographical locations may be considered to be a factor to this difference. It is also however difficult to determine why a country as developed as Singapore, that possesses technology that make the consumer data analysis process easier and more effective, will have creative agencies that do not see the importance of conducting research for data while a developing country like Ghana has creative agencies who seem to understand the need to have to carry out research to help inform the marketing campaigns and advertisements they develop for organizations. Also, perhaps this finding is peculiar to one creative agency in Ghana.

After various creative concepts are developed, the creative agency, together with Organization A, sits with a focus group to test various versions of the marketing

campaign, and its various elements to know which one best speaks to the target group involved. Feedback is derived from the members of the focus group and if negative, the creative agency goes back to re-work the concept and returns to re-test with the focus group (if necessary). This phase of testing goes on until a final decision is reached with regards to the campaign and advertisement. The marketing campaign is then released to the public through channels chosen by Organization A and the creative agency. These channels are chosen also based on data gathered by other third-parties liaising with Organization A whose task is to monitor consumer and customer interaction with various media channels.

Figure 5: Marketing Campaign Development Process for Organization A.



Data Collection and Generation of Insights

As stated earlier, Organization A gathers data from both internal and external sources but internal sources are the first point of focus in the collection of data.

Organization A also has various agencies that annually monitor some media channels and also '*buys media slots*' that the organization uses to disburse their

marketing campaigns. This is to help identify and leverage on when people watch television and when people listen to radio; and this helps them know which radio stations or television stations to disburse their marketing campaigns and the time slots to do so to aid in putting across the campaign. According to the interviewee, this, together with information on consumer's mobile data purchase, spending and internet browsing among others, lead the organization to make marketing decisions.

Based on literature reviewed, research by Florin et al. (2007), using mere data or facts is not enough to generate consumer insights to make effective marketing decisions and campaigns; and this is not necessarily equivalent to what Organization A says it does. Organizations need to go a step further to consider context as it informs more about the consumer and his/her behavior (Florin et al., 2007). Thus, perhaps there is a step that is taken before these decisions are made, hence the reason why the question on how consumer insights are generated was asked.

The generation of insights, according to the representative interviewed, mostly stems from external data sources. This happens in the event where data from its internal source exhibits patterns that are not easily understandable. The organization seeks to make more understanding of patterns observed in examining data by organizing focus group discussions and administering surveys to customers, consumers and the general public. This can be said to be consistent with the research findings of Stone et al. (2004), on how focus group discussions and surveys allow for the generation of consumer insights as these methods give room for a more elaborate approach to the examining the reasons behind certain consumer behaviors.

These two findings from Organization A also pose a question on how consumer insights are generated from the internal data that is deemed to be understood enough to make marketing decisions as mentioned by the interviewee. Based on the statements by the interviewee it appears that internal data is not necessarily analyzed for the purpose of generating consumer insights. Here, the participant responded that, *“Our internal data such as ‘who is buying mobile data’, ‘how much is the consumer spending’ is used to help us take certain marketing decisions for the campaigns.”* when asked if consumer data and insights are used in marketing campaigns. This implied that data (which includes some consumer behavior) is what is used to make some decisions and not necessarily insights from the data. Again, when asked how data are transformed into insights for marketing campaigns, the interviewee stated that in-house tools and third-party agencies are used to track and gather the data the organization needs to make marketing campaigns. Again, according to the interviewee, the data gathered was referred to as ‘how often people purchase mobile data’, ‘when people watch television’ and ‘when people listen to radio’ among other forms of data. The interviewee went on to state that, *“...so we use these insights to make marketing campaign decisions as it helps to know where we can find our target and where we can disburse the advertisements.”*

Despite the distinguishing of data and insights by the interviewer to the interviewee prior to asking the question on consumer insight-generation, during the interview, the interviewee referred to ‘when people watch television’ and ‘when people listen to radio’ as insights and not data. Over the course of the interview, the respondent used ‘data’ and ‘insight’ interchangeably, and this raised a question as to if it was clearly understood by the interviewee, whether there was an awareness of a distinctive

difference between the two. This is also coherent with the findings of Ertemel (2015) whereby he attempted to put across the difference between data, information and insight; and also implied that marketers and organization who tend to use data in their operations sometimes mistake data for insights and vice versa or can use them interchangeably.

Investigating when people watch television initially gives off data such as; 34% of people in Accra watch TV at 8:00 am and not necessarily an insight. An insight means bringing out why 34% of people watch television at 8:00 am and attempting to address the ‘so what’ aspect of this found fact. It is essential to note that based on literature reviewed, insights are simply deeper understandings linked to facts found about a consumer; thus, they refer to the various whys of a fact and focus on the various dimensions of consumer behavior. This finding is tied to that of Florin et. al. (2007) as these authors implied that it can be easy for organizations to use demographics for insights rather than demographics and context put together.

On Tracking Marketing Campaign Effectiveness

Organization A has its own tracking system that it uses to track the performance of its advertisements and campaigns, and that of its competition to make comparisons of what competition is doing right and what they may not be doing right. This system measures whether the target they want to reach is being reached, brand linkage and the media channels through which consumers heard or listened to the marketing campaigns of Organization A among others; and this helps the organization optimize channels and reform campaigns.

4.1.2 Conclusions from Organization A

In terms of the research objectives outlined in the first chapter, some conclusions were made with regards to the findings attained from Organization A.

With regards to how readily consumer data are available to aid in generating insights, Organization A is aware of the various sources of their consumer data and the various forms in which this data takes. The organization has access to internal data because of the in-house tracking systems it has put in place to monitor mere consumer behaviors such as mobile data purchase and spend; and by way of their consumers using the mobile phones almost each day, data is readily available to the organization.

With regards to identifying a framework for consumer insight generation and application, it was deduced that Organization A does not necessarily have a standard framework for generating insights from data and applying insights to marketing campaigns and decisions. The findings show that none of the frameworks listed in the literature review of the research were totally in effect in Organization A. However, some aspects of the various frameworks identified through the review of literature were found in the way Organization A says it transforms data into insights. For example; using the IMPACT framework of generating insights from data by Isson & Harriot (2012), Organization A works to have questions and objectives that it uses to inform then kind of marketing campaign it desires to run. The organization utilizes the 'I' of the IMPACT Cycle framework as it words to identify questions and objectives needed to make a marketing decision. *“Every campaign is that goes out is dependent and based on what we want to achieve and questions we ask.”* The organization also does not necessarily use the rest of the processes in the framework as they do not truly provide meaning to

the data they gather, based on the responses given. This is also being said because of the statements by the interviewee with regards to what the organization sees as consumer insights. Isson & Harriot (2012) mentioned that these insights can be gotten from review and analysis of data; which the organizational representative failed to mention exactly how insights are obtained from data due to using two terms interchangeably.

According to Moscato's (2018) framework on the recipe for consumer insights, Organization A is able to go through the data collection phase but seems to lag behind in the creation of an analytical memo to help in giving birth to insights. It appears that when it comes to consumer data generation and collection, the organization is able to carry out those steps, however it falls behind when it comes to the generation of insights. For Organization A, a creative application is made when contact is established with the creative agency to help create the marketing campaigns and advertisement needed. But based on responses given it seems insights are not always used to develop the brief that is given to the creative agencies, but rather consumer data. This is evident in the representative's understanding of what data is and insights are based on the responses that were given when asked about consumer insights.

This shows that the organization incorporates more of consumer data rather than insights in its marketing decisions and campaigns; and possibly fails to integrate the 'why' of consumer behavior into its campaigns. This also suggests that based on reviewed literature, the marketing campaigns of Organization A may not be fully effective when they have the potential to be through the use of consumer insights. The organization does understand the need for data to help in the preparation of marketing

campaigns but there is an issue with regards to establishing how consumer insights are generated.

4.2.1 Organization B

Organization B is claims to be the leading provider of telecommunications services in Africa and the Middle East. The organization entered the Ghanaian market following the acquisition a company acquisition in 2006. The organization's mission is to be a medium for the economic growth and development of Ghana. It helps to strong development from the delivery of world-class telecommunications products and services and also through innovative and sustainable corporate social investment initiatives.

A marketing representative of Organization B, a Senior Manager of Customer Analytics was interviewed to explore the organization's use of consumer data and insights in making their various marketing campaigns and advertisements. The interview lasted for about 25 minutes.

The Kind of Marketing Campaigns that are Run

With respect to Organization B, the kind of marketing campaigns that are run are very similar to that of Organization A:

- i. Product Campaigns: Here, product campaigns are marketing campaigns used to promote a product item or a product line; and this is similar to the finding from Organization A.
- ii. Thematic campaigns: Thematic campaigns refer to a chain of promotions targeted towards the expression of one single idea. Various campaigns are published and are done so within a specified timeframe.

These campaigns are also in the form of television commercials, radio jingles, outdoor displays or billboards (above-the-line), targeted below-the-line activities which come about as result of analyzing data, constant research and market profiling and segmentation to identify groups of people and which campaigns to make in order to capture them with specific campaigns. The interviewee mentioned that all campaigns, especially, targeted below-the-line campaigns, “...are driven by research, data and insights.”

The Use of Consumer Data

Like Organization A, Organization B also mentions that data is a resource that drives their marketing activities and marketing decisions. According to the interviewee, data is very important to the organization and the mobile telecommunications industry makes it easier to generate data based on consumer’s use of a mobile phone and other mobile technologies. The interviewee stated that “*Without the data we would be shooting in the dark and just offering products or services.*” This showed that consumer data allows the organization to have some form of focus on or target for what they would want to do or what problem they would want to solve. There are specific areas that the organization would like to target with regards to marketing campaigns and this deals with being able to attain granular information, which are also referred to as insights that are attained from the data generated and gathered. According to the personnel interviewed, about 70% and above of consumer insights go into marketing campaigns simply because the organization believes that every marketing decision is driven by the customer.

The Current Marketing Campaign Development Process

Organization B's marketing campaign development process similar to that of Organization A and relies on consumer data to help fuel its various marketing campaigns. The organization deals with a creative agency and also incorporates insights into its marketing campaign preparation based on thorough data analysis from technologically-faceted teams. The only difference here is that the respondent stated that the marketing department further reviews the insights attained by the data analytics team to help develop a more concise brief that matches the objectives they have for the campaign and advertisement they wish to achieve. This is linked to the phase of the development of an analytical memo according to Moscato's student-based research on a framework for the recipe of generating consumer insights (Moscato, 2018).

Data Collection and Generation of Insights

The sources of data for Organization A can be classified into two broad themes, known as Research and Data Analytics.

Based on data gathered from the interview, Organization B has also its sources of data as internal and external sources. The organization classifies its external data source as; 'Research' while its internal data sources constitute 'Data Analytics'. According to the personnel interviewed; "*Research deals with gaining insights through focus group discussions and administering of surveys.*" Again, this is similar to Stone et. al.'s (2004) findings on how surveys and focus group discussions are a means to generate consumer insights as these methods try to answer the 'why' of consumer behavior and the 'so what' of fact-based data by engaging with consumers to attain granular level of data. External

research also deals with what the personnel termed as ‘Location Intelligence’ as it helps to know what product or service to market based on the location of a consumer be it rural or urban. The characteristics and demographics of these locations are what the organization uses to help prepare its marketing campaigns.

For the aspect of Data Analytics, there specialists called data scientists and data analysts who go through the vast data generated each day to identify trends and patterns to help them in making a proposal to the department on what to market to a customer. The personnel mentioned that the data specialists are able to determine which customers stream videos often, buy mobile data often, when they buy mobile data and how much mobile data they buy among others, in order to make firm proposals on which customers to market data bundles to personally and specifically.

Table 2: Sources of Data for Organization B

Data Source Category	Mode of Data Collection
Research (External Data)	Focus Groups; Questionnaires; Surveys; Customer Service Interaction
Data Analytics (Internal Data)	In-house data collection tools

Based on responses by the interviewee, there is an insight generation process whereby questions are asked and identified so as to have a laser focus on what to tackle, the data is collected and goes through a first phase of analysis by the Information & Technology team of the organization. This process is to help the team produce a data set more conducive for further analysis. The cleaned data is now sent over to the Data

Analytics team whose job is to further analyze the data, try to make more sense of it (insights) and make proposals to the organization on what can be done to address the various trends and patterns in the data. If there is a need to conduct external research to get into the minds of consumers, it is done in this stage. The team then communicates the insights gained to the necessary departments of the organization; and these departments further look at the stipulated meanings behind the data. In the marketing division of the organization, attempts are made to track the marketing campaigns that were created using the consumer insights that were gained. This process is similar to the IMPACT Cycle (Isson & Harriot, 2012) general framework identified in the literature review chapter whereby, organizations who wish to generate insights are advised to first identify business questions, master the data generated, provide meanings for the data collected, make some actionable recommendations, communicate the insights to the whole organization and track the outcomes of its consumer insight-based decisions. As mentioned earlier, this framework is applicable to various organizational function and its existence seems to be evident in the marketing department of Organization B.

On Tracking Marketing Campaign Effectiveness

Similar to Organization A, Organization B says it tracks its marketing campaigns based on set time periods to help monitor performance of these campaigns and also help in improving decisions and functions when necessary. Technological third-party tools are procured and used to track performance and also form visualization of data through analysis to aid in the process of measuring effectiveness of a campaign and also aid in making certain marketing campaign decisions.

4.2.2 Conclusions from Organization B

In terms of the research objectives outlined in the first chapter, some conclusions were made with regards to the findings attained from Organization B.

With regards to how readily consumer data are available to aid in generating insights, Organization B is mindful with regards to the sources where the consumer data they need could be gotten from. The organization classifies data sources under two broad themes which constitutes traditional market research; which can be referred to as external research and the use of technological tools (internal data - data analytics) to aid them in preparing marketing campaigns tailored to their consumers based on their consumer data and insight generation.

With regards to identifying a framework for consumer insight generation and application, it was deduced that Organization B can be said to follow a set process to generate insights. This is referred to as the IMPACT Cycle framework and it involves the process of identifying business questions, mastering data, providing meaning, actionable recommendations, communication of insights and tracking of outcomes. The insight generation process of Organization B is also similar Moscato's (2018) framework whereby the organization goes through the data collection phase, the departments in need of the data to help make decisions (in this case the marketing department) review the already reviewed data and proposed recommendations made by the data analytics team to make sure that the insights resonate with the marketing campaign objectives that need to be achieved. In terms of application, no set framework was identified based on the responses of Organization B. However, recalling Young (2018) on the types of insights that are generated; observation (data can help show how

something is performing), improvement (data can help uncover the reasons why something is working or not working), and inspiration (data can spark an idea); the responses of the personnel from Organization B established that the organization has two types of insights. Just like Organization A, who tracks marketing campaigns, these types of insights are observations and inspiration. Observation and Improvement because the organization tracks its marketing campaigns to help know which campaigns are performing and which ones are not and also having analysis address the reason for performance and non-performance. The organization also has inspiration because it has a database of insights that were generated and were not used immediately. The personnel stated, *“We sometimes gain insights that need not be used immediately but we store them because a phenomenon may occur in the future that may call for the need to use the insights.”*

Therefore, Organization B can be said to be conversant with the use of consumer insights in making its marketing campaigns. Findings indicate that the organization uses some best practices required by authors in the literature review chapter, when generating insights for the use of marketing campaigns.

CHAPTER FIVE

CONCLUSIONS AND RECOMMENDATIONS

5.1 Conclusions from Research

Below are the conclusions derived from the qualitative data analysis and research as a whole:

- i. Organizations (within the Ghanaian mobile telecommunications industry) have some understanding with regards to the importance of consumer data in their various marketing activities.
- ii. Organizations (within the Ghanaian mobile telecommunications industry), through the use of some technological tools they possess are able to generate and collect consumer data.
- iii. It is evident in one organization that consumer data is constantly analyzed to help generate insights needed to inform marketing campaigns.
- iv. Consumer data is a resource that is readily available to the organizations within the defined industry; and the personnel are aware of the various sources of their consumer data.
- v. Organizations (within the Ghanaian mobile telecommunications industry) use some consumer data in the marketing campaigns they make.
- vi. Unlike Organization B, Organization A (based on interview responses) appears not to fully understand the meaning of 'data' and the meaning of 'insight'.
- vii. Only one organization in the study sample, actively employs the concept of analytics on the marketing campaigns they make; thus, indicating that they are aware of the changing role of the 21st Century marketer.

- viii. Only one organization is able to generate consumer insights needed for marketing campaigns based on a framework or process that they use.

5.2 Recommendations

Based on the conclusions from conducting the research the following are possible recommendations on how consumer data and insights can be effectively employed in marketing campaigns in Ghana to increase sales and company profits:

- Marketers should be trained on the concept of consumer insights and analytics to help them fully understand the field in relation to marketing and also help in propagating the establishment of a difference between ‘data’ and ‘insights’.
- Organizations can have analytics departments to aid in effectively harnessing any data collected or generated for the purpose of generating essential consumer insights.
- Organizations should adopt a framework or process for the generation of insights and also its application in order to effectively bring out needed insights from the data they collect from consumers.
- Organizations can also have a set process that they can follow to show how to effectively apply consumer insights to marketing campaigns as the use of this was not identified in the response analysis and findings.

5.3 Limitations

In terms of limitations, organizations studied were unwilling to share data on marketing campaign performance in order to help determine how effective each campaign was with respect to consumer data used. This is due to the confidentiality policies of the organizations used in the study. Thus, in order to fill this gap, research can

be done on other ways of measuring marketing campaign performance with regards to the use of consumer data and insights without compromising the confidentiality beliefs of the organizations under study. Research can also be done with regards to how creative agencies treat the consumer data and consumer insights with regards to the marketing campaigns briefs they are given by their clients. Lastly, research can be done within other industries to help determine if these findings are somewhat applicable to them.

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APPENDICES

Appendix 1: Informed Consent Form

PARTICIPANT CONSENT FORM

I will like to ask your permission to be part of a research being conducted on marketing campaigns in Ghana. The purpose of this study is to explore marketing campaigns that are tailored to the Ghanaian market in order to determine how effective these campaigns are and make recommendations on how to create more effective marketing campaigns using consumer insights.

Please review the following before consenting to the execution of the interview:

- I understand that even if I agree to participate now, I can withdraw at any time or refuse to answer any question without any consequences.
- I understand that my participation is voluntary, and I can withdraw permission to use data from my interview in which case the recorded material will be deleted.
- I understand that my participation involves me answering a series of questions in order for the student researcher to attain his/her objective.
- I understand that I will not benefit directly from participating in this research, however the benefits lie in providing possible solutions for the making of effective marketing campaigns in the selected industry.
- I agree to my interview being audio-recorded and the interview will take about 30 minutes (minimum) to 2 hours (maximum, but highly unlikely).
- I understand that all information I provide for this study will be treated confidentially. I understand that in any report on the results of this research my identity will remain

anonymous. This will be done by changing my name and disguising any details of my interview which may reveal my identity or the identity of people I speak about.

- I understand that data gathered and analyzed will be reported through a thesis dissertation (both written and presented to a group of people).
- I understand that if I have any question, I can ask the student researcher.
- I understand that if any further questions prevail, I am at liberty to contact the student’s supervisor.

This study and consent form have been reviewed by the Ashesi IRB for Human Subjects Research. For further information, please contact the committee through irb@ashesi.edu.gh. For further questions for the supervisor of the student researcher, please contact aalidu5456@aucampus.onmicrosoft.com

Signature of research participant: ----- Date: -----
 Signature of researcher: ----- Date: -----

(I believe the participant has giving his/her consent to participate in this study.)

Appendix 2: Interview Guide

INTERVIEW GUIDE: CONSUMER INSIGHTS & ANALYTICS: ANALYSING ITS USE IN AND IMPACT ON MARKETING CAMPAIGNS IN GHANA.

1. What kind of marketing campaigns do you run?
2. What is the current marketing campaign development process?
3. Who collects consumer data and transforms them into insights?
4. Do you incorporate consumer data and insights to the decisions you make concerning marketing campaigns? (If yes (ask why and follow through with other questions). If no, (ask why)).
5. How is such data collected and transformed into insights? (What are the methods for collecting the data and translating that data into actionable insights that can be used to create marketing campaigns/decisions or strategies?
6. How important is consumer data and the generation of insights from that data to the marketing campaigns you create?
7. If able to determine, how much of consumer data and insights go into the creation of the various marketing campaigns?
8. How significant is consumer data and insights for making marketing campaigns?
9. Do you measure the performance of your campaigns? If yes. How?