

The Big Data-Driven Capabilities Model: supporting marketers to deliver marketing growth

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Abstract

Firms' operating environments are being transformed as a result of new technologies and the big data they generate. Leveraging value from this data is important for firms' growth and competitiveness, yet little is known about the capabilities needed to do this effectively. This study identifies the dynamic capabilities developed by firms to use big data to direct their strategic marketing decisions. Insights from 22 senior managers from four, large, established firms were captured, and cross-case analysis was applied. A new conceptual model is developed that identifies the five dynamic capabilities needed to leverage big data to support strategic marketing decisions. The Big Data-Driven Capabilities Model emphasises the central role of reconfiguring capabilities and provides a tool for marketers to transform big data from a resource into better informed strategies for marketing growth.

Keywords: *big data; strategic marketing; dynamic capabilities*

Track: Marketing Strategy & Theory