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'The knowledgeable marketing practitioner': Practice and professional knowing in marketing work

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‘The knowledgeable marketing practitioner’: Practice and professional knowing in marketing work

This paper examines the knowledge constructs that professionals draw upon when engaging in marketing work. Our conceptual approach stems from a critical analysis of marketing work foregrounding the practitioners’ professional knowledge and practice of marketing work. We identify thirteen pertinent knowledge constructs–some of which are illustrated by vignettes–showcasing the shared and multifaceted nature of professional knowledge in a small- and medium-sized enterprise. By exploring how practitioners deploy their knowledge of marketing in practice, we conclude what the marketing discipline can learn from professional knowing. We contribute to the marketing work literature by considering the ontological role of professional knowing in dereifying marketing work from textbook knowledge along with its implications for the critical understanding of the perceived gap between marketing theorising and practice.

Keywords: marketing work; professional knowing; practice theory; critical marketing; ethnography

Summary statement of contribution

This paper is focused on exploring, both theoretically and empirically, the nature of professional knowing in the practice of marketing work. By considering how practitioners engage in the practice of marketing, we derive an understanding of the particular knowledge constructs they hold and share to carry out marketing work. To that end, this paper contributes to marketing work studies by highlighting the ideological impact of practice: we introduce the concept of professional knowing to this analysis.

Keywords: marketing work; professional knowing; critical marketing; ethnography; case study; technology

Introduction

Marketing is a ubiquitous and pervasive social activity (Kotler & Levy, 1969), with marketing work seen typically as 'the *production* of marketing output' (Svensson, 2007, p. 272, emphasis original). Marketing work is about coordinating the "institutional activities of a number of actors within the firm and without—including regulators, policy experts, technical devices, and consumers" (Zwick & Cayla, 2011, p.7), and, at its core, marketing work deals with the construction and dissemination of knowledge (Arnett & Wittmann, 2014; Hackley, 1999). This knowledge is used as a basis for collective understanding and decision-making, illustrating the collective and political dimensions in the "political economy of marketing" (Zwick & Cayla, 2011, p. 7; see also Laamanen, 2017; Lien, 1997).

It is widely recognised that marketing theories and models rely on social relations, institutionalised practices and technological instruments to become reality (Cluley & Brown, 2015; Finch, Horan & Reid, 2015; Mason, Kjellberg & Hagberg, 2015; Roscoe, 2015). It is also well-established that individuals share tacit knowledge in the conduct of marketing work (Arnett & Wittmann, 2014). Yet, less understood are the actual knowledge constructs–*professional knowing*–that practitioners hold and share to organise and produce marketing output (Ardley & Quinn, 2014; Nilsson & Helgesson, 2015). As Svensson (2007, p.272) puts it, marketing scholarship may consider the *realm* of marketing practice, but it tends to forget about the *practitioner's central role* as the 'interpreter' or 'sensemaker' of marketing work.

Studying marketing work as it is done 'out there'–or practiced "in the wild", as stated by Nilssen and Helgesson (2015, p. 16)–is both time consuming and messy. Engaging with the messy and practiced side of marketing, we posit a professional practice orientation to marketing work, focussing on practitioners and their professional knowing in the practice of marketing work.

We ask: *What do practitioners do when they practice marketing? What do their actions tell us about the practitioners' knowledge about marketing?* and *How can professional knowing inform the conceptual perception on marketing work?* With our study, we scrutinise further the possibility of theorising about marketing through practice-based approaches. We introduce professional knowing as a means of understanding the practical engagement in marketing work which reflects upon the ideological impact of practice in defining the marketing discipline. Our insight from the field can subsequently be mapped against taken-for-granted assumptions about the 'ideological wallpaper' of textbook marketing (cf. Zwick & Cayla, 2011). Practitioners' 'professional knowing' or 'knowing in practice' is the practical consciousness and mode of practical knowledge: the situated and contextual nature of practice enactment which is negotiated, contested and shared in the organisational context within activities that combine competences, objects, materials and understandings (e.g., Gherardi, 2012; Kemmis, 2010; Nicolini, 2012; Orlikowski, 2002; Shove, Pantzar & Watson, 2012).

With an exploratory micro-analysis of daily marketing work, we focus on how practitioners' knowing is enacted and consummated. Our empirical results indicate that practitioners' professional knowledge is a complex blend of the elements of practice within knowledge constructs. These knowledge constructs are highly adapted in the everyday context of marketing work, yet many also come across as versions of textbook theories.

The paper is structured as follows. First, we consider the nature of marketing work and how professional knowing may be embedded in theoretical perspectives of marketing work. We then describe the methodological approach to our empirical work in a small- and medium-sized enterprise (SME) and present the knowledge constructs emerging from our observations as vignettes. Finally, we conclude with elaborating the implications of our findings on professional knowing in marketing work in relation to researching, understanding and teaching marketing.

Marketing Work and Professional Knowing

The omnipresence of marketing is testified to in a plethora of scholarly texts, university courses and professional materials, but also in its contested position in society (Hackley, 2003; Kumar, 2015; Svensson, 2007; Zwick & Cayla, 2011). Whether the concepts, methods and tools endorsed by textbook marketing are actually neutral or being at all used in 'real marketing work' is still questioned (Mason et al., 2015; Nilsson & Helgesson, 2015; Svensson, 2007). Academics have been called upon to rethink critically marketing's mental models, productivity and applicability (cf. Fırat, 2013; Seth & Sisoda, 2015; Strandvik, Holmlund & Grönroos, 2014).

In this section, we consider marketing work and its connection to formal knowledge. Following on, we outline our perspective on knowledge creation in marketing work practice, which challenges the reified view of marketing management as 'seeping into' practice unchanged and unreflected.

Marketing Work

Accounting for the 'different faces' of marketing work, Svensson (2007) illustrates four particular streams of research that consider the "various aspects of the human, subjective and intersubjective (social) character of the work undertaken by marketing professionals" (Svensson, 2007, p. 274-275). In Table 1 (adapted from Svensson, 2007, p. 273-274), we discern the thematic marketing work research streams, their central perspectives to marketing work and list illustrative studies.

[Table 1 near here]

Human character in marketing work examines, amongst others, the personal, experiential and moral qualities of the marketing professional. This includes, for instance, the impact of gender on professionals' experiences and capacities (e.g., Maclaran & Cattaral, 2000) and the normative moral requirements to do marketing 'right' (Drumwright & Murphy, 2004). Problematising the assumptions of rationality in marketing work, several contributions highlight active sensemaking in the creation of marketing knowledge within the bounds of organisations, and potentially, in society. In her study, Lien (1997) examines activities in the marketing department of a Norwegian food manufacturer. She elaborates that "in day-to-day activities and negotiations in the marketing department, references to marketing knowledge are rarely explicit … [they] appears largely as propositional claims of 'truth', either on the basis of models inherent in the institutionalized expert system, or by tacit recognition of individual competence … the transformation of an individually expressed proposition to a socially recognized 'truth' is thus a complex social process in which competence, context and expert system all play a part" (Lien, 1997, p. 21). Thus, according to Lien (1997), marketing knowledge remains a tacit 'truth' claim justified by the social context of marketing work.

The nature of marketing work in organisations is further delineated by boundary-spanning individuals as central authorities in knowledge sharing (Arnett & Wittmann, 2014). Located between the market (customers) and organisational structures (i.e., departments that deal with customer and market knowledge and decision-making), boundary-spanning individuals collect, hold and share (or withhold) their tacit knowledge of the market. According to Arnett and Wittmann (2014), the exchange of knowledge as the basis of marketing decision-making becomes influenced by the quality of communication, trust and interpersonal relationships between colleagues dealing with organisational marketing issues. The work by Dibb, Simões and Wensley (2014) looks at the reach of marketing practice and the nature of activities that marketers carry out. In this process, they identify how the views of practitioners and academics coincide when it comes to certain disaggregated elements of practice, including stakeholder and relationship marketing, customer analysis, marketing-mix management (also marketing planning) and customer centricity. Taken together, 'theories' on marketing work may thus span across disciplinary boundaries, and practical, on-the-job applications render them rarely clear cut (Cluley & Brown, 2015; Mason et al., 2015; Zwick & Cayla, 2011).

The politics of the marketing toolkit introduces a level of separation between theories in marketing and the empirical reality of marketing work. Svensson (2007) claims that when marketing is conceptualised as a managerial response to macro-economic constrains, marketing work is reduced to a reactionary position which is merely responding to these constraints. He further elaborates that from a textbook marketing management perspective, marketing tools (such as the marketing mix, STP, consumer behavioural models and the BCG matrix) and concepts "such as target market, product, brand, value, satisfaction, needs, wants and demands" exist independently of how they are "used and interpreted in everyday marketing work" (Svensson, 2007, p. 272). A toolbox approach may render textbook knowledge morally neutral and universally applicable from one marketing situation to the next, while actual marketing work practice may not align with such assumptions. For instance, the increasingly accepted idea that value is based on mutually beneficial co-creation between the consumer and the marketing organisation has been shown empirically to include co-destruction and customer exploitation, as well (e.g., Bonsu & Darmody, 2008; Cova & Dalli, 2009; Cova, Pace & Skålén, 2015a, b; Echeverri & Skålén, 2011; Laamanen, 2017; Zwick, Bonsu & Darmody, 2008).

Thus, not all theories are accurately used in practice (rather theories are used as 'rough templates'); yet, they produce real-life effects simply by being used (Jacobi, Freund & Araujo, 2015; Venter, Wright & Dibb, 2015). Theories are adapted to suit practice and prone to producing 'misfires' (Lucarelli & Hallin, 2015). The "process of translation that links practices appearing as ideas to practices appearing as a world out there" (Kjellberg & Helgesson, 2006, p. 845) is the foundation of marketing performativity. Translation is evaluated by how ideas and academic knowledge find traction with practitioners 'out there' (Kjellberg & Helgesson, 2007) and how these theories consequently shape marketing and markets through their use in context (Mason et al., 2015). The ideology–toolkit opposition also presents scholars with an interesting opportunity to understand how these two realms may co-exist in practice. In a recent study, Nilsen and Helgesson (2015) emphasise that textbooks about market research have the power to produce and transfer knowledge about market research knowledge and therefore have the capacity to shape the market. However, they also try to capture the practitioners' understanding of what their work entails.

Finally, a major appraisal of the dereification of marketing work as a phenomenon comes from critical marketing. Here, engaging in critical reflexivity allows for alternative paradigms to emerge (Tadajewski, 2010) and brings inherent multiple rationalities to the fore (e.g., Bettany & Woodruffe-Burton, 2006; Hotho & Pollard, 2007). At the core, the dereification of marketing work challenges the meta-level discourse on marketing management seen to constitute and reproduce the neutralised understanding and assumptions of the marketing tools and impacts on markets: rather than being concerned with how textbook knowledge, as well as everyday practice, carry ideologies, (office) politics and power are appraised as central concerns for critical marketing studies (e.g., Saren & Svensson, 2009; Saren, Maclaran & Elliot, 2007; Skålén, Fougère & Fellesson, 2008; Tadajewski & Brownlie, 2008; Zwick & Cayla, 2011). Whilst the kinds of realities and real-life effects produced by marketing theories and models require large networks of social relations, institutionalised practices and technological instruments for their proliferation, we also believe that the *power of (and in) local knowledge* should not be underestimated.

The field of practice does not embrace a simplistic epistemology of marketing knowledge as merely representing reality (Mason et al., 2015; Nilsson & Helgesson, 2015). Nilsson and Helgesson (2015, p. 32) go as far to suggest that the recent "translational focus of the performativity has directed attention away from indigenous epistemological deliberations entailed in the production of market knowledge and instead directed attention to how the knowledge produced might produce performative effects". Focusing on the micro-discourses and narratives that marketing actors draw upon to represent their work, Ardley and Quinn (2014) argue that dominant representations of marketing knowledge production present a number of critical concerns for marketing theory. They identify clearly that alternative marketing representations, including individual accounts of marketing work, are missing from the dominant marketing discourse (i.e., textbook knowledge). Consequently, our approach here evaluates and contributes to the dereification of the marketing work practice stream in marketing work research.

Professional Knowing in Practice

Practice theory is a vast and contested body of literature used commonly to understand the construction of social realities through bodily- and materially-mediated, shared ways of doing–*social practice*. Practice appears in conventions and routines (e.g., Warde, 2005, 2014; Wahlen, 2011) that provide “order and meaning to a set of otherwise banal activities” (Lounsbury & Crumley, 2007, p. 995). Practice is collectively having a “virtual existence as largely unconscious yet shared and recognizable ways of doing things” (Jarzabkowski, Kaplan, Seidl &Whittington, 2016, p. 1; also Schatzki, 2001). Practice connects materials (objects, infrastructures, tools, bodies), competences (understandings and knowledgeability) and meanings (mental activities, emotions, motivations) in an ongoing, recursive interaction (Reckwitz, 2002; Shove et al., 2012).

Practice research has long found a home in management literature [1] and gained consequential traction in marketing, as well (e.g., Lowe, Rod, Kainzbauer & Hwang, 2016; Vargo & Lusch, 2016). This traction has been used predominantly to “examine the marketing theory into practice / marketing practice into theory conundrum” (Smith, Williams, Lowe, Rod & Hwang, 2014, p. 1027). Studies have particularised the material and discursive practices that activate actors, competences and resources (see Skålén, 2009, 2010; Skålén & Hackley, 2011; Tadajewski, 2010; Zwick & Cayla, 2011). Practice approaches have been used to examine interphases and interactions between providers and customers as well as other market actors. One major area is the literature on the practices of value co-creation (Korkman, 2006; Schau, Muñiz & Arnould, 2009), co-destruction (Cova & Paranque, 2012; Echeverri & Skålén, 2011), and contention (Laamanen, 2017; Laamanen & Skålén, 2015).

Following the somewhat dissipated marketing-as-practice scholarship tradition, situated knowledge, whether derived from marketing theories or not, is subject to complex processes of cultural, social and political constructions (Laamanen, 2017; Slater, 2002; Zwick & Cayla, 2011), depending on the context in which it is co-produced (Dholakia, 2012; Fırat, 2013). This leads us to consider professional knowing in the *professional practice* of marketing work (cf. Kemmis, 2010; Nicolini, 2012). In organisational contexts, a practice perspective relates to the creating, sharing / learning and storing of knowledge as well as applying knowledge on material and meanings. Knowing-in-practice (Orlikowski, 2002) points to the practical organisation of knowledge in the interaction of human and non-human practitioners whereby the former is not prioritised (also Halkier & Jensen, 2011). Indeed, Gherardi (2012, p. 17) elaborates that the perspective of knowing-in-practice allows one to "displace the mind (meanings, values or truth) as the central phenomenon in human life and to prioritise practices over individual subjects".

Practitioner communities develop, discuss and dispute practice while they share ultimately its reproduction in the everyday. Gherardi (2012, p. 35) refers to the 'practical knowledge of a practice' as the everyday reproduction of a practice in a community based on "not only knowledge of the what and the how, but also the contextual conditions of its reproducibility". Following her illustration of 'medical practice', we can define marketing practice in a similar manner as "denot[ing] a body of knowledge and competences over which the community of [marketers] has jurisdiction and which is reproduced through institutional mechanisms like a dedicated educational system, through control over access to the profession and its exercise, and through an array of working practices situated in specific organisations, forms of work and [marketing] technologies" (Gherardi, 2012, p. 19).

Practical knowledge is thus situated in the interrelations of the practitioner community and its material, discursive, social and political economy. Changing the level of analysis and putting marketing practitioners and professional knowing at the centre, our research explores how shared knowledge constructs become embedded materially and create a reality of marketing practice.

Methodology

Our empirical work is based on a single, exploratory, longitudinal, ethnographic case study (Yin, 2011). A case study can produce rich and novel insights (Eisenhardt & Graebner, 2007; Stake, 2005) into marketing work as it is practiced out there and understanding how the study of professional knowing be used to re-inform textbook marketing.

Our case firm, GeographiX, is a ten-year-old, small Irish company specialising in Geographical Intelligence Software (GIS). As an SME, this company is situated at the fault line between formal and local knowledge (Carson & Gilmore, 2000; Carson & McCartan-Quinn, 1995), and subject to multiple and often shifting knowledge frames and conceptual influences. SMEs are companies with less than 250 employees or which generate less than 50 MEUR in turnover; these firms represent as much as 99 percent of all businesses in the European Union (Eurostat, 2011). Whilst it is well recognised in both marketing and entrepreneurship literature that SMEs carry out marketing that is different from that of large organisations (Gilmore, Carson & Grant, 2001; Gilmore, Carson, Grant, O'Donnell, Laney & Pickett, 2006; Hill, 2001a,b) and display unique characteristics (O'Dwyer, 2009; Reijonen, 2010), the amount of research generated in this area stands in stark contrast to the wide proliferation of these enterprises and their economic impact (Harris & Ogbonna, 2003). We consider SMEs archetypical organisations involved with marketing as it is done out there in the wild. Interested in practitioners' knowledge constructs about marketing, which we assume to be relatively stable, we chose to engage with an established SME rather than a start-up firm.

GeographiX is staffed by twenty-five programmers and run by an established management team (Table 2) who deal with the firm's daily business and marketing issues. The company has three formal strategic business units (SBUs): *Insurance*, *Transport* and *Location Services*. These SBUs target similar GIS solutions in different market segments. They are also pursuing a project called *iCarShare*, a radical innovation in the transport market funded through a major venture capital investment of 11.7 million USD.

[Table 2 near here]

Data Collection and Analysis

We collected our data over a period of forty weeks. The fieldwork relied on the deep immersion of our field researcher, i.e., it required her to learn the local technology marketing vernacular (Elliot & Jankel-Elliot, 2003) and make an effort to see the world of SME marketing work through the eyes of the practitioners (Fellman, 1999; Schouten & McAlexander, 1995). In this ethnographic effort, we engaged in systematic data collection, pluralistic interpretations and triangulation (Arnould & Wallendorf, 1994). Multiple sources of data included field notes from participant observations generated over the 40 weeks, transcripts from 39 meetings and 767 emails and 163 archival documents. Trustworthiness of the research was ensured through debriefing, ongoing peer review and independent audits (Patton, 2002).

To analyse the data, we coded our field notes, including all personal notes and observations (Emerson, Fretz & Shaw, 1995), as well as other materials collected (Strauss & Corbin, 1990). This process was supported by the use of NVIVO software. For teasing out the notion of professional knowing and to capture practical enactments of that knowledge, we coded each of the firm members' (and the researcher's) performed actions, such as attendance at meetings, events and seminars; developing and testing software; taking and making phone calls; writing or reading documents as well as sending or receiving emails. In addition, the members' (including the researcher's) use of objects and artefacts, including technological objects (computers, laptops, mainframes, fax machines, landlines and mobile phones), company documents and marketing material, were also coded (Table 3). These are documented in coding layer one. The observation of performances and studying the use of artefacts and objects gives rise to an understanding of the activities involved in practice (Schatzki, 2001).

[Table 3 near here]

Having completed coding layer one, identifying the activities that accompanied performances as well as the use of objects and artefacts in these activities composed the second coding layer. A third coding layer was also created, which looked at how the staffs' routines and activities were spread across the firm's three business units and iCarShare project. This layer was only used to corroborate that similar activities occurred on multiple occasions in all of the units. Having generated a tabular overview of marketing activities in the firm's business units over the course of 40 weeks' time, we were able to conceptualise marketing work activities from coding step two into 13 shared and relatively stable professional knowledge constructs (*Conceptualization* in Table 3).

To present the data, vignettes are particularly insightful for elaborating the implementation of marketing knowledge in context, specificity and minutia. The value of vignettes has long been recognised by management scholars involved in practice research and ethnographic data collections (e.g., Jarzabkowski, Bednarek & Le, 2014) as well as tracing material knowing (e.g., Orlikowski, 2005): vignettes allow researchers to consider descriptions, moods, characters, settings, objects and reality (Barter & Renold, 1999). For us, vignettes were a useful means of taking apart and illustrating the nature of professional knowing in marketing work. The short scenarios illustrate professional knowing in action, coordinating action within its context, showcasing situated thinking and serving as interpretive frames. Vignettes are also useful in order to “discern where specific action is necessary” (Dubinsky et al., 1991, p. 658) in situ, particularly in terms of developing our suggestions for future research.

Findings

This section of the paper presents three vignettes that illustrate practice and professional knowing in marketing work as it emerged in the field. For each, we set the scene and detail the actions and activities that the practitioners engaged in and capture their conversations, which are often quite casual in nature. We also provide a short discussion after each vignette.

During the field work observations, our practitioners were evidently engaged in the practice of marketing (i.e., actions, activities and use of artefacts; see Table 3). However, they were not consciously aware of ‘doing’ marketing and did not want to be labelled as “having a marketing hat on”. It is also worth mentioning that the CEO and commercial director received formal marketing training and education via an MBA course and executive education programme (see Table 2). Still, the Chief Operating Officer (COO) stated that “there is a lack of understanding of what marketing really does”. Table 4 illustrates the vignettes and the knowledge constructs they contain and represent. Supplementary evidence, including detailed quotations and material representations, are provided in Table 5.

[Table 4 near here]

Vignette 1: Developing a Vision for an Insurance Product

The management team gathers for a brainstorming session (C2 and C11) in GeographiX’s board room. The board room is isolated from the other office rooms through a corridor, making it a very quiet part of the building. The room lacks natural light, and the white paint on the wall has a grey caste. Being located at the lower level of an old building, the room feels cold. The atmosphere is tense, jaws are clenched. The only thing that breaks up the greyness of the room is the colourful display of the printed Powerpoint presentations, which are neatly stacked on the right side of the large round table. The goal of today's brainstorming session is to develop a clear vision around a new software application called *Program Xenia* (C3 and C4). This will be designed for a potential insurance client: Delta Insurance. The company is engaged in a competitive tendering process (C9), and the team understands the huge task ahead, as their prospective client is an influential multinational insurance firm. If they secure the tender, other insurance providers will follow, which bodes well for future business. Losing the tender to their main competitor ESRI would imply the failure of the insurance strategic business unit (C6 and C9). Having previously sold a GIS solution to Alpha Insurance, their one and only client in the insurance unit, the team has some expertise in this area. The pressure is on to show their potential new client that they can deliver a great value proposition (C8). Conversations weave in and out. The Managing Director for the UK starts off and puts forward: "We do have a company vision of commercial underwriting". Then he thinks briefly and questions: "So, what is our vision on how they should implement our program X in their underwriting?" The question hangs eerily in the room. He and the other team members know that Delta Insurance does not want a standardised vision of a product. They want an individualised vision, a better vision. A vision which trumps the other insurers! Conveying this, he urges: "We should paint a vision that we can do a better job than in Alpha Insurance". The commercial director agrees: "Yes, we should be different and have our own vision, not Alpha Insurance's vision. We can show Delta Insurance what they have achieved now versus the things that could be achieved. This is a new vision." Excited, he suggests:

“We need a diagram with the blocks and the GeographiX vision around it, so we can pick and mix”. He picks up the white board marker and starts drawing boxes which represent options. As first ideas are starting to emerge, the mood seems to lift a little. People lean forward in their chairs to see the white board. Some nod in agreement. Notes are being scribbled down and boxes appear on empty pages. The COO, a controversial character, questions what has been suggested further. He challenges the ideas which had been put forward by the Commercial Director and says: “Let’s step back and think what part of Delta needs our assistance most! We should concentrate our vision for them!”. The mood sinks, and people lean back in their chairs, jaws clenched and arms folded.

This vignette demonstrates that the marketing work consisted of the team’s collaborative engagement and thinking around new marketing possibilities in the insurance SBU (C2). Planning the tender together is evidence of team-based, skillful marketing planning and strategizing (C11). The new software application ‘Program Xenia’ shows that the firm has technological know-how (C3) and is able to provide a value proposition to customers (C4). Awareness of their main rival ESRI is clearly present (C6), as is the need for competitive differentiation to capture market share and sustain the business unit (C9). Being engaged in the competitive tendering process illustrates that the members of the firm knew how to differentiate value offerings from competitors (C9), with the caveat that the value offering needed to be new rather than a replication of the one previously provided to Alpha insurance (C8). Shared understandings or ‘common frames’ were the basis of these abilities. These common frames allowed for the application of situated knowledge and enabled the field researcher to observe marketing work in practice.

Vignette 2: Knowing your Competitors Inside Out

Finger on the pulse of the market! Building up a continuous stream of knowledge about the insurance business is not only required, but essential (C6 and C7). The management team is only too well aware of this. However, in reality, they are just far too busy to be tracking the fast-flowing river of information living on the web. The pressure is on. Practically speaking, the ethos is ‘sell to survive’. They are not only engaged with the insurance SBU, but also with two others–transport and location–plus their new GPS-based project, all of which have their own characteristics, needs and strategic challenges. Someone needs to compile a list of competitors now, but everyone is busy. Clicks of keys on laptops, seemingly endless conversations with customers on the phone, murmurs which emerge from the board room and busy feet hurrying off to get taxis to get to airport–the clock never stops. Eventually, someone is nominated, and the task goes to the marketing executive, who is asked to perform a web search to identify a number of competitors (C6). It is laborious work scrolling through what seems to be the endless web. She is instructed by the Product Marketing Director to “structure the information into four categories: 1. technology platform providers, 2. data providers, 3. insurance and solution vendors or 4. hosted GIS solutions for property underwriting”. Once this list is created, the information is sent to all management team members. A first snapshot of the market has been created and successfully shared (C1 and C5). ESRI had been identified as the main rival for the insurance tendering process (C9), so it is time to collect more tailored information now. The camera is pointed and the zoom lens on the objective adjusted. The Commercial Director scans the web for information himself. He types keywords into Google. He scrolls through industry newsletters and blogs. Finally, he emails the team and says: “I have been doing some blog searching to see if anyone makes a reference to ESRI pricing–there are certainly bundles of griping on ESRI licenses” (C4, C6 and C9). Knowing that these industry-relevant blogs contain very valuable information but, at the same time, are very time-consuming to monitor, the COO approaches the marketing executive again. He asks: “If you have some time, could you do some more searching on the web to see if someone gives away the ESRI pricing? Also, it would be good if you could do some searching on the blog sites to see if there is any reference of ESRI in conjunction with implementation in Europe or if there is any reference to their insurance product”. Again, the laptop is opened, information gathered, research circulated, and next strategic moves decided (C5 and C11). The snippets of information are like the pieces of a jigsaw, becoming connected and transforming into a big picture.

The second vignette highlights that both gathering knowledge about competitors (C5) and knowledge of industry trends (C6) are competencies which underpin marketing work continuously. Even if only one member is nominated to do a task, e.g., to conduct market research, the information, knowledge and learning is still being disseminated within the wider team. Continuous marketing research (C5) is an important prerequisite in order to be able to identify market opportunities positively (C1), thus equated to market sensing. As knowledge of competitors grows and transforms, members of the firm are more capable of formulating a value proposition (C4) and differentiating it from those of competitors (C9). Skilful marketing planning and strategizing (C11) depend on the employees’ abilities to perceive information, interpret it and share it. As knowledge is negotiated, contested and shared, it becomes more deeply embedded into shared frames. Marketing work changes not only on a weekly, but also on daily and hourly basis, as it is derived from existing knowledge frames (competencies) and applied to everyday situations.

Vignette 3: Smart Networking to Unlock the Market

The fear of knocking on a door and being sent away empty-handed is pretty daunting. This is why GeographiX believes partnering with powerful market players is a good marketing move. Having a big brand to support your business can open doors–it is like bringing your big brother to the party. On one occasion, this particular strategy is used when GeographiX chooses to carry out vital market research (C1, C5, C7 and C11) for their new car-sharing project. The aim is to gauge if this innovative software application, which combines GPS technology with the idea of car sharing (C3), would find an application in the host country. To conduct their market research, the firm partners with DAO, a powerful government body. The idea is to approach large industry campuses and ask the transport managers there if they had a car-sharing scheme in place and, if so, how it worked. The Chief Technology Officer says: "Partnering up had worked quite well for us as a small company, especially if we could partner with prominent players like Tomol, MISA (other partners) or the DAO. If we were to go under our own name into the companies we may not get access, or they may be reluctant to tell us, but if we say that we are working for DAO, this makes our approach more credible." (C10). Being exceptionally successful, this 'partnering strategy' was copied over to other SBUs. In a management meeting about Delta Insurance and yet another insurance tender, the Commercial Director comes up trumps saying: "We will present the solution to Delta Insurance and then partner with OS. We will find out what Delta wants and then tell them that we have a good partner. In the Request for Information (RFI) process, we will have to indicate our partnership with OS" (C10). Looking further, the idea of partnering up is also found on press release for the firm's location services business. The press release reads: “GeographiX has partnered with QTEC, a leading global provider of premium quality digital map data, to create and publish the most detailed street level map of Ireland, including Northern Ireland” (C4, C10, C13). The mood is joyous. With big brothers by their side, GeographiX is unlocking different markets successfully.

This last vignette illustrates market opportunities as identified (C1) by the case firm. However, the scale and scope of the opportunity need to be gauged by market research (C5). In the conduct of marketing work, the firm has to understand what is happening in their respective target industry (C7). Once opportunities are identified, the staff can engage in skilful planning and strategizing (C11) to exploit the opportunity at hand. As a software firm, technological know-how (C3) is a significant core capability; however, partnering up and networking (C10) permits the firm to deploy that technological knowledge into a value proposition (C4) and communicate the value-creating elements of the partnerships to their customers (C13).

Supplementary Data

[Table 5 near here]

Discussion

As illustrated above, our approach to professional knowing looks at the co-constitution of marketing knowledge and marketing work in the organisational setting. This is an area of marketing work research less explored and served by the current literature to which we contribute in three significant ways.

Firstly, our approach adds to the dereification of marketing practice work research. Marketing scholarship considers the merits and boundaries of marketing work, practice and reality but portrays marketing activities as "situated within an externally given world whose existence is largely independent of marketing practitioners" (Svensson, 2007, p. 272). Other research has identified how the study of discursive reproduction (Hackley, 2000), customer collaboration (Cova & Dalli, 2009; Cova et al., 2015a, b), marketing culture (Laing & McKee, 2000), emotions (Hochschild, 2003) and the standardization of service encounters (Leidner, 1993) dereify the picture of marketing work.

Our empirical presentation adds to this body of work by highlighting the central role of the practitioners in marketing work practice and demonstrating their professional knowledge in use. The three vignettes–'Developing a Vision for an Insurance Product', 'Knowing your Competitors Inside Out', and 'Smart Networking to Unlock the Market'–illustrate how practitioners' professional knowledge is underpinned by a variety of marketing knowledge constructs. Not only were these constructs held and shared collectively, thus making them socially situated, but they were also adapted to suit context, time and space.

For example, construct C4–*the ability to provide an appropriate value proposition*–was present in all three vignettes; yet, it had a different meaning and application in each context and situation. In the first vignette, it ensured that the value proposition would be compelling to the insurer in order to secure the tender. In the second vignette, it was interlinked closely with C9–*knowing how to differentiate value offerings from competitors*–which helped to better define the merits of 'appropriateness' for the firm. In the third vignette, an appropriate value proposition was important in attracting potential allies and, ultimately, customers. Many knowledge constructs also spilled over into each other once they were in use. For example, many competencies were intertwined with C11–*engaging in skilful marketing planning and strategizing*–

showing the fluid nature of professional knowing and, consequently, the highly adaptive nature of marketing work.

Through our exploration of what professionals do when they practice marketing, our research contributes to marketing-as-practice research. Having observed activities and use of material artefacts associated with marketing work, we micro-examined the brainstorming sessions of the management team (Vignette 1), Google searches (Vignette 2), networking meetings (Vignette 3), emails to customers, biographies published on websites, fliers being handed out, and so forth (supplementary data). The novel application of the concept of professional knowing (Gherardi, 2012; Kemmis, 2010) in the study of marketing work has enabled us to bring new understandings to the marketing-as-practice research stream. This stream has previously focused by and large on the material and discursive practices that activate actors and produce marketing (see Skålén, 2009, 2010; Skålén & Hackley, 2011; Tadajewski, 2010; Zwick & Cayla, 2011).

Our thirteen shared knowledge constructs provide the glue that binds together the otherwise banal things, actions and activities that define marketing work and provide a better understanding as to how the practitioners' professional knowledge, the 'knowing how to do', transpires in practice. To that end, our work provides a critical marketing piece which corroborates that the organisation and management of knowledge is both situated and grounded in context and thus subject to complex processes of cultural, social and political constructions, a finding which adds to the work of Dholakia (2012), Laamanen (2017), Slater (2002), and Zwick and Cayla (2011).

Finally, our research provides insight into the marketing theory-practice gap (Mason et al., 2015; Nilsson & Helgesson, 2015; Svensson, 2007) and the translation of theories into practice. In Vignette 1 alone, C1–*searching for and positively identifying market opportunities*–has some resemblance to entrepreneurship theory, such as through the opportunity recognition concept. Then C4–*ability to provide an appropriate value proposition*–portrays similarities to the value proposition concept and service logic, and C5–*conducting continuous and interactive market research*–has a likeness to traditional market research theory. Finally, C6–*knowledge of competitors*–and C9–*knowing how to differentiate value offerings from competitors*–are connected closely to management concepts such as competitive positioning, strategy development and the market environment.

Our understanding of marketing work and professional knowing illustrates that whilst marketing is situated and may be subject to multiple rationalities (Fırat, 2013; Seth & Sisoda, 2015; Strandvik et al., 2014; Tadajewski, 2011), the perceived gap between marketing theory and practice is perhaps not as wide as previously suggested, a finding which agrees with Mason et al.'s (2015) notion of generic performativity. However, it is the social construction of knowledge that our research points towards, in line with Lien (1997), recognising that knowledge does not flow directly from ideology but hinges on local recognition, sensemaking and contextual relevance. We will discuss the implications of this below.

Implications for Marketing Education, Practice and Research

The implications of our study for marketing education are as follows. Textbook knowledge is important, as it does find its way into practice. It needs to be drawn out, though, that models and concepts only become translated into local knowledge through processes of sensemaking and contextualising. To better facilitate the process of translation, educators need to embrace the practitioner as a central figure in marketing and recognise the importance of their professional knowledge in the conduct of everyday marketing work. Doing so would also help to keep the marketing theory-practice gap at a minimum. Educators should encourage practitioners to reflect on the banal, local and situated actions and activities that are underpinning their daily marketing practices. Having come to understand the boundaries, depths and shape of professional knowing, educators could then focus on developing and nurturing a wide and diverse span of practitioner competencies, including (but not restricted to) those mentioned in our research piece. In any event, scholarship needs to stay connected with the practitioners to dereify the practice of marketing work further and redefine marketing's ontology (an idea that follows from Tadajewski's (2010) critical work). Our data also shows that the marketing discipline does not exist in isolation. Practitioners blend knowledge from different disciplines to respond to a marketing issue, contextual demands and the social surrounding in which they find themselves. Therefore, disciplinary crossovers or nuanced approaches in terms of education may be particularly fruitful; for instance, SME / entrepreneurial marketing is highly applicable for most organisations in the business world, and they furthermore acknowledge the notion of blending knowledge.

Our work also has implications for marketing practice. We uncovered that when practitioners seek insight and expertise through marketing education, their application of marketing's mental models appears to have validity and can result in productivity. We would therefore suggest that practitioners embrace marketing education, be it in the form of workshops, seminars and classes or through the reading of textbooks and journals. It is also imperative that they do this continuously, as knowledge is fluid and changes continuously. Of course, practitioners should also connect with educators via research projects or case studies in order for knowledge to flow two ways, thus providing marketing scholars with contemporary and practice-based insights. We also suggest that practitioners draw theoretical insights from other academic streams rather than relying on marketing's theoretical base alone. In our study, we found traces of concepts, such as market environment, strategic alliances, strategy and competitive positioning, that are found traditionally in the strategic management literature. We also found ideas such as opportunity recognition and perception as well as visionary thinking to be part and parcel of entrepreneurial capabilities in the entrepreneurship literature. Further readings in these theoretical areas and adjoining academic fields might support the practitioners' marketing work in our case study. Further research could explore how the bringing in of new or disruptive ideas or fields influence the practitioners' competencies, forms of marketing work and marketing technologies.

Furthermore, our findings give support to the claims (Gummesson, 1987, 1991) that many individuals conduct marketing work, even though their title, job role or direct responsibilities are not labelled directly as marketing. As mentioned above, practitioners should be mindful that their professional knowledge seeps into their daily actions and activities, and, perhaps through institutional education mechanisms (Gherardi, 2013), they could both reflect on the scope and nature of their shared competencies and build on their professional knowledge to unlock the power of marketing further.

Lastly, we highlight implications for research. With the strange disappearance of research in marketing-as-practice, practice theory remains under-leveraged in marketing studies interested in inter-organisational marketing practices. In studying such practices, disciplinary boundaries may need to be reconsidered, as the rigorous division of disciplines and schools of thought has created various blind spots: one of these is SME marketing practices being generally overlooked by the mainstream marketing literature. Seeking theoretical understanding by oscillating between different disciplines illustrates the rich everyday realities of professional knowing in marketing work. Whilst such research may not conform as well to the silos of knowledge in academia, it is useful to break down these silos. Empirically, our in-depth case study created context-rich data. The naturalistic, humanistic and interpretive approaches used to study marketing work engage a ‘potpourri’ of data collection methods, including ethnography-style immersion in the field and participant observation, and allow for the emergence of an understanding of shared practical understandings in situated activities in which “the material and discursive practices … put competences to use” (Gherardi, 2012, p. 16). Doing so is vitally important for critical reflexivity, allowing for the emergence of alternative paradigms (Tadajewski, 2010).

Lastly, some limitations remain. While adopting a single case study design has allowed us to extract rich theoretical and empirical insights into marketing work, it restricts the generalizability of our findings. Our case has highlighted 13 constructs which can be labelled as professional knowledge for the firm; however, we are aware that other cases could provide different combinations of knowledge constructs. Beyond the propositions outlined above, we would also suggest revisiting practitioners’ knowledge in other firm types, organisational life cycles and contexts in order to corroborate our findings but also to generate further insights. Due to limitations in access, our study was conducted mainly at the management level. Further consideration of the wider team as well as partners, suppliers and customers would have broadened the picture with regard to the construction and socialization of professional knowledge amongst practitioners.

Concluding Remarks

Our research was designed to study the epistemological deliberations of marketing work ‘in the wild’. Our work has leveraged the notions of professional knowing and knowing-in-practice (Gherardi, 2012: also, Orlikowski, 2002), illustrating a polyphonic perspective to marketing work and practice. Putting forward the practitioners as important protagonists has allowed us not only to produce a reflexive marketing study, but also to contribute to the ongoing marketing theory-practice discourse. When we reflect on the very nature of marketing–acknowledging that marketing is based on practical and situated knowledge–we may also acknowledge the marketing discipline's hegemonic powers, i.e., understanding that practitioners use and carry out theories. With that, we have engaged a research agenda that inspires and rekindles practice- and practitioner-centric scholarship in marketing work.

Notes:

1. The import of practice theoretical research in management is demonstrated by various "as-practice" research streams, such as: accounting-as-practice (Hopwood & Miller,1994), entrepreneurship-as-practice (Drury, 2015; Gross, Carson & Jones, 2014; Gross & Geiger, 2017; Keating, Geiger & McLoughlin, 2014), sales-as-practice (Geiger & Kelly, 2014) and strategy-as-practice research (Chia & Holt, 2006; Chia & MacKay, 2007; Golsorkhi, Rouleau, Seidl & Vaara, 2010; Jarzabkowski, 2004, 2005; Rasche, & Chia, 2009; Vaara & Whittington, 2012; Whittington, 1996, 2006, 2007).

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Tables

Table 1. Marketing work research

Research stream	Central perspective	Illustrative studies
Human character of marketing work	Focus on the "*experiences* and *values* of marketing practitioners", such as perceived importance of certain qualities and responsibilities	Ardley, 2005, 2011 Drumwright & Murphy, 2004 Maclaran & Cattaral, 2000 Skålén, 2009
Problematisation of rationality in marketing work	Illustrative of the "*ambiguous* and *creative character* of marketing work", such as uncertainty and dilemmas involved in marketing management decision-making, knowledge creation and knowledge sharing	Arnett & Wittmann, 2014 Dibb et al., 2014 Lien, 1997
De-reification the *phenomenon* of marketing work	Consideration on the "political *struggle for professional legitimacy* and *influence*, marketing's position in business life [as a] social struggle and accomplishment" as well as the politics of marketing's theoretical tool-kit	Alvesson, 1994 Laamanen & Skålén, 2015 Laamanen, 2017 Skålén et al., 2008 Zwick & Cayla, 2011
De-reification of the *practice* of marketing work	Examining the "*organization* and *management* of marketing activities", such as discursive, emotional and standardising work, creation of a marketing culture, value co-creation, and consumer work	Ardley & Quinn, 2014 Cova & Dalli, 2009 Cova et al., 2015a,b Hackley, 1999, 2000 Harris & Ogbonna, 2003 Echeverri & Skålén, 2011

Table 2. Core Management Team in the Case Firm

Team member	Qualification	Core competencies	Years of service *
CEO	BA(Mod) Management Science and Information Systems Studies, Executive Education Program	Management, business development, strategy, marketing, marketing communications	8
CTO / Inventor	BSc. Aerospace Systems Engineering	Engineering, technology development, business development, management, product marketing	10
Commercial Director	BSC Natural Science, MPhil, MBA	Sales, strategic marketing, strategic management, partnership development, marketing communications	9
Managing Direction for the UK	PhD Satellite image processing	Sales and business development	2
COO	BSc Engineering	Technology development, business development, sales, strategic	5

		marketing, customer relationship management	
CFO	Certified Bookkeeper	Management, accounting, planning	1
Product Marketing Director	BSc Engineering	Sales, product marketing, business development, marketing communications	1.5
* at the time of data collection			

Table 3. Summary of data analysis steps

Analysis process steps	Summary details
CODING LAYER 1:	
Observing marketing work activities	Attending events and seminars, developing and testing value proposition, being engaged in meetings, making and receiving phone calls, reading and writing materials and documents, reading and writing e-mails
Studying the use of objects and artefacts	*Documents*: advertising leaflet, business plan, events program, invoice, sales lead generation document, list of marketing communications activities, market research document, patent application, PR bulletin, press release, purchase order, recruitment call, sales document, sales forecast, sales proposal, shipment information, sponsorship pack information leaflet, statistics, status report document, strategy document, UPS shipping document, visionary document and white paper, interview notes *E-mails, PC and technology, physical space:* modes of transport, office space and location of staff, printing documents, equipment and technological components, marketing materials
CODING LAYER 2:	
Identifying marketing work practiced	Amending web site content, branding, briefing staff on marketing roles and responsibilities, collaborating and networking with partners, communicating and exchanging marketing vision, communicating value proposition, conducting market research, developing value proposition conceptually, developing marketing message, developing the value proposition technically, displaying and conveying marketing communications, engaging in marketing planning, exploring the customer value creation process, finding associates and partners, forecasting sales, formal job handover, gaining customer feedback, gathering and requesting information from third parties, gathering and requesting information from third parties, giving and receiving internal feedback, having awareness of competition, having personal contact with the customer, identifying target customer, identifying the target market, identifying vision and values, invoicing, issuing call for

	innovation, organising event, organising marketing communications, organising marketing collateral, planning and conducting sales lead generation campaign, planning and conducting SEO, preparing for sales proposal, pricing third party services and information, pricing value proposition, recruiting, reflecting on current marketing developments, reflecting on event, reflecting on sales pitch, relaying and exchanging information, reporting current status, requesting files and software, segmenting the market, spotting and communicating the existence of opportunities, testing value proposition
CODING LAYER 3: *Corroborating marketing work across the organisation*	Identifying marketing work practices across the firm's business units: insurance, transport, location services, and iCarShare
CONCEPTUALIZATION: *Professional knowing about marketing*	(C1) searching for and positively identifying market opportunities (C2) visionary thinking in relation to marketing possibilities(C3) technological know-how (C4) ability to provide an appropriate value proposition (C5) conducting continuous and interactive market research (C6) knowledge of competitors (C7) knowledge of industry trends (C8) developing new value offerings (C9) knowing how to differentiate value offerings from competitors (C10) ability to partner up and network with third parties (C11) engaging in skilful marketing planning and strategizing (C12) knowledge of the customer, and (C13) communicating marketing

Table 4. Connection between vignettes, professional knowing and possible theoretical connections

Vignettes	**Knowledge Constructs**
Vignette 1: Developing a vision for an insurance product	C2: visionary thinking in relation to marketing possibilities C3: technological know-how C4: ability to provide an appropriate value proposition C6: knowledge of competitors C8: developing new value offerings C9: knowing how to differentiate value offerings from competitors C11: engaging in skilful marketing planning and strategizing
Vignette 2: Knowing your Competitors Inside Out	C1: searching for and positively identifying market opportunities C4: ability to provide an appropriate value proposition C5: conducting continuous and interactive market research C6: knowledge of competitors C7: knowledge of industry trends

	C9: knowing how to differentiate value offerings from competitors C11: engaging in skilful marketing planning and strategizing
Vignette 3: Smart Networking to Unlock the Market	C1: searching for and positively identifying market opportunities C3: technological know-how C4: ability to provide an appropriate value proposition C7: knowledge of industry trends C10: ability to partner up and network with third parties C11: engaging in skilful marketing planning and strategizing C13: communicating marketing

Table 5. Supplementary quotes and material representation as connected with the thirteen knowledge constructs

Professional knowledge (constructs)	**Quotes and other data**
C1: searching for and positively identifying market opportunities	Statement of the Commercial Director during a management meeting: '*we could offer the insurers a specialised audit to look for 'dirty data' like incomplete postcodes. We could also do a perils audit and a 'what-if-analysis' like what happens if there is a major flood or a terrorist attack or a subsidence event.'* Statement of the Managing Director for the UK during management meeting: '*Our 'InsuranceGeoAssist' solution should be made available to the public. This is an opportunity because we could charge a fee per transaction.'*
C2: visionary thinking in relation to marketing possibilities	Comment of the Managing Director for the UK during an informal conversation with the field researcher: '*We have our vision of commercial underwriting'* Statement of the Chief Operations Officer during a management meeting: '*What group needs assistance most? We should concentrate our vision on them'*
C3: technological know-how	Bio of the Chief Technology Officer: *'As co-founder and CTO, Harry spearheads its technology strategy and thought leadership. He is a recognised expert in the development, adoption and application of location to real-world business solutions'*
C4: ability to provide an appropriate value proposition	Statement of the Chief Operations Officer during a management meeting: *'We have a good understanding of what the customer wants; we particular is good at the road maps like defining the next version of 'InsuranceGeoAssist''* Statement of the Chief Executive Officer during a management meeting: *'We have thought leadership and strong reference sites'*

C5: conducting continuous and interactive market research	Email from the Commercial Director to the Field Researcher: *'Make a list of all recent flooding (June) in the UK, check out all the streets that were affected by torrential rains and subsequent floods in Northern Ireland. List them and find the same (street level) for the UK'* Email from the Product Marketing Director to the Field Researcher: ' *'Look at all the useful contacts that we should utilise, such as Insurers Associations, Tower Perrin Tillinghast, Gartner and Forester.'*
C6: knowledge of competitors	Email from the Commercial Director to the Management Team: *'Just been doing some blog searching to see if anyone makes a reference to ESRI pricing - there are certainly bundles of griping on ESRI licenses.'* Email from the Chief Operations Officer to the Field Researcher: '*If you have some time, could you do some more searching on the web to see if someone gives away the ESRI pricing? Also it would be good if you could do some searching on the blog sites to see if there is any reference of ESRI in conjunction with implementation in the UK or any reference to their 'insurance product''*
C7: knowledge of industry trends	Statement of the Chief Technology Officer during a management meeting: *'We need to get information and up-skill for the transport unit. It's not just about educating people, but we can build simulations and we have data… we have some toolbox software and expert-algorithms, simulations, designs, scenarios, hubs and devices'* Comment of a programmer during an informal conversation: *'In insurance, we are trying to build some standard application and then customise some things.'*
C8: developing new value offerings	Comment of the Product Marketing Director during an informal conversation with the field researcher: *'What distinguishes us from ESRI? Normally the provider has to build the insurance application on their generic platform, which takes a long time and then the insurer has to manage the data themselves. This cost a lot of money and takes up a lot of time. We host the data, which means that from the time the contract is signed with the insurer to the time that the solution can be used is one day.'* Researcher's fieldnote entry: *'The team tries to find a pitch on what is better about our proposal [to Beta insurance] in relation to ESRI's proposal. The COO stated that that ESRI offered no accumulations and did not provide property-level mapping.'*
C9: knowing how to differentiate value offerings from competitors	Extract from location services press release: *'We have partnered with QTEC, a leading global provider of premium quality digital map data, to create and publish the most detailed street level map of Ireland, including Northern Ireland.'*

	Extract from an advertising flyer printed for an in-house hosted transport event: '*The Transporticom event will be hosted by the DAO, MISA and us as their local partner.*'
C10: ability to partner up and network with third parties	Statement of the Product Marketing Director during a management meeting: *'We have the first version of the insurance product out and are planning to integrate more third-party peril models so that the insurance company could see various perils and manage the risk better'* Email from the Chief Technology Officer to the Management Team: *'I have put together a letter I plan to use to target the European transport ministries'* Statement of the Managing Director for the UK during management meeting: *'We need an alternative plan, a plan B, just in case it [insurance proposition] does not take off. There are lots of risks involved, but also lots of rewards in the insurance industry. But if there is a lot of risk, we do need a plan B'*
C11: engaging in skilful marketing planning and strategizing	Comment of the Commercial Director during an informal conversation with management: *'I will talk to Jean from Beta insurance, because we want to close the gap between the requirement and the pitch… there is about 10 departments involved, she likes the idea of a requirements audit.'* Email from Jean in Beta Insurance to the Commercial Director: *'As discussed, here's a bit more detail on our requirements. I've yet to put these into our requirements doc but wanted to jot down the main points in an email for you'*
C12: knowledge of the customer	Comment of the Chief Executive Officer during interviews with the Field Researcher:' *We have a good understanding of what the customer wants'* and *'We have strong personal relationships with our customers built up through various interactions'* Comment of the Chief Operations officer to the Chief Executive Officer during a management meeting: '*We are in constant touch with the customers'*
C13: communicating marketing	Extract from Insurance Advertising in featured in Plus Magazine:  Extract from iCarShare Flyer as handed out in Dublin:

	 EcoShare HALVE THE CARBON FOOTPRINT OF YOUR COMMUTE Split it with another commuter and get there quicker	