

# The Role of Big Data in Advertising Strategic Planning: A Research on Advertising Agencies<sup>1</sup>

## Reklam Stratejik Planlamasında Büyük Verinin Rolü: Reklam Ajanslarına Yönelik Bir Araştırma

Fatih Aksoy<sup>2</sup>, Derya Öcal<sup>3</sup>

### Abstract

Strategic planning forms the basis of the campaigns to be realized by advertising agencies. Because the most important factor in the success of advertisements is to deliver the right message at the right time, in the right place, to the right target audience. In order to realize this element effectively, the use of big data in strategic planning has an important place. One of the most important features of today, which is called the information age, is that there is change and development in all areas on the basis of big data technologies. For this reason, businesses that want to make a difference and survive in all sectors need to bring data, which is defined as today's 'oil', to the forefront. Undoubtedly, like many businesses in various sectors, advertising agencies need to include big data in their work.

The main purpose of the study is to determine how big data is used in strategic planning within the scope of advertising agencies and the role of big data in advertising strategic planning. In general, the aim of this study is to create a resource that will contribute to researchers and practitioners in this regard by revealing the role of big data technologies, the use of which is increasing day by day in all areas, in advertising-oriented strategic planning. In this direction, advertising agencies have been determined primarily in accordance with certain criteria. Within the framework of qualitative research, semi-structured interviews were conducted with 19 strategic planning experts in the selected agencies, considering the purposeful sampling method. The data obtained from the interviews were examined by content analysis method. The findings obtained from the mentioned analysis were evaluated and the conclusion part was formed. It has been found that almost every stage of the strategic planning prepared for the formation of effective advertising strategies and campaigns is trying to use big data. Therefore, within the scope of the sample, it has been concluded that big data has significant role in advertising strategic planning in advertising agencies in Turkey.

**Keywords:** Advertisement, Advertising, Advertising Agencies, Strategic Planning, Big Data.

### Öz

Stratejik planlama, reklam ajanslarının gerçekleştireceği kampanyaların temelini oluşturmaktadır. Çünkü reklamların başarıya ulaşmasındaki en önemli unsur, doğru zamanda, doğru yerde, doğru hedef kitleye, doğru mesajın ulaştırılmasıdır. Bu unsurun etkili bir şekilde gerçekleştirilmesi için stratejik planlamada büyük verinin kullanılması önemli yer tutmaktadır. Bilişim çağı olarak adlandırılan günümüzün en önemli özelliklerinden biri, büyük veri teknolojileri temelinde bütün alanlarda değişimin ve gelişimin olmasıdır. Bu nedenle tüm sektörlerde fark yaratmak ve varlığını sürdürmek isteyen işletmeler, günümüzün 'petrolü' olarak tanımlanan veriyi ön plana çıkartması gerekmektedir. Şüphesiz çeşitli sektörlerdeki birçok işletme gibi reklam ajanslarının da büyük veriyi çalışmalarına dahil etmesi gerekmektedir.

Çalışmanın temel amacı, reklam ajansları kapsamında stratejik planlamada büyük veriden nasıl faydalandığı ve reklam stratejik planlamada büyük verinin rolünü tespit etmektir. Bu doğrultuda öncelikle belirli kriterler doğrultusunda reklam ajansları belirlenmiştir. Nitel araştırma çerçevesinde amaçlı örneklem yöntemi dikkate alınarak seçilen ajanslarda bulunan 19 stratejik planlama uzmanı ile yarı yapılandırılmış görüşmeler gerçekleştirilmiştir. Görüşmelerden elde edilen veriler içerik analiz yöntemi ile incelenmiştir. Sözü edilen analizden elde edilen bulgular değerlendirilip sonuç kısmı oluşturulmuştur. Etkili reklam stratejileri ve kampanyalarının oluşması için hazırlanan stratejik planlamanın neredeyse her aşamasında büyük veriden yararlanılmaya çalışıldığı tespit edilmiştir. Dolayısıyla örneklem kapsamında Türkiye'deki reklam ajanslarında, büyük verinin reklam stratejik planlamasında kayda değer bir rolünün olduğu sonucuna varılmıştır.

**Anahtar Kelimeler:** Reklam, Reklamcılık, Reklam Ajansları, Stratejik Planlama, Büyük Veri.

### Araştırma Makalesi [Research Paper]

JEL Codes: M3, M37, O33

**Araştırma ve Yayın Etiği Beyanı:** Çalışmanın araştırma kısmı Gümüşhane Üniversitesi Sosyal ve Beşeri Bilimler Araştırmaları Etik Kurulu'nun 29.12.2021 tarih ve 2021 /8 sayılı Kararı ile alınan izin doğrultusunda gerçekleştirilmiştir.

**Submitted:** 26 / 12 / 2023

**Accepted:** 06 / 06 / 2024

<sup>1</sup> This study was produced from the doctoral's thesis conducted by the first researcher under the supervision of the second researcher.

<sup>2</sup> Dr. Öğr. Üyesi, Gümüşhane Üniversitesi, İletişim Fakültesi, Halkla İlişkiler ve Tanıtım Bölümü Öğretim Üyesi, Gümüşhane, Türkiye, fatih.aksoy@gumushane.edu.tr, ORCID: <https://orcid.org/0000-0002-6114-0520>.

<sup>3</sup> Prof. Dr., Atatürk Üniversitesi, İletişim Fakültesi, Halkla İlişkiler ve Tanıtım Bölümü Öğretim Üyesi, Erzurum, Türkiye, dtellan@atauni.edu.tr, ORCID: <https://orcid.org/0000-0003-0401-2917>.

## Introduction

In today's world where digital technological tools such as personal computers, smartphones, smart televisions, mobile devices, internet, e-mail and digital media are widely used, it is inevitable for businesses or advertising agencies to experience digital transformation in order to sustain their existence and to gain competitive advantage in an intensely competitive market environment. In the research report titled 'Digital 2022 Global Overview' published by We Are Social and Hootsuite, it is emphasised that the internet usage time in Turkey is 8 hours and the time spent on social media is 2 hours 59 minutes (Güzel, 2022). Since consumers spend a significant part of the day in the digital environment, digital environments are important data acquisition areas for advertising agencies. These data obtained through smart technologies and digital environments are very large and complex data. The data in question is generally referred to as big data. Advertising agencies need a planning that will use big data strategically to create successful advertising campaigns and achieve results.

Strategic planning forms the basis of the campaigns to be realised by advertising agencies. Because the most important factor in the success of advertisements is to deliver the right message at the right time, in the right place, to the right target audience. This is achieved through a systematic process. This process is possible with strategic planning, which is the important stage of advertising campaigns. Strategic planning can be defined as 'a process that helps the organisation to coordinate its activities and resources holistically in line with these decisions and actions by systematically producing actions and decisions that reveal where the organisation is, where it wants to be and how it will get there in order to achieve its goals and objectives for the future and to adapt to rapidly changing environmental and competitive conditions'. Based on this definition, it is possible to state that with strategic planning, it is tried to shape the future of the business by analysing the current situation, analysing the environment and competitors, and revealing threats and opportunities (Ansoff et al., 2009: 28-30).

Today, it is inevitable to develop a big data-oriented working approach while preparing strategic planning for advertising. Because, as Wiegend stated, 'with the era of big data, companies now have to be data-centred' (hürriyet, 20215). For this reason, businesses need to develop a big data-oriented policy in order to sustain their existence, dominate the market and gain competitive advantage in this direction. The general definition of big data, which is important for every business, is to define a mixture of high-volume, very complex, structured and unstructured data and data that changes too fast to be managed by traditional methods (Fleckenstein & Fellows, 2018: 7). As stated in the definition, storing and analysing big data is a difficult process due to its high volume, complex structure and rapid growth. Therefore, big data with high diversity, speed and volume should be collected, analysed, interpreted and interpreted with big data technologies (Polat & Öcal, 2020: 99). Meaningful data generated by big data technologies offer significant advantages to companies or organisations. In this context, it is possible to say that the extraction of meaningful and accurate data from big data by advertising agencies will support the successful results of advertising strategic planning. At the same time, big data is one of the important powers of advertising agencies in order to sustain their existence and adapt to the developing and changing environment.

"The Role of Big Data in Advertising Strategic Planning: The Case of Advertising Agencies" focuses on the theoretical issues of advertising, advertising agencies, strategic planning and big data, and the role of big data in advertising strategic planning constitutes the research problem. In the literature review conducted in various databases while presenting this problem, theses on strategic planning in advertising (Aslan, 2008; Gibson, 2018; Akbulut, 2020; Amirak, 2020) and on big data in advertising (Gibson, 2018; Konya, 2020; Zamorano De San Martin, 2021) were reached. When the studies are analysed, it is seen that there is no study that associates big data with advertising and strategic planning in Turkey, while only one similar study has been identified within the scope of the databases searched abroad. In this context, the thesis is designed as an original study that is expected to contribute to overcome the deficiency in the literature.

The main purpose of the study is to determine how big data is used in strategic planning within the scope of advertising agencies and the role of big data in advertising strategic planning. In this direction, firstly, advertising agencies were determined in line with certain criteria. Within the framework of qualitative research, semi-structured interviews were conducted with 19 strategic planning experts in the selected agencies, taking into account the purposeful sampling method. The interviews were conducted online between 23 February-12 September 2022 due to the effects of the COVID-19 pandemic. The data obtained from the interviews were analysed by content analysis method. The findings obtained from the aforementioned analysis were evaluated and a conclusion section was formed. It has been determined that big data is involved in almost every stage of strategic planning prepared for the formation of effective advertising strategies and campaigns. Therefore, within the scope of the sample, it is observed that big data has a significant role in strategic planning of advertising in Turkish advertising agencies.

## 1. Advertising Agencies and Strategic Planning Department

In traditional and new media environments, brands or businesses receive support from advertising agencies in order to explain themselves to their target audiences in a healthy way, to take place in the market and to survive and to reach consumers with the right advertising strategies in this environment where thousands of different advertisements take place. Advertising agencies help advertisers achieve their goals thanks to their knowledge, expertise, skills and experience. In short, an advertising agency is a service organisation that plans, creates and manages the advertisement for the advertiser (Kaser, 2013: 21). Advertising agencies generally serve advertisers through full-service agencies, in-house agencies and specialist agencies (creative boutique agencies, media buying services and interactive agencies) (Moriarty et al., 2019: 53; Smith & Zook, 2011: 182; Lee & Johnson, 2005: 75). These advertising agencies, which offer different services, have units according to their areas of expertise. In general, the units in advertising agencies are senior management, customer relations, strategic planning and research, creative unit, production, traffic, administrative and financial affairs, marketing and sales development (Taç & Şahım, 1996: 29-30 as cited in Elden, 2018: 594). Although all these units have different duties and tasks, they need to work in coordination in order to create successful campaigns. In addition to this, it is important for the units to know what, how, when, when and in what way to do in order to produce different and interesting advertising campaigns. Here, the strategic planning department starts to play a role. A strategic planning to be created by the strategic planning department clearly reveals where and what all units will do (Gregory, 2010: 37). In this context, agencies need to develop a strategic plan in order to design, coordinate and successfully implement effective advertising campaigns. For agencies to realise this success, the strategic planning department has two important tasks: (1) to contribute to the emergence of the advertising campaign strategy by revealing consumer insights and (2) to contribute to the emergence of the creative strategy by preparing the planning process (Beede, 2019: 295).

Strategic planners working in the strategic planning departments of the agencies should work in a multifaceted way. This is because strategic planners create a plan by evaluating many issues in order to plan to achieve the goals effectively and to plan what, when, with which tools and how to achieve these goals (Aksoy, 2005: 55). Planners therefore have many roles. These are: researcher, data analyst and interpreter (Belch and Belch, 2003: 246), voice of the market; understanding consumers and the brand, strategist, contributor to creative thinking, process activist and facilitator (Baskin and Pickton, 2003: 421).

## 2. Strategic Planning in Advertising

Companies or organizations in every field, especially in economics and business management, create and implement strategic planning to achieve corporate goals (Kriger, 2005: 165). Because the economic, environmental, cultural, technological and social structures in which businesses operate develop and change in every period and become more complex, this causes the need for strategic planning (Türkal, 2020: 41). Strategic planning reveals where the organization is, where it wants to be and how it will get there in order to achieve its future goals and objectives and to adapt to rapidly changing environmental and competitive conditions; It is possible to define it as a process that produces actions and decisions systematically and helps the organization coordinate its activities and resources holistically in line with these decisions and actions.

One of the businesses where strategic planning has important contributions is advertising agencies. Considering the complex environment faced by advertising agencies and the fact that their work is in constant flow and change (Gregory, 2010: 2), strategic planning is an important guide for them. Because in an environment where competition is intense, products and services are imitated, conscious consumers are present, traditional and digital tools are diverse, personalised product and service messages are more important, the use of planning in strategic advertising campaigns is an important process for brands or businesses to stand out and to gain a perception with unique features and benefits in the eyes of consumers.

While creating strategic planning in advertising campaigns, the stages are generally as follows: Situation analysis, determination of objectives, determination of target audience, determination of advertising strategies and preparation of briefs, advertising creative process, determination of media planning strategies, determination of advertising budget, advertising applications, measurement of advertising effectiveness (Elden, 2018: 305; Topsümer and Elden, 2016: 57). Thanks to these stages, while preparing and implementing the advertising campaign, it is possible to create competitive advantage by analysing existing and competitors, to reveal the right target audience, to prepare creative strategies suitable

for the target audience, to use the advertising budget and resources correctly and effectively, and to obtain measurable results related to the advertising campaign (Aslan and Sicimoğlu, 2023: 34). In this context, it is possible to say that strategic planning in advertising helps to realise effective and successful advertising campaigns by revealing the right predictions and ensuring that the right message reaches the right target audience at the right time with the right channels in line with these predictions.

For this success, it is the research that constitutes the basis of strategic planning. Research plays an important role in the strategic formulation of planning. For this reason, strategic planning conducts a lot of research to prepare a successful and effective advertising campaign. Some of these researches are as follows: Consumer segmentation, consumer insight, consumer satisfaction, target market, brand and product experience, competition, marketing communication research (Bical and Çırağöz, 2023: 87). Pre-test and post-test measurement techniques are used for the effectiveness of advertising campaigns created in line with the data obtained from these studies. In this context, it is possible to say that the research phase is a crucial point in the preparation and implementation of strategic planning. Because the data obtained as a result of the research contributes to the formation of the planning with a correct strategy. Therefore, it is possible to say that data has become an important value for the successful creation of strategic planning, which is the basic stage of advertising campaigns. Today, as in every field, it has become inevitable to work data-oriented in order to be successful in the field of advertising and to increase competitiveness. For this reason, data should be in a central position in advertising strategic planning.

### 3. Big Data in Advertising

Big data, which is defined as the new economic value and today's oil, has become a subject that covers almost every aspect of our lives by using it in areas such as health, finance and banking, public administration, sports, production and logistics, R&D, marketing and advertising. In these areas, data are obtained and recorded through sensors, transaction records, log files, smart mobile devices, GPS signals, social media, digital images, videos and sounds. In line with technological developments, it is seen that the aforementioned data is increasing rapidly (Marr, 2015). Accordingly, the diversity and volume of data have also increased. In this context, these data, which have the characteristics of speed, variety and volume, are referred to as 'big data' (Berman, 2013: xv). Big data can be defined as the process of saving, storing, analysing, interpreting and visualising complex data of structured, semi-structured and unstructured types with high volume, speed, diversity, value and accuracy characteristics for the purpose of diagnosing, generating solutions and insights, creating strategic value and making decisions through advanced analytical software and methods. Apart from the mentioned features, some sources emphasise that big data has more features (for details, see Hussein, 2020; Panimalar et al., 2017; Shafer, 2017). The existence of big data is not only related to the features it has. In addition to its features, it is related to the fact that it creates value-added data by storing, storing, processing and analysing data thanks to advanced big data technologies. It is possible to say that big data tools and techniques used have many benefits for businesses and advertising agencies: Acting proactively (Erevelles et al., 2016: 900), implementing instant applications, marketing and advertising activities effectively (Cheng et al, 2018: 1), in-depth research and analysis (Sathi, 2012: 9), understanding the target audience, helping to develop sales-enhancing strategies (Ohlhorst, 2013: 12), making fast and effective decisions (Vapulus, 2019), improving business processes (Vera-Baquero & Colomo-Palacios, 2013: 29) and making them more efficient (Harvey, 2018), reducing costs (Yuvayana, 2020), contributing to R&D studies (Berman, 2013: xxxiii).

Big data has both advantages and challenges for advertising agencies. Big data can be uncertain and low-quality data due to the large volume of data and the uncertainty of whether it is real or not (Wang, 2017: 8). At the same time, its large size poses a risk for proper scaling. Another challenge is related to security and privacy. There may be security and privacy issues such as malicious intent, misuse, systemic vulnerabilities, cyber-attacks (Small, 2014: 29). In addition, companies have to incur significant costs for big data analytics, such as high storage and maintenance, analytical systems, hardware and other big data analytics-related tasks (Yuvayana, 2020). Another reason that makes the use of big data difficult is the lack of qualified labour force. It is a big problem for companies to find personnel with skills related to big data technology (Harvey, 2018). Despite all these difficulties, it is inevitable for advertising agencies and other companies to use big data, which is one of the important technologies of the age, in order to make fast and effective decisions, to carry out the process in a strategic and healthy way, and to be a competitor in today's competition.

There is a process for obtaining meaningful data from big data. There are some big data tools used in advertising agencies and other sectors to generate, store, analyse and visualise data. HDFS (Hadoop Distributed File System) tool is used for

storing big data (Herand and Işık, 2019: 89). Operations such as capturing, accessing, managing and updating data easily are performed with database programmes (Pedamkar, 2021). These programmes are SQL, NoSQL, Hbase, Casandra, Apache Hive, Sqoop, Apache Spark. MapReduce, Yarn, Oozie, Flink, Flume, Pig, Storm, Zookeeper tools used in big data are used in the processing of big data. Mlib, R Language, Python Language are used in the analysis and machine learning of big data (Çelik, 2018: 65).

Advertising agencies and strategic planning units need to put data at the centre in order to create the right strategies. Because, as Palmer (2006) states, data, which is a strategic value, is "the oil of today". For this reason, many sectors are trying to turn data into added value by processing it. In this direction, there are some big data techniques that advertising agencies and strategic planning units should use in order to obtain meaningful data accurately, effectively and quickly for successful advertising campaigns, to identify customer behaviour, to follow instant changes, to produce real-time strategies and to minimise the risks that may occur. These techniques, which are included in the research report published by McKinsey Global Institute (2011) and frequently used by the sectors, are as follows: A/B testing, association rule learning, classification, clustering, crowdsourcing, data fusion and data integration, data mining, genetic algorithms, machine learning, natural language processing, artificial neural networks, social network analysis, optimisation, pattern recognition, predictive modelling, sentiment analysis, spatial analysis, supervised learning, unsupervised learning, simulation, time series analysis, visualization (see for details, Aksoy, 2023: 118).

#### 4. Methodology

Qualitative research method was used in this study. According to Patton (2015), qualitative research methods involve asking open-ended questions to participants and examining the subject in its natural environment to solve problems, improve programmes and develop policies. As Marshall and Rossman (1999) and Strauss and Corbin (1990) state, "qualitative research is best used for exploratory or descriptive research that seeks to uncover what lies deep within the complexity and process of any little-known phenomenon by conveying the interaction of context, setting and participants' frames of reference" (as cited in Regina Chen, 2015: 122). In this framework, the qualitative research method was determined as the method of the study in order to examine the role of big data in advertising strategic planning in depth and in detail. Semi-structured interview technique was used to collect the data in the study. The data were analysed by content analysis method.

##### 4.1. Purpose and Importance of the Research

The aim of the research is to create a resource that will contribute to researchers and practitioners by revealing the role of big data technologies, whose use is increasing day by day in every field, in advertising-oriented strategic planning. In this context, the research question of how big data is utilised in strategic planning processes in advertising agencies in Turkey was sought to be answered. In this direction, answers to the following questions were sought.

- a) In your opinion, how big data has transformed advertising strategic planning studies?
- b) What have been the contributions of big data to the strategic planning decision-making process?
- c) What do you think about whether big data reduces the importance of traditional research techniques (interviews, focus groups, surveys, etc.) used in strategic planning?
- d) What do you think have been the expectations from planners with the inclusion of big data in strategic planning?
- e) One of the elements that strategic planning emphasises is consumer insight. In your opinion, what are the contributions of big data in revealing consumer insights?
- f) Which do you think big data is used more effectively in short-term (sales-oriented) or long-term (brand positioning/reputation etc.) planning? Why?
- g) Can you tell us about your predictions for the future of strategic planning when analysed within the framework of big data?

Some of the questions mentioned above were adapted from Marr (2019), 'Big Data at Work'; Marr (2019), 'Data Strategy'; Gibson (2018), 'Advertising Planning in the Age of Big Data'; Davenport (2014), 'Big Data @Work'.

As a result of research from online databases such as YÖK Thesis, DergiPark, ProQuest E-Book, ProQuest Central, ProQuest Dissertations and Theses Global, Springer Link, Elsevier, Web of Science, Ebsco, NDLTD, Sage Journal, Taylor and Francis Online, Wiley Online Library, Google Scholar, It was found that there is no study linking advertising strategic planning with big data in Turkey, and only one study (Gibson (2018), Advertising Planning in The Age Of Big Data) was

found in the databases searched abroad. In this context, it is important in terms of being a subject that has not been studied much yet, this detailed study will attract the attention of both academicians and practitioners, pioneer future studies in this field, and be an exemplary and original study.

#### 4.2. Population and Sampling

The population of the research consists of national/international creative, full service and digital agencies serving in Turkey. There are hundreds of agencies in Turkey. Interviews with these agencies can take considerable time and it is often impractical to analyse interviews with a large sample. For this reason, the agencies to be included in the sample were selected among the agencies that are members of the Association of Advertising Agencies. The sampling strategy utilised the criterion purposive sampling method to include experts who would provide information on the subject in the study. Criterion purposive sampling involves the selection of cases, phenomena or people who meet some predetermined importance criteria (Patton, 2015: 425). In this study, some criteria were determined by the researcher in selecting the people who will participate in the research. These criteria are as follows:

- a) Being a national or international advertising agency serving in Turkey.
- b) The agency is a member of the Association of Advertisers.
- c) The agency has prepared advertising films or campaigns for important national or international companies.
- d) At least 5 years of experience in the advertising sector.
- e) Being a strategic planning expert in an advertising agency.
- f) The advertising agency has awards or prizes in national or international competitions

After the aforementioned criteria were determined, the websites of 69 agencies in the Association of Advertising Agencies were analysed in order to select the agencies representing these criteria. In line with the information obtained from the websites, the agencies to be included in the study were determined. Then, it was determined whether there were strategic planning specialists in the selected agencies in accordance with the specified criteria. Strategic planning experts with 5 years of experience in the advertising sector and working in the selected agencies were identified using Premium LinkedIn service. In the research conducted, it was determined that all strategic planning experts have at least 5 years of experience. The sample was formed with 19 strategic planning experts who represented all the criteria above and participated in the study voluntarily. Participant information is given in table 1.

**Table 1. Profile of the Interviewees**

Interviewee	Age	Gender	Title	Industry Experience (Year)	The Current Agency Working Time (Year)
K1	34	Female	S. P. Specialist	6	5
K2	28	Female	S. P. Specialist	5	5
K3	42	Male	Strateji Director	17	2,5
K4	32	Male	Data ve Analyses Director	12	12
K5	39	Male	S. P. Specialist	9	6
K6	32	Female	S. P. Specialist	13	1
K7	32	Male	S. P. Specialist	13	6 months
K8	32	Male	Digital Data ve Foresight Strategist	6	2
K9	48	Female	Strateji Director	23	8
K10	35	Male	Strateji Director	12	1,5
K11	40	Female	Strateji Director	18	1
K12	36	Female	Strateji Director	10	9
K13	30	Male	S.P. Director	8	8
K14	27	Female	S. P. Specialist	5	4
K15	29	Female	S. P. Specialist	5	3
K16	27	Female	S. P. Specialist	5	1

K17	33	Male	S. P Specialist	12	6 months
K18	30	Female	S. P. Specialist	7	4
K19	38	Male	S. P. Specialist	17	6 months

\* Strategic Planning Specialist: S.P. Specialist

### 4.3. Data Collection Method

In the study, it was aimed to obtain rich and in-depth data related to the research problem. In this direction, semi-structured interview technique was determined as the data collection technique of the research. In semi-structured interviews, the researcher utilises the questions prepared in advance, and it is also possible to ask new and additional questions according to the comments of the participants. While the researcher asks the questions, he/she has prepared in advance to cover the subject he/she has determined, sometimes he/she obtains new information from the participant by diversifying the questions when needed (Savin-Beden & Major 2013 as cited in Sığırı, 2018: 237). Therefore, the semi-structured interview technique, which has a flexible structure, is an interview in which researchers will ask questions to collect rich and detailed information on the subject (Marr, 2016: 83).

Seven of the questions in the standard interview form prepared for the semi-structured interview to be conducted within the scope of the study are related to the agency, sector experience and participant demographic information. The remaining 7 questions are questions related to the problem of the research. These questions to be asked to the participants were formed by making use of the literature in various national and international databases, academicians and sector experts. The interview form, which was finalised as a result of the recommendations of the experts, was submitted to the ethics committee and approval was obtained from the ethics committee that the research to be conducted was ethically appropriate.

Interviews were started after the approval of the ethics committee form. The interviews were conducted on the days and times of the participants' choice due to their busy schedules. Interviews were conducted online and via e-mail according to the preference of the participants. The interviews were conducted between 29 March 2022 and 12 September 2022.

Two interviews were conducted online via Google Meet and 12 interviews were conducted online via Zoom applications. 5 participants were interviewed through written communication.

Before the interview, detailed information about the research and the researcher was given and a safe communication was tried to be established. In addition, it was declared to the participants that the data obtained from this interview would only be used for this study and that the agency name and personal information would never be shared with third parties. The participants were informed that the names and surnames of the participants would not be included in the study and that coding (K1, K2, K3...) would be used instead. In addition, the participants were informed that answering the questions was voluntary and that they could not participate in the study or leave the study at any time. In order to decipher the interviews, permission was requested to record the interview. After the consent of the participants was obtained, the interviews were started. In addition to video recording, the interviews were audio recorded via a smartphone. Interview durations were between 30-45 minutes. After all interviews were conducted, the recordings were transcribed and made ready for analysis.

As a result of the in-depth interviews with the participants, 14 participants have audio recordings and 5 participants have written texts. The interviews lasted an average of 30 minutes for each participant. The total audio recording obtained from these interviews is 508 minutes and 36 seconds. The audio recordings obtained from the participants were converted into written text in order to decipher them. The texts, which were created with 12-point font and 1.5 line spacing, consist of a total of 172 pages.

### 4.4. Data Analyses

The data obtained in the research were analysed by content analysis method. Content analysis is one of the few qualitative methods currently available to analyse data and interpret its meaning (Schreier, 2012: 1). According to Hsieh and Shannon (2005: 1278), content analysis is "a research method for subjective interpretation of the content of text data through a systematic classification process for coding and identifying themes or patterns". In this context, the main purpose of content analysis is to enable researchers to understand social reality in a subjective but scientific way, as well as counting words or extracting objective content from texts in order to examine meanings, themes or patterns that are likely to be explicit or hidden in the text (Zhang & Wildemuth, 2009: 1). In short, content analysis is a method of analysing visual, written and oral communication messages (Cole, 1988: 54).

During the analysis of this research, firstly, transcription documents were created and these documents were analysed and codes were put forward. The aforementioned documents were re-read 3 times and the codings were checked. In the next stage, the codes and categories were put forward. The codes were checked by two academicians who are experts in the field of advertisement. The codes were finalised by making corrections in line with their demands. In the last stage, themes were revealed. In this context, the data were analysed systematically in line with the content analysis stages and the study was interpreted according to the results of this analysis.

#### 4.5. Validity and Reliability of the Research

Reliability and validity of findings are important in all areas of scientific enquiry (LeCompte & Goetz, 1982: 32). As Yıldırım and Şimşek (2016: 270) state, "*taking the necessary precautions to reach the correct information (i.e., 'validity') and defining the research process and data in a clear and detailed manner, that is, in a way that allows another researcher to evaluate it (i.e. 'reliability') are important expectations that qualitative researchers should meet*". In this study, the aforementioned expectations were fulfilled and the validity and reliability of the study were tried to be ensured. What was done for the validity and reliability of the study is given below.

- a) In this study, many stages from the preparation of the research questions to the thematisation and coding of the raw data were evaluated by two experts in the field.
- b) Voice recordings were taken with the consent of the participants. The voice recordings were transcribed into text. The full-text interview form was sent to the participants for their confirmation.
- c) In this study, we tried to increase diversity by interviewing strategic planners who work in different types of advertising agencies (full service, creative and digital agencies) and have different positions as managers or experts.
- d) The themes and categories that emerged in this study were presented to the reader without adding comments. At the same time, the validity of the research was strengthened by quotations from the participants.
- e) While preparing the questions in the study, three strategic planning experts, two academicians specialised in the field of advertising and the thesis monitoring committee provided support.
- f) While preparing the interview form, a pilot study was conducted with three strategic planning experts. After this study, corrections were made for the interview form.
- g) Another practice for the consistency of the research is that the researcher endeavours to collect the data as transparently and objectively as possible.
- h) In the study, together with the researcher who coded the findings obtained from the participants, another researcher coded the same findings.
- i) In order to confirm this research, all stages of the research process have been presented in detail.
- j) Upon the request of the participants, personal information and agency information were kept confidential. The information of the participants was coded and transcribed. The participants were coded as K1, K2, K3, K4, ... K19.

### 5. Findings of the Research

In this section, the findings obtained from the interviews with 19 participants in the research are presented by following the content analysis stages.

#### 5.1. Findings Regarding the Transformations in Strategic Planning of Advertising

One of the questions asked to the participants was about the transformation in advertising strategic planning. In this direction, the participants were asked to explain what kind of transformation occurred in strategic planning with the inclusion of big data in advertising strategic planning studies.

**Table 2. Transformations in Strategic Planning of Advertising**

Code	Frequency	Percentage (%)	Code	Frequency	Percentage (%)
Generating ideas based on data	4	6,06	to make sure the work is done	1	1,52



Understandable, simple, clear strategies	4	6,06	Data analyst support during the business process	1	1,52
Rational and objective determinations	4	6,06	Discovering people's virtual identities	1	1,52
Creating data-based campaigns	4	6,06	Obtaining ready data	1	1,52
Basing everything on data	3	4,55	Generating meaningful data	1	1,52
Conducting research and analysis with big data	2	3,03	Being able to analyze big data	1	1,52
Demand for data-focused experts increased	2	3,03	More accurate and niche strategies	1	1,52
The right action at the right time	2	3,03	Observing behavior through data	1	1,52
There is data from a long time ago	2	3,03	Data sources have diversified, become richer and improved	1	1,52
From traditional to digital research methods	2	3,03	Data overtakes creativity	1	1,52
Revealing what is unseen and unsaid with data	2	3,03	Open mind	1	1,52
Extract insight	2	3,03	Asking good questions to data	1	1,52
Support creative	2	3,03	Evaluation and measurement	1	1,52
Doing consistent work	2	3,03	Directing strategy with digital data	1	1,52
Guiding/drawing data-based guidance	2	3,03	Doing effective work	1	1,52
New digital environments and new data	2	3,03	Emergence of strategists specialized in different fields	1	1,52
Making a difference in creativity	1	1,52	Reaching different audiences	1	1,52
Basing what is said on data	1	1,52	Being result oriented	1	1,52
to act with self-confidence	1	1,52	Agencies create their own big data tools and data	1	1,52
Providing measurable results	1	1,52	System that speeds up the process	1	1,52
Less brainstorming in creative	1	1,52			

When Table 2 is evaluated, the most frequently used codes of the participants are as follows: 'Generating ideas based on data' (n=4, 6,06%), 'understandable, simple and clear strategies' (n=4, 6,06%), 'rational and objective determinations' (n=4, 6,06%), 'creating a campaign based on data' (n=4, 6,06%), 'basing everything on data' (n=3, 4,55%). Apart from these, it is seen that there are many different codings related to transformation. The opinions of some participants on the subject are as follows:

*'This agency is an agency that started working with its own tools and data, so data is always in our lives, we use this data in every presentation we make, every brief we prepare. Of course, this leads to more effective works, and the strategy and creativity are consistent with each other.'* (K16)

*'First of all, it can be said that the transformation with big data is in perspective. In other words, it provided not subjective, but objective and rational determinations. I can say this for another transformation. Now that creative processes are carried out with indisputable facts, there are fewer brainstorming meetings. Since data limits manoeuvrability in a rational and necessary way, very general idea meetings have been replaced by meetings where data-based usable ideas come out more easily.'* (K17)

*'... In that year, their strategic planning department was only as big as an agency in Turkey, that is 30-35 people. As far as I can remember, there are strategists responsible for data, data science, social strategists, brand strategists, cultural strategists, creative strategists. This means that as the data pool expands and we are able to look at more micro segments, people, micro behaviours and each of the channels now has the power to create big effects and requires expertise, as you can see, one of the world's largest agencies is starting to include 4-5 types of strategists who are experts in different fields.... Big data has diversified strategists in strategic planning. It clarified strategies. It also created other communication opportunities for*

advertising by micro segmentation. For example, we read the data received from phones, for example, it allows us to see a behaviour that consumers would not normally tell us or observe... In other words, creative things, unpredictable, agencies have put agencies in a difficult situation because they need to put data behind everything they find themselves. Secondly, it is said that data has become more important than creativity in the world.' (K19)

'The transformation can happen in this way, it puts a reality in front of you, and most importantly, on the creative side, for example, you come up with an idea and explain the idea you found, what you explain may be a very genius or a very good thing, but this is only as far as the other person can understand, that is, the thing there, the evaluation there. It is as much as the knowledge, experience and world of the person you describe, but we do not have such a thing. We have Data in front of us and we draw from the Data. So I can say that we say what we want to say with data.' (K5)

'... Of course, on the big data side, there is such a change as having a ready data set and being able to produce more consistent work due to too much data. It also makes a difference in terms of creativity because you can come up with different things with the insights you get from that data. Well, I do things a little more from the insight side of things. With his insights, he can also skip the creative work by saying 'this data is very nice, we can use it this way'. When you look at it as a department, I can say that while it was more manual before, now there is an integration that accelerates the process by knowing what it can do more sharply and where to go in the first place, due to the ready data set'. (K3)

## 5.2. Findings on the Contribution of Big Data to the Strategic Planning Decision-Making Process

In this title, we tried to reveal the contributions of big data to the decisions taken in the advertising strategic planning process.

**Table 3. Contributions of Big Data to the Decision-Making Process**

Code	Frequency	Percentage (%)	Code	Frequency	Percentage (%)
Making data-based decisions making/taking	9	15,79	Providing decisions that will lead to successful results	1	1,75
Helping you make the right decision	6	10,53	Wrong decisions with data-driven generalizations	1	1,75
Faster decision making/taking	6	10,53	Offering the right perspective	1	1,75
Making decisions based on the big picture	4	7,02	Data should be supported by emotional intelligence in the decision process	1	1,75
Decision making with gut feeling should happen again	4	7,02	Decision-making processes are clearer	1	1,75
Matching data with intuitive judgement	4	7,02	Saving time in decision-making	1	1,75
Make/take more effective decisions	3	5,26	Basing abstract concepts on data	1	1,75
Making decisions safely	2	3,51	Being able to make specific decisions	1	1,75
Risk should be taken in decision making	2	3,51	There is no single right answer, it's hard to make decisions	1	1,75
Easy to persuade/be convinced	2	3,51	Support the decision made	1	1,75
Making the decision-making process easier	1	1,75	Making decisions with high motivation	1	1,75
Validating what we feel	1	1,75	Allows you to see and decide accordingly	1	1,75
Very mathematical decisions	1	1,75			

Looking at Table 3, it can be seen that 'data-based decision/making' (n=9, 15.79%) is the most common among all codings. Apart from this coding, the other codings that were most frequently expressed were 'helping to make the right decision' (n=6, 10.53%) and 'making/taking decisions faster' (n=6, 10.53). Apart from these, 'deciding based on the big picture' (n=4, 7.02%), 'decision making with gut feeling should still be made' (n=4, 7.02%), 'matching data with intuitive decision' (n= 4,

7.02%), 'taking/making more effective decisions' (n=3, 5.26%) are the other most common codings. Some participants' opinions on the subject are as follows:

*'For example, it is very important to put forward an idea, but it must be based on something. We can say that the only thing that the customer can base that idea on before this brand is made is big data, that is, its source. In my opinion, when deciding on an advertising campaign, it is necessary to base it on something first. There is also something like this. It's not a thing anymore, for example, I said, there is no such thing as it will happen or we think this decision can be taken. I think decisions should now be supported by data.'* (K4)

*'Taking advantage of big data enables selecting the right trends, accurately detecting consumer behavior, understanding the current situation, and thus making the right decisions as a result of these analyses. However, focusing on the orientations of the majority can sometimes lead to overgeneralization and misconceptions. If focusing only on big data causes small data to be overlooked, the right decision may be missed.'* (K13)

*'Decisions can be made quickly as it contributes to the decision-making process. In other words, we can see all the data thanks to the tools we have. The right decision can be made as a result of a good analysis of this data. I can also say that it helps us save time by allowing us to make quick decisions.'* (K10)

*'... after digitalization, we started to know much more about the consumer. It rotates, changes the content of its model, and has a very clear influence on the decisions to be made according to that model. Otherwise, instead of just reciting what a young man does this or that, or what a newlywed expects to do, today we know what will happen in 2022, and we can portray it much better. Therefore, this is very important in decision making. On the one hand, decisions are sometimes made very mathematically. So it's very data driven. I think gut feeling should be in our lives again.'* (K12)

*'Since we form by reading and understanding certain things, that intuition is also based on data somewhere. What we do is to do further research to understand the accuracy of those intuitions, if necessary, we do them or use some things from the data and use supports to confirm what we feel. So we're going. To define intuition as follows: Here are the facts of your category, your brand is somewhere in those facts and this side of you is missing but that side of you is very strong and we believe that if you act like this, because the data makes us feel and show us to make decisions in this direction. What we call "Big Data" is very large. Not from the perspective you developed for that brand, so I say two things: We should not approach Data as if it were a very technical thing. We need to use Data as a support to provide us with a perspective. Of course it is valuable, of course it is important, but we should not put it before people. In other words, we should care about the overlap between our intuition and the data in our decisions.'* (K9)

### 5.3 Findings on the Importance of Traditional Research Methods

Participants were asked whether the importance of traditional research methods has decreased with the use of big data.

**Table 4. Big Data and Traditional Research Methods**

Code	Frequency	Percentage (%)	Code	Frequency	Percentage (%)
Big data and traditional research should be used together	10	12,66	Big data cannot convey emotion	2	2,53
Traditional research remains important	8	10,13	We always need qualitative	1	1,27
Traditional research methods are important, but not as much as they used to be	6	7,59	Big data, economical, fast and accurate results	1	1,27
Qualitative research still important in exploring emotion	6	7,59	There is no direct answer to big data	1	1,27

Qualitative research still important in insight	5	6,33	It is difficult to find data that will understand people in big data	1	1,27
Big data covers more generally	4	5,06	It is difficult to obtain comparative data in big data	1	1,27
Deep query of big data is not possible	4	5,06	I believe in big data more than traditional	1	1,27
Traditional studies are expensive, time-consuming and unreliable	4	5,06	Measuring instant changes with data	1	1,27
Traditional research is manipulative	3	3,80	Measuring behavior directly with data	1	1,27
Big data could replace quantitative research	3	3,80	Traditional research is more specific	1	1,27
People express themselves more easily digitally	2	2,53	Traditional research is necessary to make sense of data.	1	1,27
Participants are not natural in traditional research	2	2,53	Traditional research can make a difference with the small clues it gives	1	1,27
Small data matters	2	2,53	In traditional research, people are not examined in their natural environment.	1	1,27
Traditional research methods are not enough	2	2,53	In traditional research, participants may not be open	1	1,27
Big data, data obtained in the course of normal life	2	2,53	Measurable, short-term successes made big data important	1	1,27

The code most mentioned by the participants was 'big data and traditional research should be used together' (n=10, 12.66%). The other most mentioned code is 'traditional research remains important' (n=8, 10.13%). The other most common codes following these are 'important but not as much as before' (n=6, 7.59%), 'qualitative research is important in emotion' (n=6, 7.59%), 'qualitative research is still important in insight.' (n=5, 6.33%), 'big data covers the whole' (n=4, 5.06%), 'big data in-depth query is not possible' (n=4, 5.06%), 'traditional research is expensive, time-consuming and unreliable' (n=4, 5.06%). Some participants' opinions on the subject are as follows:

*'... if we are doing a communication campaign offline, then if we are going to appeal to a community, if we want to mobilize the masses, then traditional methods are also important because those people, yes, they are very comfortable in the virtual environment, but they are not that comfortable in the community and you Let me tell you, if you take the data from that thing and look at the young people who get excited like this on Twitter or people who talk very aggressively and make a plan saying 'I will organize such an organization tomorrow', no one will come there, that is, their real self is actually a hybrid. It is necessary to look at the issue in this way. There is a problem in the focus group, in fact, virtual research makes it a little more comfortable. People manipulate each other a lot, especially in Turkey, that is, because they cannot express their own opinion freely, because of someone else's, that is why I think the focus group has lost its influence, which is why we no longer do focus groups as research. In fact, when using a focus group in a hybrid way, it would be better to look at big data and evaluate the virtual situation. ... I mean traditional, I can summarize it like this. Yes, I can say that traditional research methods are still valid, but not as much as before. Frankly, I think it is decreasing.'*  
**(K1)**

*'... in other words, the brands that used big data, in fact social listening, eventually came to us to fill the gap we just mentioned, that blind spot. For example, we were researching toilet paper for a brand. It is a global brand and they already produce and sell products in Turkey. They have a lot of research, they listen to it themselves, regular data comes from IPSOS, it comes from global sources, etc. But they can't solve a few very small problems, which will lead to sales. Okay, so in the customer journey, we actually think of a new product as a pretest. In our focus groups, what we did was we took people one by one and in the focus, we thought a little more guidance was clear, because in ethnography. It's a little more individual. Actually, what I am trying to say is that I think there are many areas where big data is blocked and cannot be filled, especially locally. Therefore, I don't feel like it has become unimportant, it is over now. Yes it still remains important'.*  
**(K6)**

*'Big data cannot replace it because it cannot provide the insight and perception result at the depth we need now. This does not mean that traditional research methods feed us very well. But it doesn't feed very well either. I don't like the methods of qualitative research, but we always need it. To have insight. Of course, big*

data can replace quantitative research as a tracking tool. It is possible to make tracking from big data. Therefore, it can be used as tracking research in the long term, but the problem in the medium term is that it is very difficult to obtain comparative data'. (K11)

'Focus groups are still important, but they can strain resources such as time and budget. People still matter. Our creative solutions, our ideas, have to touch people. A word, discourse, etc. that comes out of people's mouths (potential consumers and/or those who will be our customers as an agency). It can generate very good ideas. In addition, seeing people's behaviors such as gestures and facial expressions is also critical in perceiving real emotions. Therefore, it is important to explore qualitative emotions. Of course, big data is increasing in importance as brands are mostly interested in measurable and short-term successes. In summary, the importance of tradition has decreased, but its importance will never disappear.' (K17)

'...I don't think it has lost its importance because big data is still not used properly. Still, the first thing we go to is, in essence, whether it's qualitative or quantitative, maybe there's a little bit more there. I think it can affect the quantitative side a little more, because you go into that big data and extract consumer behavior from a little bigger data, but it is not possible to inquire deeply about the situation with ethnography, that is, qualitatively, you can do something, it gives you the current thing, you cannot go into it in depth, that is the basic thing. That's why I think the qualitative side is still very important, we still get a lot of things out of it. Insight etc. From there, we try to support and make sense with things like a little more gut feeling, or if there is a budget thing, if the customer has a budget, we can make sense of it quantitatively, or we prepared a small survey and sent it to our circle. In that context, I think it may affect the quantitative side, but for example, there is nothing in big data, there is no shaping it according to your needs, that is nice in quantitative, I mean, when you say you want to know the answers to these questions in quantitative, you can do something, that is not the case in big data, there is such a context, but yes, I think at some point. Panels have already been in the life of things for a long time, by creating a data set from there and asking such questions, they can create a pool in the long term and open it to it. In this context, I think it will not change, but it will change the world of big data research to keep up with these needs and things.' (K3)

#### 5.4. Findings Regarding Expectations from Strategic Planners Regarding Big Data

Participants were asked what they expected from strategic planners as big data was included in strategic planning.

**Table 5. Expectations from Strategic Planners Regarding Big Data**

Code	Frequency	Percentage (%)	Code	Frequency	Percentage (%)
Being able to read data	12	14,81	Desire to learn	1	1,23
Being able to interpret data	9	11,11	Knowing program languages	1	1,23
Being able to think analytically	6	7,41	Be interested in numbers	1	1,23
Making sense of data	4	4,94	Being able to report	1	1,23
Using tools	3	3,70	Ability to segment	1	1,23
Knowing English because of tools	2	2,47	Knowing sociology, psychology	1	1,23
Being curious	2	2,47	Knowing commercial dynamics and business	1	1,23
Being able to process data	2	2,47	Being able to compare data correctly	1	1,23
Becoming a researcher	2	2,47	Creating creativity and analytics at the same time	1	1,23

It hasn't changed much	2	2,47	Be creative	1	1,23
Being able to make inferences from data	2	2,47	To be a guide	1	1,23
Be excited	2	2,47	Being able to work in harmony with data partners	1	1,23
Persuasion skill	2	2,47	Being able to master data	1	1,23
Reveal valuable information	1	1,23	Digitalisation	1	1,23
Being able to use data	1	1,23	Capturing emotion and insight	1	1,23
Being able to analyze data	1	1,23	Being able to empathize	1	1,23
Having analysis skills	1	1,23	Having an intellectual identity	1	1,23
Being able to interpret analyzes	1	1,23	To observe	1	1,23
Using search engines well	1	1,23	Following the agenda and technology	1	1,23
Creating added value	1	1,23	shouldn't be expected to know everything	1	1,23
Reading about Big Data	1	1,23	Being able to speak the customer's language	1	1,23
Continuously improving yourself in big data	1	1,23	Being able to think objectively	1	1,23

Looking at Table 5, it can be seen that among all the codings, 'being able to read data' (n=12, 14.81%) and 'being able to interpret data' (n=9, 11.11%) are the most common. Apart from this coding, the other most frequently expressed codings are 'being able to think analytically' (n=6, 7.41%), 'making sense of data' (n=4, 4.94%) and 'using tools' (n= 3, 3.70%). Apart from these, other codings are listed in the table. Some participants' opinions on the subject are as follows:

*'So, there is definitely expectation. It is inevitable that there will be no expectations. Because big data is now, how to say, everywhere in our lives. Therefore, we need to derive something important from the data that covers so much area. To do this, being able to read the data is a primary expectation. We need to improve ourselves in this direction. Apart from this, we need to interpret and produce outputs. In other words, these may be the expectations from data-related experts.'* (K15)

*'Yes. I can say that it is expected, an interpretation is expected, a certain analysis is expected. ... you can analyze a certain account of a certain brand, you can analyze it through direct listening, or you can break down and analyze certain personas, or you can even divide the number of shares of brands on Facebook, Instagram, Twitter into certain tags and analyze which campaign they shared more in which medium. So, it is expected to be able to analyze these... You need to know the programming language a little bit, not too much. Apart from that, you need to experience a lot... We are talking about an experience that can change for each language. Here, for example, there are many different things in Turkish. For example, what you say "incredibly bad", "incredibly good" and "incredibly bad", maybe the tool can perceive it as positive. When you get the "incredible" keyword, you can create a keyword set accordingly, create the problem as I said, and tag them by doing small steps accordingly. At the point where you can visualize and sample so much tagged data from a large data set, you can give the general opinion directly to the customer, which is how we generally work. In short, one must have knowledge of programming language and reporting.'* (K8)

*'The strategic planner must see the big picture. Otherwise, you will get lost in the abundance of information. In this regard, the data should be compared correctly and a single conclusion should be reached. Generally speaking, the expectations are to be a researcher, to be able to read data correctly, to simplify what one reads, to have good analysis skills, to have analytical thinking, to have high persuasion skills, to be a good guide, etc.'* (K14)

*'There are now expectations from planners about what data is, what it does, how it is analyzed and interpreted, and how to extract value-added information from these data. It is expected to follow the developments in this direction and improve itself.'* (K18)

*'Of course, data reading abilities. In the past, strategists were not such numerical people, but now they have to be. When I want to work with someone now, I used to look at how well he wrote insight and how many good ideas he came up with; Now he will set up a game for me in terms of numbers, the creative equivalent of what he says in return for numbers. So, when two are together, something happens. It doesn't happen when the two are separated.'* (K19)

### 5.5. Findings on the Contributions of Big Data in Gathering Consumer Insights

One of the issues that strategic planning emphasizes is undoubtedly gaining insight. Therefore, experts were asked to express their opinions about the contributions of big data to strategic planning in extracting insight.

**Table 6. Contributions of Big Data in Gathering Consumer Insights**

Code	Frequency	Percentage (%)	Code	Frequency	Percentage (%)
Opportunity to extract accurate insight	9	17,65	To provide prediction	1	1,96
Identifying the consumer better	7	13,73	Not selling snails in the Muslim neighbourhood	1	1,96
Being able to divide consumers into more micro segments	6	11,76	Get a quick reaction	1	1,96
Understanding the consumer	6	11,76	Real information	1	1,96
Allows you to see insight quickly	4	7,84	Reaching a wide audience	1	1,96
Identifying the right target audience	3	5,88	Giving information about behavior	1	1,96
Opportunity to extract many insights	2	3,92	Does not offer emotional insight	1	1,96
Measuring consumer behavior	2	3,92	No benefits	1	1,96
Minimizing the margin of error	1	1,96	Poor at generating insight	1	1,96
Making data-based comments	1	1,96	It only remains at detection level	1	1,96

When Table 6 was evaluated, it was determined that the code most frequently expressed by the participants was 'opportunity to derive correct insight' (n=9, 17.65%). In addition, the other most frequently expressed codes are 'defining the consumer better' (n = 13.73%), 'being able to divide consumers into more micro segments' (n = 6, 11.76%), 'understanding the consumer' (n =6, 11.76%) and 'providing rapid insight' (n=4, 7.84%). Some participants' opinions on the subject are as follows:

*'Of course, the most critical issue there is to explain the past relationship between the brand and the current consumer. What are sales channels? Where were we able to sell this product? Which profiles and age ranges have we been able to sell? As soon as I know the current user, the game changes as soon as I know the current user of my opponent. So, when I provide data about the consumer, I know the consumer better... Here, a social segmentation already emerges, that is, the ability to divide the customer into more specific segments. At this point, what we say is that you will make a promotional campaign for the customer. You don't have to discount the price, if you give away the product, you will add another benefit to it. You will make a bundle; you will do something. So that we can steal users from that segment. The customer may say, "I can't do this, I'll make a loss then." Then we say, let's find a different solution and make a campaign that will make that audience want it. We direct them to change our advertising images, to use citizens' houses instead of luxury housing estates, to create an emotional bond'.* (K10)

'No matter what, you have data in your hand. If we interpret this data correctly, if you define your customer or your target audience correctly, you will understand it correctly. In fact, the key word is the correct data, which leads you to action or activity. Well, we can say that this situation provides us with the opportunity to gain correct insight.' (K5)

'As you said, big data Derya Deniz, this is a method that is not currently available in any agency. We can see the statistics in search engines, you can see the return of digital ads, there are tools that can estimate how many times your spot on the radio is watched. It is possible to obtain an ocean of data in many areas with tools. But it is more important to use this data to extract accurate insight. In fact, it would be correct to say that big data analysis tools allow us to extract accurate insight. Of course, before this, it gives us data to get to know people better, thanks to which we can predict that insight.' (K7)

'Of course, they contribute. Well, I can say this briefly. It is very important for us to understand consumers. From there we can track consumers' behavior. So, this helps us see insight quickly. In fact, we can say that it shows us many insight opportunities that we cannot see.' (K16)

'For example, if you, the consumer, have access to open source, that is, big data, sometimes we cannot get to the layers we want, we cannot have that big data, that is, those levels. But for example, we can follow the digital footprint. Or where they go after a certain point, the difference between a consumer who makes the same purchase and a consumer who does not, and what their common characteristics are, which pages they follow in common on digital media, or what their interests are. We have a lot of information about it. This makes it more useful for us to see that insight. This pairing provides the opportunity to enrich both what you have to say in the category and the insight you will find. This is why the benefits of big data in reading accurate information emerge. So, step out of your generic area and think of it like a rope stretched across the sea. It allows you to row a little further on that rope, and there you discover that what you are trying to do here is actually a unity of spirit with something very unrelated that you discovered, and you find the method to reconcile them.' (K2)

## 5.6. Findings on the Use of Big Data in Long- and Short-Term Planning

In strategic planning, short-term and long-term plans are made depending on the goals to be achieved. To inform the consumer, to persuade the consumer, to increase sales, etc. In addition to short-term plans prepared to achieve goals, brand development, brand positioning, image, reputation, etc. Long-term plans are made to achieve the goals. In this context, participants were asked in which planning big data is used more effectively.

**Table 7. Use of Big Data in Long- and Short-Term Planning**

Code	Frequency	Percentage (%)	Code	Frequency	Percentage (%)
More useful for short term planning	13	30,23	Brand positioning is like gambling	1	2,33
It contributes to both planning	5	11,63	More effective in the brand journey	1	2,33
Used mostly in real time	5	11,63	More effective in the customer acquisition process	1	2,33
Trends can change suddenly	5	11,63	May vary based on industry	1	2,33
It can also be useful in long-term planning	2	4,65	There must be constantly up-to-date data	1	2,33
Foresight, forecast in long-term planning	2	4,65	Technically it doesn't matter, the difference is in depth	1	2,33
Historical data	1	2,33	data is only now being used in long-term planning	1	2,33



No data is available long term	1	2,33	Data gets old fast	1	2,33
Data is available according to both plans	1	2,33			

In Table 7, the code 'useful in short-term planning' (n=13, 30.23%) is seen as the most frequently mentioned code. The other most mentioned codes are 'it contributes to both planning' (n=5, 11.63%), 'it is more useful in real time' (n=5, 11.63%), 'it is useful in the long term. not (trends change suddenly)' (n=5, 11.63%). Some participants' opinions on the subject are as follows:

*'In other words, since research takes so long right now, first of all, a target audience is determined, those target audiences are found, they are persuaded to meet, the interviews are held, and then there is the analysis phase. It is decoded, looked at again, reported, etc. etc. In fact, this is a long process and these long processes are of course short-term, but they remain very long-term alternatives for us at the point where we urgently need to increase the sales of this product in the brand. In fact, in such cases, we prefer to do this; we want to go to the research companies we work with regularly and benefit from their already existing learning, that is, 'let's not do singular research, we have such a problem, what are you hearing? Is there anything we should pay attention to right now? Or was there a similar case? We are trying to get more to-the-point information from them, such as 'Is there anything you can tell us?' ... As I said, sometimes small surveys can be conducted in shorter periods or in which we can get short answers, but mostly, benefiting from their learning nourishes us more, so we can save the time of waiting for those results. In summary, it is better for us in short-term planning. We can say that big data is useful to increase sales and convince the consumer of the product or service.'* (K2)

*'In fact, it is mostly used in short-term, short-term communication studies during campaign periods. If they are going to do a new job or make a new investment or launch a new product, they use it for short-term jobs such as 15 days to 1.5 months, because the data they use is an up-to-date result and it also affects the current perception and the perception of the next site. They can't manage much; they need to be a little more up to date. Therefore, big data is advantageous in short plans where instant evaluations are more efficient.'* (K4)

*'The short-term effect is already obvious. Ultimately, there is an efficiency effect. Performance measurement is very easy. Therefore, in the short term, we did the right thing and we did the wrong thing. We did something wrong, let's change it immediately. Or what situation we are in terms of return investment is very comfortable. Now, in the long run, there is actually a situation like this. What we call long-term positioning is actually a prediction, a forecast. Positioning is a prediction of what the culture or consumer will transform into and what they will need. I actually see long-term positioning strategies as a bit of a gamble. In other words, there is a trend that is rising and the brand bets on that trend. He says, I'm putting this money into this bet and I'll invest enough for it, one day it will make sense. If big data offers us an opportunity to make a futuristic analysis, yes it does. Because you can see action. Then he should understand. But you should always know this. This could be an action analysis about the future. Therefore, it can be used to predict action, but it is never 100%.'* (K11)

*'In my opinion, almost no data is usable in the long term anymore. Big data is also included in this, of course. Here is what the data is. If it is a data like 'human life', if it is human life data, yes, this is like that in an instant, although it can also change suddenly due to a pandemic. In fact, you don't know what will happen to any insider, let alone a week later, so again, you say brands, do they care about data? Big data or something. Forget big data and even data, you say to it, 'Look, there is such a thing. Let's do something right away!' Until he understands and approves immediately, the data loses its meaning or the insight loses its meaning. This may be much faster in big data, but as I said, it varies depending on the data, so I think there is no answer to this, it depends on the type. For example, I will give the example of the pandemic. Again, because we are all experiencing it, consumption behaviors suddenly changed, there was a comeback, but it also had permanent aspects. But what happened? While pre-pandemic plans and sales targets were aimed at people's luxury expenses, we realized that people turned to cleaning products and started to live more minimally. Therefore, in this case, what planning can be talked about, what data can be talked about.'* (K6)

*'In general, you start by assuming the long term. The basic point in both sales and image communication is*

based on the basic strategy, so I cannot say that sales communication or the strategy for sales is different from the other. It is a situation that benefits both. The priority may be sales communication, but here I cannot say that the value of big data is different for sales or image. Because in big data, you actually find whatever you are looking for. I think the efficiency we are trying to get from big data is to be able to ask the right questions and move forward with the right depth. Don't stay in that rooftop area. Now, if the target is a purchasing-oriented business and has a priority target such as we aim to increase our sales at this rate, we will proceed by filtering the data on purchasing. I don't know, if it is a Migros data, what is a part of big data, it will be checked which products are in that Migros basket along with that product. Or purchasing frequencies will be examined or purchasing channels will be examined. The movements of the mover will be observed in those places. So, in that case, it will not deepen in Facebook or Instagram for that insight, but it will deepen in the fetch data and market data here. Purchase data will be chased. There may be such a difference. Otherwise, it has long-term benefits either way.' (K12)

### 5.7. Findings Regarding Predictions for the Future of Advertising Strategic Planning

Participants were asked to talk about their predictions about the future of advertising strategic planning focused on big data.

**Table 8. Findings Regarding Predictions for the Future of Advertising Strategic Planning within the Scope of Big Data**

Code	Frequency	Percentage (%)	Code	Frequency	Percentage (%)
More insights about the consumer will be available	5	10	Data will be accessed faster	1	2
New and more advanced big data tools will be available	4	8	Digitalization will increase further	1	2
Data companies and agencies will work closely	3	6	There will be internet of things products that can provide advanced and instant data.	1	2
People with knowledge of data will be more valuable	3	6	Everything will be more to the pinpoint	1	2
There will be much better crossover	2	4	Will be searched faster	1	2
Accelerating ways of doing business	2	4	Workloads will decrease	1	2
Existing employees will be expected to develop skills	2	4	Campaign engineering	1	2
Strategic planners will work integrated with data experts	2	4	Creative will be more successful	1	2
There will be an increase in data-based agencies	2	4	Machine learning will create more reliable personas	1	2
Domination over data will increase further	1	2	Creative will be prepared with machine learning	1	2
Agencies that are not data-driven will disappear	1	2	New environments like the Metaverse will emerge	1	2
Agencies will produce their own software	1	2	Automation programs will develop further	1	2
The value of analytical thinking will increase	1	2	There will be a downsizing in the sector	1	2
The analysis unit and the strategy unit will merge	1	2	Data experts will work in strategic planning	1	2
The number of working people will decrease	1	2	New business lines and departments may emerge	1	2
Larger audiences will be measured	1	2			

Looking at Table 8, the most frequently mentioned code by the participants was 'more insights about the consumer can be obtained' (n=5, 10%). Apart from this, the most frequently expressed codes are 'new and more advanced big data tools will be available' (n=4, 8%), 'artificial intelligence-supported projects will increase' (n=3, 6%), 'data companies and agencies will be more active. "will work closely" (n=3, 6%), "people who are knowledgeable about data will be more valuable" (n=3, 6%). Some participants' opinions on the subject are as follows:

*'First of all, my prediction is the people we will have the chance to know more. In other words, big data will give us the opportunity to divide the data we have into lower segments. And of course, tools will improve. New ones will be added. So, I think this will allow us to have a better command of the data. Apart from this, there will definitely be data specialist work in the strategic planning department.'* (K7)

*'Especially after the pandemic, digital data has become much more important. As NFTs become Metaverses, people started to create virtual worlds outside their own profiles and become visible in these virtual worlds. Brands should now capture their target audiences through these channels and invest in these areas, because in the future, artificial intelligence-supported projects will become much more widespread, without the need for manpower, perhaps even advertising agencies. We will live and see.'* (K14)

*'My view on this is that agencies and data companies will work closely in the future. As I say today, based on Türkiye, data sovereignty does not belong to the agencies. Therefore, for this dominance or successful work, they will of course need more data companies. Another thing that can be said is that if big data tools develop this much and artificial intelligence advances further, the number of employees will decrease in the sector.'* (K15)

*'A new medium emerges every day, so each tool needs to improve itself a little more. Current tools are not very good at categorizing data. However, I think that in the future there will be tools that will categorize the data very well and perform the cross-over process better.'* (K8)

*'My biggest thing is broadcasting, that is, with the development of the internet thing, Web3.0's and subsequent broadcasting developments, I think we will move towards a different world as broadcasting enters more into business processes in our category. Never because what we do is to touch people. I can share my assumption and hypothesis. I don't think we will be at a point where you enter the data into the machine and it comes up with a strategy for you. Because we are doing something human-oriented, emotion-oriented, but I think we will use it to a much greater extent in methods such as ensuring that what is called big data is digested, tested, used and come to some hypotheses, that is, we will use more AI to protest that big data. Frankly, I think it can and will happen.'* (K9)

The last title of the study is the conclusion section. The data included in the findings heading were discussed and interpreted in the conclusion section and suggestions were tried to be put forward in this direction.

## Conclusion

In this research, to explore the opinions of experts working in strategic planning in advertising agencies on the role of big data in advertising strategic planning; Thus, the transformations in strategic planning, the contributions of big data to the strategic planning decision-making process, the importance of traditional research methods within the scope of big data, the expectations of those interested in big data from strategic planners, the contributions of big data in extracting consumer insight, the use of big data in long and short-term planning and the importance of advertising strategic planning. By presenting predictions about the future together with the comments of experts, it was investigated how advertising agencies in Turkey benefit from big data in their strategic planning processes. In this direction, as a qualitative research method in the study; Content analysis was applied to the data obtained through online interviews. The findings obtained as a result of the analysis were evaluated and their contribution to advertising strategic planning was tried to be revealed.

One point investigated in the study was about the transformations in advertising strategic planning through big data. The findings show that strategic planning in advertising has undergone a transformation with big data. It has been concluded that

generating ideas, creating strategies, making determinations, creating campaigns, and making analyzes are all based on data. In this context, it can be said that data is taken to the center at every stage, from the creation of strategic planning to its implementation. In addition, it has been concluded that strategic planning uses big data technologies and techniques that change the way of doing business. With this information, it can be said that strategic planning departments adopt new technologies and try to adapt to changes. Rogers (2003) and Forbes Insights (2013) revealed in their studies that advertising agencies were early adopters of big data applications. It seems that this information coincides with the conclusion drawn from the findings of the current study.

Another result obtained from the study is related to the strategic planning decision-making process of big data. Big data to strategic planning; It has been determined that it contributes to data-oriented decision-making, helping to make effective and accurate decisions, making instant and fast decisions, and making decisions according to the big picture. In line with this information, it has been concluded that advertising agencies make decision-making processes based on data and produce positive results. It is seen that the same results were encountered in the studies conducted by Duan et al. (2019) and Ross et al. (2013). In addition, different results emerged in the study, such as data and intuitive decision should overlap and decision making continues with gut feeling. In the study of Horst and Duboff (2015), it was found that intuitive decisions and big data should be used together. Therefore, the other conclusion is that the human factor should not be ignored in data-based decision-making or in the managed decision-making process.

Another point explored in the study is about how there is a change in the importance of traditional methods in strategic planning with the inclusion of big data in research. Considering the findings, it was concluded that traditional research methods, especially qualitative methods, still maintain their importance. The reason why traditional research maintains its importance is that big data covers the whole and does not allow in-depth questioning. Mallinger (2015)'s opinion that qualitative methods provide more detailed information coincides with the results of this study. Another conclusion is that traditional methods and big data should be used together. Feng et al. (2019) reached a similar conclusion and stated that combining big data and qualitative methods increases the rigor of the research. To summarize, it is possible for traditional research and big data research to be more effective and successful as long as they are used together. Because while preparing strategic planning, qualitative methods and details; It is possible to reveal the general picture with big data. Therefore, it can be said that big data-oriented research and traditional research are two different types of research that complement and complement each other.

Undoubtedly, one of the most important contributions to creating successful advertising strategic planning is strategic planning experts with big data skills. For this reason, it has been tried to reveal what kind of expectations there are from strategic planners with the inclusion of big data in strategic planning. Features expected from strategic planners with big data; the main features and skills are being able to read and interpret data, think analytically, make sense of data and use big data tools. In their study, Prabhu (2022) and Gibson (2018) mentioned that planners should improve their skills regarding big data. At the same time, in line with the findings obtained, it was concluded that communication faculties should include this subject in their curricula in order for students to develop big data skills. Katz et al. (2014), McLeod et al. (2017), Childers et al. (2018) obtained similar results as this study and emphasized the need for it to be included in the curriculum. In summary, an important element of creating and implementing a successful data-based strategic planning depends on experts using big data professionally and rationally.

Strategic planners take into account the 'insight extracted' when creating the strategies and plans of the advertising campaign they will carry out. Therefore, it can be said that extracting the right insight is an important part of effective strategic planning. In this context, it was tried to determine the contributions of big data used in advertising strategic planning studies to extract insight. The study shows that the most important contribution of big data is to help extract the right insight. This conclusion is supported by the study conducted by Haley et al. (2014) that it is possible to extract unique insights with big data. Other contributions of big data in generating insights are understanding consumers better, being able to divide consumers into small segments, and getting to know the consumer. In this context, it can be stated that big data helps reveal the correct insights and supports the creation of the campaign based on these insights. In addition, big data was approached critically by a small number of participants in extracting insight. Big data has been criticized as being weak in generating insight, staying at the detection level, and not offering emotional insight. For accurate insight, strategic planners need to understand what people think, what they feel, and how they behave. In this context, it can be concluded that not only data but also emotional intelligence is needed for insight. In the studies of Fazekas (2016) and Childers et al. (2018), it is emphasized that the insights coming from human interaction are important, and this coincides with the mentioned result.

Another point to be determined in the study is in which planning big data is more effective in short or long-term advertising strategic planning. When the findings were examined, it was concluded that big data is mostly useful in short-term planning. While reaching this conclusion, it has been revealed that data is more effective in short-term planning, especially because it provides historical information, gets out of date in a short time, and instantaneous changes in trends. These are similar to the conclusion of the studies conducted by Fulgoni (2013) and Charles (2012) that big data has a positive contribution to short-term business. Another noteworthy result obtained from the study is that it takes a critical look at how useful the data will be in long- or short-term planning, as trends change suddenly. It has been observed that instant reactions were shown and consumers' purchasing behavior changed, especially due to the pandemic. In line with this information, it has been concluded that planning can be carried out more healthily by taking into account extraordinary situations such as the pandemic and by making improvements in existing strategic plans according to changing conditions in line with the data obtained.

Another point mentioned in the study was the predictions about the future of strategic planning with the development of big data technologies. According to the findings, big data will allow revealing more wrinkles that will provide more information about consumers. In the studies of Malthouse and Li (2017), it was concluded that the consumer will be more knowable. At the same time, advertising agencies will have new and advanced big data tools that will significantly contribute to strategic planning. It has been concluded that artificial intelligence-supported campaigns will increase in the future. Liao (2017)'s statement that artificial intelligence technologies will have an important place in the advertising industry supports the result of this study. Another result is that data companies and agencies; Strategic planners and data analysts will work in closer contact. In addition, considering that the participants in the study are aware of big data technology and have a big data-oriented vision in this direction, it is concluded that big data will not only direct the current strategic planning, but will also shape the future of the business and the experts of the business.

In this study, the role of big data in advertising-oriented strategic planning is revealed with a broad literature perspective and the results of this study. Therefore, it seems that big data makes significant contributions to strategic planning. All findings of the research enable agencies to survive in this period when competition is increasing and technological developments are accelerating, to respond correctly to customer demands, to gain an advantage in competition, to obtain new market opportunities, to develop new products and services, to create deeper insights, to provide personalized and targeted services. Campaign production has shown that big data should be included in strategic planning in order to make real-time analysis and make better decisions. In summary, big data offers new possibilities and advantages to illustrate the planning that will provide a holistic view of the advertising campaign and to improve the strategic perspective of the campaign. In this context, it is possible to say that strategic planning and planners in advertising will change towards a more data-centered approach.

Some suggestions are presented along with the results of this study and literature reviews:

- a) In order to get the most benefit from big data, all units in the advertising agency must be included in the big data system. Therefore, the use of big data technologies and a data-driven system should cover the entire agency.
- b) In order to obtain high quality data and useful outputs from this data, existing planners should be trained on big data and their competencies should be increased.
- c) There is no 'big data' for strategic planning, there is only 'correct data'. Accurate data helps develop effective advertising strategies and campaigns. Therefore, it can be recommended that strategic planning units work in coordination with data experts to extract accurate and meaningful data.
- d) It is possible for big data technologies to change rapidly every day. For this reason, strategic planners need to regularly follow the developments and changes in big data and adapt the innovations to the strategic planning unit.
- e) In order to train qualified and equipped strategic planners, courses on big data technologies should be included in the curriculum of communication faculties.
- f) To produce successful campaigns, data should be used in a balanced manner, taking into account the human factor and avoiding excessive statistical data.
- g) We can say that the most important stage of strategic planning is research. Because all other stages are carried out in line with the data obtained at this stage. Therefore, big data research methods and qualitative research methods should be used together in the research process. Thus, the obtained data can be verified with double-sided control.
- h) Agencies should have a flexible planning approach that is improved in line with current data rather than a rigid and prescriptive planning.

Up to the present, it has been observed that the impact or role of big data on strategic planning within the framework of advertising agencies has not been examined much by the academic literature. It is thought that this study will make significant contributions to the literature, as there is not much research in the literature on the role of big data in advertising strategic planning. It can be said that scientifically important data has been obtained about the current status and functioning of big data in terms of strategic planning within the scope of advertising agencies in Turkey. Therefore, this study can support both academic and sector-oriented studies.

The results obtained from the study were evaluated within the scope of the agencies included in the sample. Because, as with any study, there are some limitations in this study. Since statistical generalizability was not the aim of this study, the study did not provide any conclusions regarding statistical generalizability. In this study, since the results of the study were evaluated within the framework of limited time, budget, small sample and obtained data, it is possible to obtain more generalizable results with more data, time and budget. Therefore, it may be possible to investigate this issue with a larger sample size in other studies. Therefore, it may be possible to conduct a quantitative study focusing on more agencies.

## References

- Akbulut, G. (2020). *Reklamcılık Sektöründe Stratejik Planlama Süreci ve Örgütler Açısından Önemi*. (Published Master's Thesis), Bahçeşehir University Institute of Social Sciences, İstanbul.
- Aksoy, A. (2005). *Yeni Reklamcılık*. İstanbul: İstanbul Bilgi Üniversitesi Yayınları.
- Aksoy, F. (2023). *Reklam Stratejik Planlamasında Büyük Verinin Rolü: Reklam Ajansları Örneği*. (Published PhD Thesis), Atatürk University Institute of Social Sciences, Erzurum.
- American Marketing Association (2020). *Advertising*. (2020). Retrieved from <https://www.ama.org/topics/advertising/> [Access Date: 18.11.2020].
- Amirak, B. (2020). *Reklamda Stratejik Planlamanın Yaratıcı Süreçteki Rolü: "Stratejik Planlama-Yaratıcı Süreç İlişkisi Üzerine Bir İnceleme"*. (Published PhD Thesis), Ege University Institute of Social Sciences, İzmir.
- Ansoff, H. I., Kipley, D., Lewis, A. O., Helm Stevens, R. & Ansoff, R. (2009). *Implanting Strategic Management* (3th Ed.). Switzerlve: Palgrave Macmillan.
- Artık Güç Tüketicide (2015, 27 Mayıs). Retrieved From <https://www.hurriyet.com.tr/ekonomi/artik-guc-tuketicide-29124805>. [Access Date: 05.03.2023].
- Aslan, Ş. E. (2008). *Stratejik Planlama Kavramı ve Reklam Ajanslarında Kullanımı: Türkiye'deki Reklam Ajanslarında Çalışan Stratejik Planlama Uzmanları ve Stratejik Planlamanın Uygulanışı Üzerine Bir Araştırma*. (Published Master Thesis), Selçuk University Institute of Social Sciences, Konya.
- Aslan, Ş. E. & Sicimoğlu, H. (2023). "Reklamda Stratejik Planlama ve Kökenleri". Emre Ş. Aslan (Ed.), *Reklamda Strateji* (ss.21-46). Konya: Neu Press.
- Baskin, M. and Pickton, D. (2003). "Account Planning – from Genesis to Revelation". *Marketing Intelligence and Planning*, 21 (7), 416-424.
- Beede, P. (2019). "Tracing the evolution of advertising account planning". *Journal of Historical Research in Marketing*, 12(3), 285–303.
- Belch, G. E. ve Belch, M. A. (2003). *Advertising ve Promotion: An Integrated Marketing Communications Perspective* (6th Ed.). US: The McGraw–Hill Companies.
- Berman, J. J. (2013). *Principles of Big Data*. USA: Morgan Kaufmann.
- Bical, A. & Çıragöz, Ö. (2023). "Stratejik Planlamaya Giden Yol: Nitel ve Nicel Araştırma". Emre Ş. Aslan (Ed.), *Reklamda Strateji* (ss.21-46). Konya: Neu Press.
- Celik, S. (2017). "Büyük Veri Teknolojilerinin İşletmeler İçin Önemi". *SSS Journal*, 3 (6), 873-883.

- Charles, N. (2012). *Real-Time Planning: Track the Data on the Dashboard*. Retrieved from <https://www.warc.com/content/paywall/article/real-time-planning-track-the-data-on-the-dashboard/en-GB/95976?> (Access Date: 30.08.2021).
- Cheng, X., Fang, L., Yang, L. & Cui, S. (2018). *Mobile Big Data*. Switzerlve: Springer.
- Childers, C. C., Haley, E. & McMillan, S. (2018). Achieving Strategic Digital Integration: Views from Experienced New York City Advertising Agency Professionals. *Journal of Current Issues ve Research in Advertising*, 39 (3), 244-265.
- Cole, F. L. (1988). Content Analysis. *Clinical Nurse Specialist*, 2(1), 53–57.
- Davenport, T. (2014). *Big Data @Work*. (Trans. Çavdar, M). İstanbul: THY Pub.
- Duan, Y., Edwards, J. S. & Dwivedi, Y. K. (2019). Artificial Intelligence for Decision Making in The Era of Big Data – Evolution, Challenges and Research Agenda. *International Journal of Information Management*, 48, 63–71.
- Elden, M. (2018). *Reklam ve Reklamcılık*. İstanbul: Say Pub.
- Erevelles, S., Fukawa, N. & Swayne, L. (2016). Big Data Consumer Analytics and the Transformation of Marketing, *Journal of Business Research*. 69(2), 897–904.
- Fazekas, D. (2016). *When Will Machines Start Winning: Where Articial Intelligence Needs to Get to Match Human Analysis*. Retrieved from <https://ana.esomar.org/documents/when-will-machines-start-winning--8930>. [Access Date: 04.02.2023]
- Feng, Y., van Noort, G., Chen, H. & Yang, J. (2019). Methodological Implications of Big Data for Social Media Advertising Research. *2019 American Academy of Advertising Conference Proceedings*, (p. 1-3), 1 January, Texas: USA.
- Fleckenstein, M. & Fellows, L. (2018). *Modern Data Strategy*. Switzerlve: Springer.
- Forbes Insights (2013). The Big Potential of Big Data: A Field Guide for CMOs. Retrieved from [https://images.forbes.com/forbesinsights/StudyPDFs/RocketFuel\\_BigData\\_REPORT.pdf](https://images.forbes.com/forbesinsights/StudyPDFs/RocketFuel_BigData_REPORT.pdf). [Access Date: 10.02.2023].
- Fulgoni, G. (2013). Big Data: Friend or Foe of Digital Advertising?. *Journal of Advertising Research*, 53(4), 372–376.
- Gibson, S. (2018). *Advertising planning in the Age of Big Data. An Exploratory Study*. (Published Master's Thesis). Queenslve University of Technology, School of Advertising, Marketing and Public Relations QUT Business School: Australia.
- Gregory, A. (2010). *Planning and Managing: Public Relations Campaigns (3th Ed.)*. London: CIPR.
- Güzel, İ. (2022). *Türkiye, Günün 8 Saatini İnternette Geçiriyor*. Retrieved from <https://www.trthaber.com/haber/bilim-teknoloji/turkiye-gunun-8-saatini-internette-geciriyor-649225.html>. [Access Date: 03.03.2023].
- Haley, E., Taylor, R. & Morrison, M. (2014). How Advertising Creatives Define Excellent Planning. *Journal of Current Issues ve Research in Advertising*, 35(2), 167–189.
- Harvey, C. (2018). *Big Data Pros ve Cons*. Retrieved from <https://www.datamation.com/big-data/big-data-pros-ve-cons/>. [Access Date: 03.09.2021].
- Herand, D. ve Işık, M. (2019). *Adım Adım Big Data ve Uygulamaları*. İstanbul: Pusula.
- Horst, P. & Duboff, R. (2015). *Don't Let Big Data Bury Your Brve*. Retrieved from <https://hbr.org/2015/11/dont-let-big-data-bury-your-brve> [Access Date: 09.02.2023].
- Hsieh, H. F. & Shannon, S.E. (2005). Three Approaches to Qualitative Content Analysis. *Qualitative Health Research*, 15(9), 1277-1288.
- Hussein, A. (2020). How Many Old and New Big Data V's Characteristics, Processing Technology, ve Applications (BD1). *IJAEM*, 9 (9), 15-27.
- Kaser, K. (2013). *Advertising and Sales Promotion*. USA: Cengage Learning.
- Katz, H., Kleban, Y. & Sundaram, H. (2014). Computational Advertising and Big Data: Implications for Education. *2014 American Academy of Advertising Conference Proceedings*, (p. 1-4), 1 March, Atlanta: USA.

- Konya, O. (2020). *Büyük Veri ile Reklamda Yaşanan Dijital Dönüşüm ve Tüketicilere Yansımaları*. (Published Master's Thesis). Marmara University Institute of Social Sciences, İstanbul.
- Kruger, M. (2005). "What Really is Strategic Process?". Steven W. Floyd, Johan Roos, Claus D. Jacobs and Franz W. Kellermanns (Eds.), *Innovating Strategy Process* (pp. 165-175). USA: Blackwell Pub.
- LeCompte, M. D. and Goetz, J. P. (1982). Problems of Reliability and Validity in Ethnographic Research. *Review of Educational Research*, 52 (1), 31-60.
- Lee, M. & Johnson, C. (2005). *Principles of Advertising: A Global Perspective* (2th Ed.). Canada: Routledge.
- Liao, B. (2017). Optimization and Reconstruction: Research on the Development of China's Smart Advertising Industry. *Contemporary Communications*, 7, 97–101.
- McKinsey Global Institute (2011). *Big Data: The Next Frontier for Innovation, Competition, Ve Productivity*. Retrieved from <https://www.mckinsey.com/capabilities/mckinsey-digital/our-insights/big-data-the-next-frontier-for-innovation>. [Access Date: 10.07.2021].
- Mallinger, M. (2015). 'Big Data Decision Making', Graziadio. *Business Review*, 18 (2), 1-6.
- Malthouse, E.C. & Li, H. (2017). Opportunities for ve Pitfalls of Using Big Data in Advertising Research. *Journal of Advertising*, 46 (2), 227-235.
- Marr, B. (2015). *A Brief history of Big Data Everyone Should Read*. Retrieved from <https://www.weforum.org/agenda/2015/02/a-brief-history-of-big-data-everyone-should-read/>. [Access Date: 6.06.2021].
- Marr, B. (2016). *Key Business Analytics*. UK: Pearson.
- Marr, B. (2019). *Büyük Veri İş Başında*. (Çev. Gündüz, B.). İstanbul: MediaCat.
- McLeod, A. J., Bliemel, M. & Jones, N. (2017). Examining the Adoption of Big Data ve Analytics Curriculum. *Business Process Management Journal*, 23(3), 506-517.
- Moriarty, S., Mitchell, N., Wood, C. & Wells, W. (2019). *Advertising ve IMC Principles ve Practice* (11th Edition). New York: Pearson.
- Ohlhorst, F. (2013). *Big Data Analytics: Turning Big Data into Big Money*. New Jersey: John Wiley ve Sons Inc.
- Palmer, M. (2006). *Data is the New Oil*. Retrieved from [https://ana.blogs.com/maestros/2006/11/data\\_is\\_the\\_new.html](https://ana.blogs.com/maestros/2006/11/data_is_the_new.html). [Access Date: 05.09.2021].
- Panimalar, A., Shree, V. & Kathrine, V. (2017). "The 17 V's of Big Data". *IRJET*, 4 (9), 329-333.
- Patton, M. Q. (2015). *Qualitative Research and Evaluation Methods* (4th). New Delhi: Sage.
- Padamkar, P. (2021). Is Big Data a Database?. Retrieved from <https://www.educba.com/is-big-data-a-database/>. [Access Date: 25.09.2021].
- Polat, H. ve Derya Ö. (2020). Çoklu Medyada Ayak İzlerini Sürmek: Büyük Veri ve Yönetimi. In D. Öcal ve H. Polat (Eds.), *Dijital Reklamcılık* (pp. 99-130). Ankara: Nobel Pub.
- Prabhu, A. (2022). Future Of Strategy 2022: *Mediacom's Anush Prabhu on The Evolution of Strategy in Media, and What Strategists Need to Do Next*. Retrieved from [https://www.warc.com/newsveopinion/opinion/Future\\_of\\_Strategy\\_2022\\_Mediacoms\\_Anush\\_Prabhu\\_on\\_the\\_evoluti\\_on\\_of\\_strategy\\_in\\_media\\_ve\\_what\\_strategists\\_need\\_to\\_do\\_next/5863](https://www.warc.com/newsveopinion/opinion/Future_of_Strategy_2022_Mediacoms_Anush_Prabhu_on_the_evoluti_on_of_strategy_in_media_ve_what_strategists_need_to_do_next/5863). [Access Date: 20.02.2023].
- Regina Chen, Y. (2015). *Effective Government Affairs in An Era of Marketization: Strategic Issues Management, Business Lobbying, and Relationship Management by Multinational Corporations in China*. (Published PhD Thesis). College Park: Faculty of the Graduate School of the University of Maryland.
- Rogers, E. M. (2003). *Diffusion of Innovations* (5th). NY: Free Press.
- Ross, J. W., Beath, C. M. & Quaadgras, A. (2013). You May Not Need Big Data After All. *Harvard Business Review*, 91, 1-9.



- Sathi, A. (2012). *Big Data Analytics: Disruptive Technologies for Changing the Game*. USA: MC Press.
- Schreier, M. (2012). *Qualitative Content Analysis in Practice*. Thousand Oaks, CA: Sage.
- Shafer, T. (2017). *The 42 V's of Big Data ve Data Science*. Retrieved from <https://www.elderresearch.com/blog/the-42-vs-of-big-data-ve-data-science/>. [Access Date: 29.08.2021].
- Sığırı, Ü. (2018). *Nitel Araştırma Yöntemleri*. İstanbul: Beta Pub.
- Small, M. (2014). "Securing Big Data". *The Chartered Institute for IT (Ed.), Big Data: Opportunities and Challenges* (pp. 29-32). UK: BCS.
- Smith, P. R. and Zook, Z. (2011). *Marketing Communications: Integrating Offline and Online with Social Media* (5th Ed.). UK: Kogane Page.
- Sümer, T. & Elden, M. (2016). *Reklamcılık: Kavramlar, Kararlar, Kurumlar* (16<sup>th</sup> Edition). İstanbul: İletişim.
- Türkal, İ. (2020). *Halkla İlişkiler ve Stratejik Dönüşüm*. Konya: Eğitim Pub.
- Vapulus (2019). *Advantages and Disadvantages of Big Data*. Retrieved from <https://www.vapulus.com/en/advantages-ve-disadvantages-of-big-data/>. [Access Date: 03.09.2021].
- Vera-Baquero, A., Colomo-Palacios, R., and Molloy, O. (2013). Business Process Analytics Using a Big Data Approach. *IT Professional*, 15(6), 29–35.
- Yıldırım, A. & Şimşek, H. (2016). *Sosyal Bilimlerde Nitel Araştırma Yöntemleri* (10. Baskı). Ankara: Seçkin Yayıncılık.
- Yuvayana (2020). *What is Big data: Advantages and Disadvantages of Big Data*. Retrieved from <https://er.yuvayana.org/what-is-big-data-advantages-ve-disadvantages-of-big-data/>. [Access Date: 03.09.2021].
- Zamorano De San Martin, G. (2021). *Dijital Reklamcılıkta Büyük Veri ve Algoritmaların Kullanımı*. (Published Master's Thesis). İstanbul Bilgi University Institute of Social Sciences, İstanbul
- Zhang, Y. & Wildemuth, B. M. (2009). Qualitative Analysis of Content. In B. M. Wildemuth (Ed.), *Applications of Social Research Methods to Questions in Information ve Library Science* (pp. 1-12). Libraries Unlimited.
- Wang, L. (2017). "Heterogeneous Data and Big Data Analytics". *Automatic Control and Information Sciences*, 3 (1), 8-15.