

**Hubert Attom**

## **Marketing Performance Management:**

**The significance and nature of marketing performance management tools in Bahrain's financial services industry**



## **Abstract**

Marketing accountability and measuring marketing performance are important issues today as marketers in most developed countries are being asked to account for the money they spend on marketing activities. Consequently it is important to improve marketing performance in organizations. This dissertation describes a study by the author on the significance and nature of marketing performance management (MPM) tools in Bahrain's financial services firms. An exploratory framework was employed to investigate MPM tools, systems and skills in Bahrain's financial services companies. The objective was to establish the extent to which MPM was understood and practiced in the industry and to explore the contextual and explanatory factors perceived to underlie the problem. A mixed method sequential explanatory design consisting of a quantitative phase followed by a qualitative phase was employed. In the quantitative phase, data was obtained from a selected number of marketing executives using a survey method. The results were analyzed to test the significance of MPM understanding and practice in the industry. In the follow-up qualitative phase, semi-structured interviews were conducted to obtain data from a selected smaller number of the same marketing executives who participated in the survey. The findings from the quantitative phase identified several factors which needed further exploration and the qualitative analysis revealed how some of these factors were perceived to cause the relatively weak development of MPM initiatives in Bahrain's financial services firms. The findings provided strong evidence to conclude that there were reasons for the need of MPM systems, tools, and skills in Bahrain's financial services companies to help manage and improve marketing performance. The study provides valuable insights to the marketing leaders, as well as, several recommendations for the marketing executives of the industry to help improve marketing performance management.