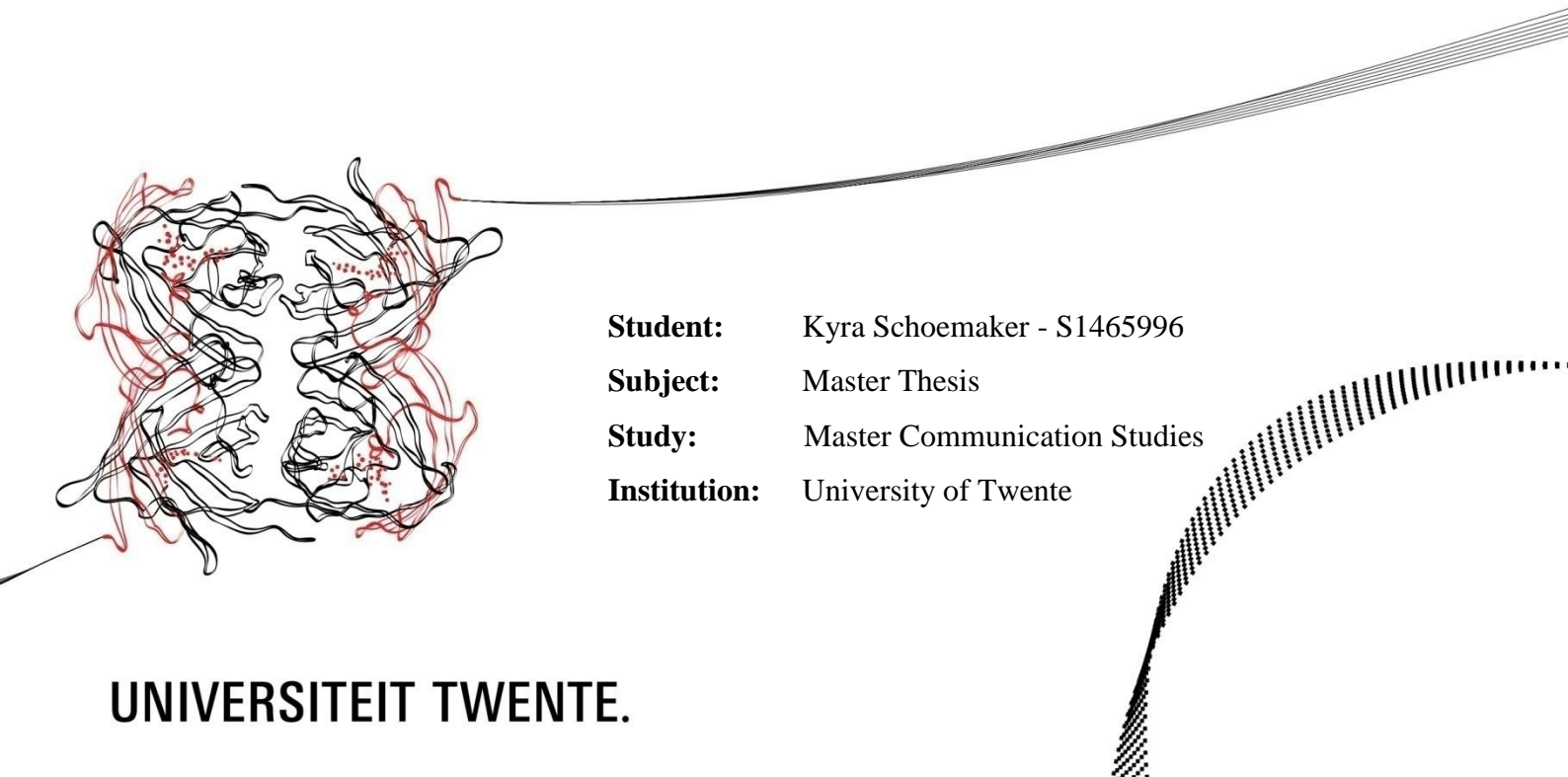
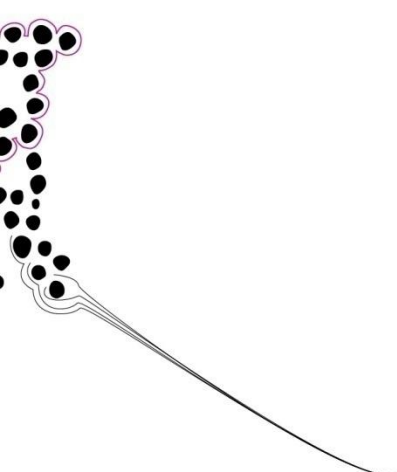
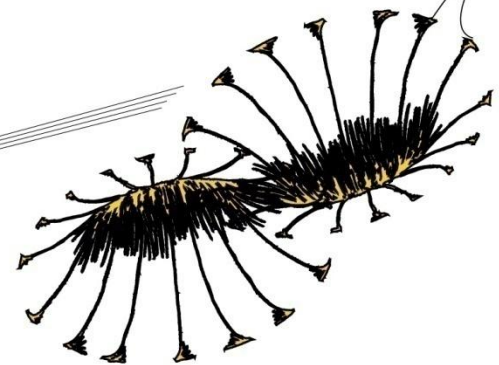
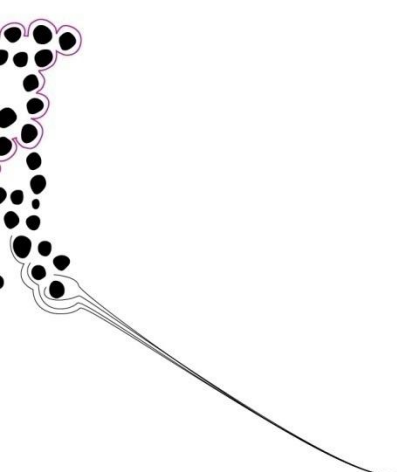




MASTER THESIS - RESEARCH ARTICLE

The reciprocity between occupational identity of
Online Marketers and technologies: A qualitative
study at an e-commerce firm



Student: Kyra Schoemaker - S1465996
Subject: Master Thesis
Study: Master Communication Studies
Institution: University of Twente

**THE RECIPROCITY BETWEEN OCCUPATIONAL IDENTITY OF ONLINE
MARKETERS AND TECHNOLOGIES: A QUALITATIVE STUDY AT AN E-
COMMERCE FIRM**

Name student: Kyra Schoemaker
Student number: S1465996
Date: March 2015

Study: Master Communication Studies
Master Thesis

First supervisor: Dr. M. van Vuuren
Second supervisor: S. Janssen, MSc

Faculty: Faculty of Behavioral Sciences
Institution: University of Twente

Samenvatting

Doel - Het doel van deze studie is om de wisselwerking tussen de beroepsmatige identiteit van Online Marketers, werkzaam bij een e-commerce bureau, en technologieën te begrijpen. Tot op heden is bekend dat technologieën ervoor zorgen dat beroepsmatige identiteit continu ontwikkeld, maar de echte wisselwerking heeft weinig aandacht gekregen in de academische wereld. Bij deze wisselwerking gaat het om de invloed van de beroepsmatige identiteit van Online Marketers op (het gebruik van) technologieën, en andersom.

Originaliteit - Hoewel veel studies aantonen dat technologieën een beroep beïnvloeden op verschillende manieren, is er tot nog toe weinig bekend over de wisselwerking tussen de beroepsmatige identiteit van Online Marketers en technologieën. Deze studie draagt bij aan wat reeds is onderzocht door inzicht te geven in de invloed van beroepsmatige identiteit op technologieën en andersom. Bovendien is deze studie uniek door zijn context, welke bestaat uit Online Marketeers werkzaam bij een e-commerce bureau en technologieën, want er bestaat vrijwel geen andere studie met eenzelfde context.

Onderzoeksmethodologie - Deze studie is uitgevoerd door het afnemen van interviews bij vijftien Online Marketeers, werkzaam bij een e-commerce bureau gevestigd in Zwolle (Nederland). Onderwerpen die tijdens deze interviews aan bod zijn gekomen zijn: wie zijn Online Marketeers, wat doen Online Marketeers en wat is de rol van technologieën in het uitoefenen van dit beroep. Ten slotte kwam ook het onderwerp opinieleiders aan bod.

Resultaten - De resultaten van deze studie tonen aan dat de beroepsmatige identiteit van Online Marketeers invloed heeft op het gebruik van technologieën. De beslissing om een bepaalde technologie te gebruiken wordt over het algemeen gebaseerd op het werk dat Online Marketeers (moeten) uitvoeren. De te gebruiken technologie dient bij te dragen aan de efficiënte uitvoering van het werk van Online Marketeers. Op hun beurt bepalen technologieën - in bepaalde mate - wat Online Marketeers (kunnen) doen, want technologieën bieden nu eenmaal niet alles om het werk van Online Marketeers uit te kunnen voeren. Eigenlijk verschaffen technologieën Online Marketeers de mogelijkheden om hun beroep uit te kunnen oefenen. Een hele belangrijke bedreiging hierbij is dat technologieën in de toekomst de overhand krijgen en het werk kunnen overnemen, zonder dat Online Marketeers daar zelf controle over hebben. De overname van technologieën wordt dan ook gevreesd door (enkele) Online Marketeers.

THE RECIPROCITY BETWEEN OCCUPATIONAL IDENTITY OF ONLINE MARKETERS AND TECHNOLOGIES: A QUALITATIVE STUDY AT AN E-COMMERCE FIRM

Purpose - The purpose of this study is to understand how the reciprocity between Online Marketers' occupational identity and technologies works. Previous research found that technologies ensure the continuous development of occupational identity, but the reciprocity between these variables has remained under theorized. The reciprocity involves the influence of occupational identity of Online Marketers on (the use of) technologies, and vice versa.

Originality - Although many studies have found that technologies may influence work practices, little is known about the reciprocity between occupational identity and technologies. This study contributes to what is already investigated by academic research by providing insight in the influence of occupational identity on technologies and vice versa. Additionally, this study is unique in its context consisting of Online Marketers, working at an e-commerce firm, and technologies, because a study with such a context does not exist yet.

Methodology - This study was conducted by interviewing fifteen Online Marketers, who were working at an e-commerce firm located in Zwolle. Topics that were discussed during the interviews were: Who are Online Marketers, what do Online Marketers do and what is the role of technology in practicing this occupation. Finally, the subject of opinion leaders was discussed.

Findings - The results of this study show that Online Marketers' occupational identity influences the use of technologies; based on the work to be performed by Online Marketers, the decision to use a certain technology is made. The technology to be used has to contribute to the efficient execution of Online Marketers' work. In turn, technologies determine - to some extent - what Online Marketers can(not) do, because technologies do not always dispose all useful features to perform Online Marketers' work. Actually, technologies afford Online Marketers to perform their occupation. Here, a very important threat is that technologies prevail and that these could take over Online Marketers' work. That is why the acquisition of technologies is feared by (some) Online Marketers.

1. Introduction

The Internet is continually evolving (Leiner, 1994) and that has caused the change of focus from offline channels and physical stores to online channels and web shops; Online Marketing has become more important for organizations in each field of work. The amount of

money spent on Online Marketing annually increases (e.g., Heim & Peng, 2010) and the demand for Online Marketers has increased dramatically. These facts imply that Online Marketing becomes more and more important for organizations. Additionally, it is already proven that Online Marketing has a very important role (e.g., Valos, Ewing & Powel, 2010), and that Online Marketers contribute to the success of other organizations by performing their occupation. Also, many technologies have been developed which made it possible to apply Online Marketing in almost all branches, in order to monitor, improve, and control organizational processes through the supply chain (Heim & Peng, 2010). These mentioned developments have forced organizations to adopt Online Marketing practices successfully.

Despite the widespread adoption of technologies, the reciprocity between occupational identity - the overlap between 'who we are' and 'what we do' - and technologies has received little attention in academic research (e.g., Devaraj, Krajewski, & Wei, 2007; Nelson & Irwin, 2014). Many studies have found that technologies - to some extent - influence (occupational) identity. For example, Leonardi (2007) suggests that technologies provide certain occupations with new and different kinds of information, which, in turn, shape the identity of an occupation. Another example comes from Heim and Peng (2010); they found that the use of information technologies influences work practices and work performances. Consistent to these findings, Nelson and Irwin (2014) found that "an occupational identity can interact with a new technology" (p. 916). Although it is clear that technologies influence occupational identity, less is known about how occupational identity and technologies influence each other. Additionally, most studies about occupational identity and technologies have focused on existing occupations adjusted by technologies or on new occupations arisen from technologies. For example, Nelson and Irwin (2014) found that occupational identity of librarians changed over time by shaping both librarians' interpretations of the technologies and the activities in which they engaged. An example of a new occupation caused by the advent of technologies is the occupation of Information Technology Consultants, who are employees of professional service organizations (Wallgren & Hanse, 2011).

Contrary to the examples given, Online Marketers' occupation is located on a cross section. Technologies play a very important role for Online Marketers. On the one hand, technologies afford Online Marketers' occupation to exist and to perform their occupation; without the development of technologies the occupation would not exist. On the other hand, technologies may be considered as a threat. When certain technologies will be developed that could take over Online Marketers' duties, the occupation of Online Marketers is no longer necessary.

Therefore, the purpose of this study is to understand how occupational identity of Online Marketers influences the use of technologies, and vice versa. The research question of this study is: ‘How does the reciprocity between occupational identity of Online Marketers, working at an e-commerce firm, and technologies work?’ This study contributes to what is already investigated by empirical research, because the reciprocity between occupational identity and technologies has remained under theorized. Additionally, the context of this study differs from the context of most studies; the occupation of Online Marketers mainly depends on technologies, because without technologies it would be impossible to perform the occupation of Online Marketers.

2. Literature review

As mentioned, the main research question of this study is: ‘How does the reciprocity between occupational identity of Online Marketers, working at an e-commerce firm, and technologies work?’ Before this research question can be answered, it is necessary to define the important variables of this study. That is why in this literature review the theoretical perspective and variables of the present study are introduced. At first, occupational identity will be clarified. Second, the variable ‘technologies’ is described and after that, the theoretical perspective on the reciprocity between occupational identity and technologies is explained. The last part of this section describes the context of this study.

2.1 Occupational identity

Each occupation is associated with identity. According to Nach and Leujeune (2010), identity is “the set of meanings that define who one is as a person, as a role occupant or as a group member” (p. 619). Theorists understand identity as information about the inner self that provides an answer to the question ‘Who am I?’ In other words, identity describes who one is.

In addition, occupational identity defines the identity of an occupation and refers to the conjunction of ‘who we are’ and ‘what we do’ as members of an occupation (e.g., Ashcraft, 2013; Pratt, Rockmann, & Kaufmann, 2006). Occupational identity explains organizational behavior of individuals by answering the questions ‘who are we?’ and ‘what do we do?’ Therefore, occupational identity differs from identity by also focusing on ‘what we do’. In this study, occupational identity defines who Online Marketers are and what Online Marketers do to perform their occupation at an e-commerce firm.

Occupational identity changes due to different processes. Pratt et al. (2006) analyzed changes in occupational identity. In their study, occupational identity and work experiences of

medical residents encountered inconsistencies. This led to customized identities and, in turn, subsequent assessments. Nelson and Irwin (2014) found that “in the process of constructing an identity in relation to other occupations, a given occupational identity may itself change” (p. 893). This actually implies that the underlying mechanism for the change of occupational identity is that occupational identity may change itself continuously. Based on their findings, it can be concluded that occupational identities are not static, but inherently shifting.

Most of the literature on occupational identity emphasizes changes in meaning, or ‘who we are’. According to Nelson and Irwin (2014), members of an occupation may define ‘who we are’ by comparing themselves with other occupations. The question ‘who are we?’ focuses on the gaps between one occupation and another, between occupational and individual identity and between occupational and organizational identity (e.g., Bechky, 2011; Kreiner, Hollensbe, & Sheep, 2006).

The framework of social identity can be a useful approach to give an answer to the question ‘who are we?’ (Brewer, 1991). Brewer (1991) states that social identity “derives from a fundamental tension between human needs for validation (on the one hand) and a countervailing need for uniqueness and individuation (on the other)” (p. 477). This actually implies that each member of an occupation has the need to belong to a group, but also wants to be unique. Social identity actually is an approach to define Online Marketers’ uniqueness and distinctiveness in comparison with members of other occupations.

As mentioned, most studies on occupational identity have focused on ‘who we are’, while little attention has been paid to the other component of occupational identity ‘what we do’. According to Ashcraft (2013), ‘what we do’ describes the obvious activities of an occupation. It is important to get a better understanding of changes in what members of an occupation do, because otherwise it is hard to understand occupational identity itself.

Summarized, occupational identity is focused on the relation between the two components ‘who we are’ and ‘what we do’. That is why this study focuses on both components. It is important to know who Online Marketers are and how Online Marketers relate to what they do before the reciprocity between occupational identity and technologies can be described. Theoretically, occupational identity may change with the introduction of new technologies and, in turn, it may influence (the use of) technologies.

2.2 Technologies

Technology is a very broad concept that can be interpreted in many different ways (Nelson & Irwin, 2014). In this study, a technology means a bundle of material and symbol

properties packaged in some socially recognizable form, for example hardware, software and techniques (Orlikowski & Scott, 2008), in order to make Online Marketing applicable. This study clarifies what important technologies are to perform the occupation of Online Marketers.

According to Devaraj, Krajewski, and Wei (2007), a characteristic of (new) technologies is that these generally facilitate quick information sharing. This has become essential in Online Marketing. With the aim of technologies Online Marketers are able to monitor, improve and control online campaigns, in order to achieve e-commerce goals on time. Additionally, “timely information sharing has speed up decision making” (p. 1200), which may support Online Marketers in decisions to be made.

As mentioned, technologies are very important for Online Marketers. Technologies offer the possibility for Online Marketers’ occupation to exist, but technologies can also be considered as a threat for Online Marketers. Before it is investigated which technologies afford Online Marketers to perform the occupation and what the role of these technologies is, it may be useful to know why technologies are deployed.

Theoretically, (e-commerce) organizations adopt technologies for several reasons. At first, technologies are used to monitor, improve and control online campaigns. As a result, online campaigns can be adjusted timely in order to achieve the formulated (e-commerce) goals. According to Devaraj, Krajewski, and Wei (2007), a second reason to adopt technologies is to share information between a customer and a supplier. In the context of this study, an organization and Online Marketers working at the e-commerce firm closely work together; Online Marketers keep the organization (the customer) informed about the advances of an online campaign, based on the data generated by the technologies used. A last possible reason to adopt technologies is to conduct research about the most effective way to achieve the (e-commerce) goals. Technologies generate evidence based on data, so that Online Marketers’ decisions can be supported easily.

2.3 Occupational identity and technologies

As mentioned, occupational identity is the set of meanings that define who one is as a person, as a role occupant or as a group member, and what one does (Nach and Lejeune, 2010). In this study, technologies may be any type of programs and tools which make Online Marketing applicable. Although many studies have focused on (one of) these variables, little is known about the reciprocity between occupational identity and technologies.

Previous studies found that occupational identity and the adoption of technologies are related. For example, Nelson and Irwin (2014) found that librarians' occupational identity changed over time by shaping both librarians' interpretations of the technologies and the activities in which they engaged. Another examples comes from Edmonson, Bohmer, and Pisano (2001); they found that successful adoptions of technologies were accompanied by changes in the 'role relations' between different employees working at a hospital. In other words, by adopting technologies the roles of employees working at a hospital changed. Additionally, many studies have found that technologies - to some extent - have influence on occupational identity (e.g., Heim & Peng, 2010; Leonardi, 2007; Nelson & Irwin, 2014). Nelson and Irwin (2014) suggest that "by connecting technological change (or adopting technologies) to reinterpretations of 'who we are' and 'what we do', these studies also suggest that technological change can reinforce or challenge occupational identity" (p. 895).

Theoretically, it works both ways. Technologies determine - to some extent - what Online Marketers do, but occupational identity also determines which technologies are adopted by Online Marketers. Based on the answer given to the question 'what do we do?', it is determined which technologies will be adopted. In this way, technologies have an effect on occupational identity, but also the other way around (Leonardi & Barley, 2010).

2.4 Context

The context of this study consists of Online Marketers working at an e-commerce firm. This context was chosen because Online Marketing is becoming increasingly important for existing organizations. As Online Marketing and e-commerce are relatively new, this context deserves a brief introduction which outlines what Online Marketing is, what an e-commerce firm does and what the role of Online Marketers is.

Online Marketing

According to Kiang, Raghu, and Shang (2000), the term Online Marketing refers to the Marketing of products and services offered in online web shops. In Online Marketing, the Internet is used as "a virtual storefront where products are sold directly to customers" (p. 383). Contrary to traditional Marketing, Online Marketing is made possible by both technologies and human actions.

About ten years ago, the impact of technologies such as blogs, Google Analytics, Tripolis, Social Media and comparison sites like Beslist.nl was significantly underestimated. In recent years, Online Marketing has been projected to have a major impact on Marketing

management because of many trends. Nowadays, the Online Marketing possibilities are endless; Social Media, Search Engine Optimization, Search Engine Advertising, Inbound Marketing, Online Advertising, comparison sites, E-mail Marketing, Conversion Ratio Optimization and so on. Besides, examples of recent trends in Online Marketing are matching online media to market segments through increased personalization, linking search behavior to sales through integration and co-creating brand meaning and working with agency capabilities (Valos, Ewing, & Powel, 2010).

Online Marketing has brought many advantages, such as the breakdown of national economic boundaries. Organizations using the Internet can reach their customers more effectively. Online Marketing may help in maintaining positive relationships with customers and the Internet is not restricted by barriers such as the physical size and location of organizations (Angelides, 1997).

E-commerce firm

When an organization has decided to enter the 'online business world', most organizations start with building a web shop. However, just building a web shop does not guarantee success; a web shop has to attract customers (Wilson & Abel, 2001). As described before, an e-commerce firm may help organizations that would like to become successful in starting, running and maintaining a web shop. That is why full-service e-commerce firms generally offer many services; from developing and building a web shop to the use of Online Marketing or developing an integrative marketing strategy with the aim to apply a pragmatic approach to become successful. Therefore, many organizations (with a decent Marketing budget) enlist the help of e-commerce firms.

Online Marketers

Online Marketers are people who run Online Marketing activities for customers of an e-commerce firm. About ten years ago, Online Marketers were often asked to set up all Online Marketing activities. Duties which at the time belonged to Online Marketers' occupation were the transfer of knowledge to other employees of the organization, the development of a Social Media plan, the proper use of Social Media and the provision of Search Engine Optimization. Also bulk e-mail (direct e-mail) was occasionally used to gain name recognition.

Nowadays, Online Marketers generally function as a link between a customer (an organization) and the supplier of online campaigns (the e-commerce firm), in order to achieve

an organization's (e-commerce) goals on time. Online Marketers closely work together with the organization, to make sure the e-commerce goals will be achieved. Hereby, the duties of Online Marketers are much more specialized than a few years ago. Then Online Marketers took up almost all Online Marketing activities, but these duties are more specifically applied to a particular Online Marketing discipline nowadays. Contemporary, the work of Online Marketers is more focused on developing and monitoring campaigns and performing Conversion Ratio Optimization tests. Also, most necessary technologies are developed and applicable for Online Marketers to deploy.

With the aim of technologies Online Marketers are able to evaluate, plan and execute online campaigns. In the context of this study, an online campaign might be any campaign one can think of; an E-mail Marketing campaign, an Inbound Marketing campaign, an Online Advertising campaign or a Conversion Ratio Optimization campaign. Generally, Online Marketers use technologies in order to monitor, improve and control these online campaigns. The emergence of Online Marketing implies that Online Marketers may contribute to the success of other organizations by performing their occupation.

3. Methodology

To investigate how the reciprocity between occupational identity of Online Marketers, working at an e-commerce firm, and technologies works, an appropriate research methodology was needed. This section explains how the research was conducted. In succession, the research method, participants, instrument, data collection and data analysis are described.

3.1 Research method

This study involves the reciprocity between occupational identity of Online Marketers working at an e-commerce firm and technologies. Due to the fact that the reciprocity between occupational identity and technologies has remained under theorized, it was difficult to find enough literature on the subject of the occupational identity of Online Marketers and technologies and, in turn, to formulate an hypothesis. That is why the purpose of this study was to explore this reciprocity and no hypothesis was necessary in order to be able to conduct this study. Therefore, a qualitative research was conducted so that there was space left for the participants to give detailed answers. Generally, the purpose of qualitative research is to explain the nature and context of certain phenomena and it is mainly used to conduct exploratory research. That is why qualitative research was appropriate for the present study.

The type of qualitative research used was in-depth interviews. The researcher interviewed fifteen Online Marketers working at an e-commerce firm; open questions were asked and the answers were recorded on a sound recorder.

3.2 Participants

In order to conduct the research, Online Marketers working at an e-commerce firm in Zwolle were interviewed. The objective was to interview at least fifteen Online Marketers and that succeeded. One pilot was done and after that fifteen Online Marketers were interviewed once by the researcher. It was easy to get access to these Online Marketers, because the researcher also worked at the e-commerce firm at the time the research was conducted.

Male participants ($N=12$) as well as female participants ($N=3$) were interviewed. The average age of the participants was 30,45 years old ($SD=6,39$). The participants who named their study had been graduated in the field of Marketing. Generally, little Internet-focused studies exist, so it is not surprising that the participants came in contact with e-commerce and with the occupation of Online Marketers by doing a (general) Marketing study.

How participants ended up at the e-commerce firm varied; some of them ended up at the e-commerce firm directly after their graduation and others had already worked anywhere else before. Previous jobs participants had done are generally similar to their current occupation. Some of the participants had worked at a Marketing firm, others had worked at another e-commerce firm before.

The average tenure of the participants was two years and nine months ($SD=1,64$). As can be concluded from this average and the standard deviation, tenure of the interviewed participants was very diverse. Some participants have worked at the e-commerce firm for nearly half a year, others have already worked at the e-commerce firm for almost six years. Here, no distinction in participants was made; all Online Marketers working at the e-commerce firm were asked to participate in the research.

3.3 Research instrument

The interviews were conducted on the basis of a topic list. This topic started with some general questions about the participants. An example of a general question about the participant is: 'How long have you been in this occupation at this e-commerce firm?' After the general questions substantive (leading) topics were addressed; who Online Marketers are, what Online Marketers do and the use of technologies. An example of a question about who Online Marketers are is: 'Do you think that the occupation of Online Marketers is similar to

or different from the occupation of traditional Marketers?’ What Online Marketers do was partly investigated by asking the question: ‘What are the duties of Online Marketers?’ An example of a question about technologies is: ‘What is the role of technologies in performing your occupation?’

Before the interviews were conducted, member checks were done by four team leads of the Online Marketing department of the e-commerce firm. An emerging theme in these first four interviews was the presence of opinion leaders within the field of Online Marketing. That is why the subject of opinion leaders was added to the topic list gradually. An example of a question about opinion leaders is: ‘Do opinion leaders exist within the Online Marketing field, and if so, who are they?’ After these member checks, the final version of the topic list was developed and approved by the Ethics Committee, to be sure that all ethical requirements were met.

Besides, reliability and validity also needed to be guaranteed. To ensure the research was conducted in a reliable and valid way, some measurements were taken. The most important validity threat within an interview design is content validity. Content validity indicates whether the desired trait is measured (Dooley, 2009). In the present study, it was important that the interviews covered all aspects on the reciprocity between occupational identity of Online Marketers, working at an e-commerce firm, and technologies. The measurements taken to ensure that the interviews measured what the researcher would know were to conduct a well executed literature research and a well structured topic list. To be sure that these documents were successfully developed, both documents were checked by the supervisor of the study.

Researcher bias is the most important reliability threat. Researcher bias wonders whether the interviews are conducted and transcribed in the same way. Although the proposed research was conducted by one researcher, it was important to keep researcher bias into account, because fifteen participants were involved in the study. Besides, the interviews were spread over several days. The researcher had to keep the standardized topic list in mind, which could overcome some of these issues, but not all human influences could be ruled out. As described, member checks were done additionally. Member checks help in guaranteeing the reliability and validity of the research. A member check is also known as ‘informant feedback’ or ‘respondent validation’. Member checks generally help researchers to improve the accuracy, credibility and validity of a study.

3.4 Data collection

Once the final topic list was ready to use, one pilot test was done. After that, all Online Marketers were approached by e-mail sent by one of the directors of the e-commerce firm. This e-mail introduced the research and described the purpose of the research. Also, some practical information was given. The e-mail also emphasized that participating in the research was voluntary. In the e-mail the Online Marketers were asked whether they would participate in the research or not.

The fifteen Online Marketers who had applied to participate in the research went through the following procedure: These Online Marketers received a calendar request to schedule the interview. The interviews were planned in the period from November 26th, 2014 until December 18th, 2014. After the interviews were planned, the interviews were conducted in Dutch in one of the meeting rooms of the e-commerce firm. The complete research instrument can be found in Appendix I of this article.

Before the interviews began, all participants were asked whether they agreed that the interview would be recorded or not. The researcher emphasized that all names of individuals or organizations mentioned by the participants would become pseudonyms. All participants agreed with the recording. In addition, the participants were also asked to sign an informed consent form. An example of the informed consent form can be found in Appendix II. Again, the form was signed by all participants.

3.5 Data analysis

During and after the interviews were conducted, the researcher started transcribing the interviews on the basis of the recordings. The transcriptions led to 169 pages of transcript pages (A4). Once all interviews were conducted and the transcriptions of all interviews were written, the data were analyzed. The used method to analyze the data is based on Vough (2006), who used this data analysis method in her study about employee accounts. Vough transcribed all interviews and began coding by identifying open codes. After that, she began axial coding and she defined the codes in her code set. Throughout her data analysis, she compared the codes between participants to ensure that they represented similar explanations in the subject of employee accounts.

In the present study, the researcher developed a code list based on leading topics in the interviews before the data analysis started. At first, categories were distinguished. An example of a category is 'technologies'. After that, sub categories needed to be distinguished. Within the category of 'technologies' an example of a sub category is 'the role of technologies'. At

last, sub sub categories were divided. In case of ‘the role of technologies’, two sub sub categories were ‘technologies are essential’ and ‘technologies are replaceable’. Additionally, a definition of all codes was entered in the document in order to ensure that codes were assigned in a similar way throughout the data analysis.

Once the code list was ready to use, the codes had been entered in Atlas.ti 7.0. Atlas.ti software was used to facilitate organization and retrieval. The first coding round began with a mix of open and axial coding. The interviews were first coded based on the code list, and after that open codes were used to ensure that no important information was missed. After this first round of coding, a session with the supervisor was planned in order to discuss the preliminary results. In response to this meeting, the researcher started with organizing all codes and placed them in a logical order. Some categories were deepened while others were properly merged. Also, the open codes were added to the initial code list. Based on this revised code list, the interviews were coded for a second time. After this second round of data analysis, no new codes emerged. Ultimately, all interviews were coded twice. All codes and their definitions can be found in Table 1 to 4.

4. Results

The purpose of this study is to understand how the reciprocity between Online Marketers’ occupational identity and technologies works. In this section, the results are described by using the leading topics in the interviews: Who Online Marketers are, what Online Marketers do and the use of technologies. Finally, the influence of Online Marketers’ occupational identity on technologies, and vice versa, is explained.

Table 1 Occupational identity - who we are

Sub category	Sub sub category	Definition	Number of times	Example
Interests		The (occupational) interests of Online Marketers	24 (n=14)	Then I thought: the Internet is really cool!
Distinctiveness of Online Marketers			46 (n=15)	
	Similarities between Online Marketers and traditional Marketers	The similarities between the occupation of Online Marketers and the occupation of traditional Marketers	19 (n=14)	You need empathy to know what a customer wants. That is the biggest similarity I think.
	Differences between Online Marketers and traditional Marketers	The differences between the occupation of Online Marketers and the occupation of traditional Marketers	27 (n=15)	The main difference is measurability; online everything is measurable.

Table 2 Occupational identity - what we do

Sub category	Sub sub category	Definition	Number of times	Example
Development of the occupation of Online Marketers			52 (n=15)	
	History of the occupation	The history and development of the occupation of Online Marketers - from the creation of the occupation until the current job definition	27 (n=12)	Even the e-commerce bureau had started with advertising on Google (e.g. SEO and SEO) and achieving findability by Google. Actually, we have continuously expanded the different disciplines of Online Marketing, but also within these disciplines. So during the years, several E-mail Marketers were employed, multiple AdWords experts and even more SEO experts. In addition, also Analytics experts, CRO experts and Affiliate Marketers were adopted.
	Changes in the occupation in recent years	The changes the occupation of Online Marketers has undergone recently	23 (n=11)	Online Marketers were deployed more focused; I usually develop testing proposals and then I design and build these. Nowadays, the work is much more specific than in the beginning. Then we were like; everyone should be able to perform (the basis of) each task and of course you have a specialist in a certain direction.
	No changes in the occupation in recent years	The claim that Online Marketers' occupation has not changed recently	2 (n=2)	Actually every discipline was already there, but only to a small extent. SEA was already there, SEO and so was E-mail Marketing. And in 2012, I think, CRO was added to Online Marketing.

Job definition			53 (n=15)	
	Responsibilities	The current responsibilities of a member of Online Marketers' occupation in performing the occupation	30 (n=14)	So our task is to really focus on the end customers and to put their needs on the basis of the development of a web shop, and in turn, optimize this web shop.
	Tasks	The current tasks of a member of Online Marketers' occupation in performing the occupation	23 (n=14)	Google actually wants to offer its users the best results. So what can we do now to serve our clients with the best results.
Predictions			87 (n=15)	
	Expectations	What Online Marketers expect their occupation to be in the future	35 (n=14)	To get the right information at the right customer at the right time.
	Opportunities	The opportunities for the future from Online Marketers' point of view	23 (n=15)	Yes, so much more focus on approaching your audience well. So that they actually keep the feeling for your organization.
	Threats	The threats for the future from Online Marketers' point of view	18 (n=13)	Besides, I think that large organizations survive and that the smaller ones can no longer compete due to their budgets.
	Trends	The trends that will continue - from the current job definition to the future	11 (n=9)	At this moment, privacy plays a very important role.

Table 3 Technologies

Sub category	Sub sub category	Definition	Number of times	Example
Technologies to be used			80 (n=15)	
	Technologies necessary to perform the occupation of Online Marketers	A list of technologies that are necessary to perform the Online Marketers' occupation	53 (n=15)	Google, Google Analytics, Screaming Frog, Crazy Egg, Mouseflow, Visual Website Optimizer, Exture, Photoshop, Tripolis, SurveyMonkey, Dreamweaver, AdWords, Shop2Market, Editor, YouTube, Decicom, Data Feed Watch and Office. HTML and CSS are techniques for programming.
	Technologies making it easier to perform the occupation of Online Marketers	A list of technologies that make it easier to perform the Online Marketers' occupation	27 (n=12)	Link Assistent, Majestic SEO, Rank Tracker, Uber Suggest, Google Instant, Jira, Tableau, InDesign, Illustrator, Google Shopping, Litmus, Open Site Explorer, HootSuite, Gmail, Caccoo and FTP.
Role of technologies			27 (n=14)	
	Technologies are essential	Technologies fulfill an essential role in performing the occupation of Online Marketers	24 (n=14)	Yes, then my work will change substantially. Then you do not know what you are doing, to what you need to anticipate, what does work and what does not. So you actually do what. Actually, it is just likt offline Marketing: my mind says that this should work.
	Technologies are replaceable	Technologies are replaceable and, therefore, these are not necessary to perform the occupation of Online Marketers	3 (n=3)	I think you will have a problem with Data Feed Watch. Although we can solve that internally because we can also offer it. In that case it is just more and more time consuming, but it is possible.

Opinion leaders			42 (n=15)	
	Description of an opinion leader	Descriptions of who opinion leaders are and what opinion leaders do	21 (n=13)	They are good in making predictions. That is it: no one knows exactly where Online Marketing is going to, but I think that is 'the beauty' of Online Marketing. There are just people who can better predict than others. I expect them to be good at it. So that is why I watch them and why I am always be curious about what they say.
	List of opinion leaders	A list of opinion leaders in the field of Online Marketing	21 (n=11)	Online, blogs, newsletters, Brian Eisenberg, Kissmetrics, scholarships (like Webwinkel Vakdagen), Search Engine Land, Frankwatching, Jacob Nielsen, Moss, Marketingfacts and Trendwatching.

Table 4 The reciprocity between occupational identity and technologies

Sub category	Sub sub category	Definition	Number of times	Example
Influence of occupational identity on technologies	Occupational identity determines what technologies afford Online Marketers	The influence of Online Marketers' occupational identity on the development of technologies	8 (n=5)	If I have certain ideas about the development of (the features of) the technology, based on the duties I perform, then I share my idea about these features with the support department of the technology. In turn, they can keep it into account with the development of the technology.
	What should technologies do (ideal technologies)	What technologies ideally should do to enable Online Marketers to perform their occupation	14 (n=13)	It would really help if Google reveals information about the operation of itself. Now we experiment much. We know what is important in general, but we do not exactly know what works.
	Threats to the influence of occupational identity on technologies	Threats entailed by the influence of occupational identity on technologies	3 (n=2)	Customers expect you to do more, but they do not hire you more hours a month. That means that you have to prioritize the duties to be performed. Technologies anticipate here, but these cannot help you in performing all duties in limited time. This is threats to both customers as well as Online Marketers.
Influence of technologies on occupational identity			33 (n=10)	
	Facilitating role of technologies in performing the occupation of Online Marketers	Technologies fulfill a facilitating role for Online Marketers so that they can perform their occupation	21 (n=10)	The technologies make it possible to analyze data. And based on that data, Online Marketers can determine what to do, what the opportunities are and in terms of keywords: which keywords are helpful and what are chances to improve user experience.

Development of technologies on the basis of the feedback of Online Marketers The development of technologies based on the feedback Online Marketers give, in order to improve technologies 6 (n=5)

What Google actually offers is determined by Google itself and by the partners of Google. As an Online Marketer, you can become a partner of Google. Then you can submit your ideas about the development of Google's technologies. All these ideas will be put together in one list and Google can start developing these improvements.

Threats to the influence of technologies on occupational identity Threats entailed by the influence of technologies on occupational identity 6 (n=5)

Technologies can increasingly do much for you; in AdWords, you can make rules so that an advertisement automatically pauses when it is below a specified percentage. I prefer having the control about these advertisements myself, because an automated technology does not take into account which day it is or what the weather is like.

4.1 Who we are as Online Marketers

Before being able to answer the main research question, it is necessary to know who Online Marketers actually are. As mentioned, occupational identity consists of two components: ‘Who we are’ and ‘what we do’. Without describing who Online Marketers are, occupational identity cannot be defined completely. Then it is impossible to answer the main research question about the reciprocity between occupational identity of Online Marketers and technologies.

Nelson and Irwin (2014) found that members of an occupation may define ‘who we are’ by comparing themselves with members of other occupations. Additionally, Brewer (1991) states that the framework of social identity can also be applied. This approach actually implies that each member of an occupation has the need to belong to a group, but also wants to be unique. Social identity basically is an approach to define Online Marketers’ uniqueness and distinctiveness. Both approaches were used in order to give meaning to who Online Marketers are.

Interests of Online Marketers

To provide insight in the social identity of Online Marketers and to answer the question ‘who are we?’, participants of this study were asked how they ended up in their current occupation. In answering this question, many participants started with describing their interests (24 remarks, see Table 1). Although the interests of Online Marketers were expressed in several ways, these actually came to the same thing: “*This is very interesting, I would like to know more of it. The Internet attracted me though*”ⁱ (participant 4).

Based on the data, it can be concluded that Online Marketers (working at an e-commerce firm) do have the same interests. Online Marketers share an interest in the Internet and they are eager to learn more about it. But there is more; Online Marketers have an extraordinary interest for (big) data and, based on these data, they will anticipate on consumers’ needs. In other words, they consider it as a challenge to serve consumers’ needs as good as they can. That is why they have applied for a job at an e-commerce firm as Online Marketer.

Distinctiveness of Online Marketers

As Brewer (1991) and Nelson and Irwin (2014) suggest, the distinctiveness of Online Marketers can also be described by comparing Online Marketers with members of other occupations. The participants of the present study were asked whether they consider

themselves similar to or distinctive from traditional Marketers. There are both similarities as well as differences between the occupation of Online Marketers and the occupation of traditional Marketers (Table 1). This helps in defining Online Marketers' social identity and answering the question 'who are we as Online Marketers?'

Many participants indicated that there are similarities as well as differences between the occupation of Online Marketers and traditional Marketers: "*The purpose of the occupations is the same, but different means are used to achieve this goal*"ⁱⁱ (e.g., participant 9). This quote actually implies that the main similarity between Online Marketers and traditional Marketers is the purpose of the occupation; they both want to help their customers in developing a successful strategy to achieve the related goals. Besides, there is another similarity. Both occupations need empathy to serve the end user (customers of the customer) as good as possible. By doing this, both Online Marketers as well as traditional Marketers try to successfully implement the intended strategy.

On the other hand, the means used differ. Online Marketers use means as Search Engine Optimization, E-mail Marketing and Social Media, while traditional Marketers generally use television commercials, radio, brochures and flyers in order to reach customers. There are also other differences between Online Marketers' occupation and the occupation of traditional Marketers. The main difference mentioned by the participants of this study is measurability. Everything that happens online is measurable. As a result, Online Marketers do less based on feelings and more precisely on the basis of data, instead of traditional Marketers. Another difference is the speed in which the market changes. Online Marketing changes almost every day, while the transformation of offline Marketing is much more time consuming. The last important difference is that Online Marketers deploy less push Marketing than traditional Marketers: Online Marketers collect all information in an online 'place' and that is where customers come to. In contrast, traditional Marketers send information without having any interaction with customers. This outlines the distinctiveness of Online Marketers in comparison with traditional Marketers.

Summarized, Online Marketers working at an e-commerce firm share their main interest; the love for the Internet, and they are eager to learn more about that. Online Marketers focus on (big) data and based on these data, they will serve a consumer as good as possible. That is why they had chosen for the occupation of Online Marketers. Also, the participants were asked for their distinctiveness in comparison with traditional Marketers. As a result, the participants indicated that Online Marketers' occupation is partly consistent with the occupation of traditional Marketers, but there are also differences between these

occupations. The purpose of both occupations is the same, but to achieve this purpose various means are used. Also measurability is a big difference. This result indicates that there is overlap and there are differences between the two occupations, as Brewer (1991) outlines.

4.2 What we do as Online Marketers

As mentioned, occupational identity has another component: ‘what we do’. It is necessary to provide insight in what Online Marketers do, before the main research question can be answered. With a description of ‘what we do as Online Marketers’, the occupation of Online Marketers can be defined completely. This section successively describes the past, the present and the future of Online Marketers’ occupation, based on the data provided by the participants of the study (Table 2 and Figure 1).

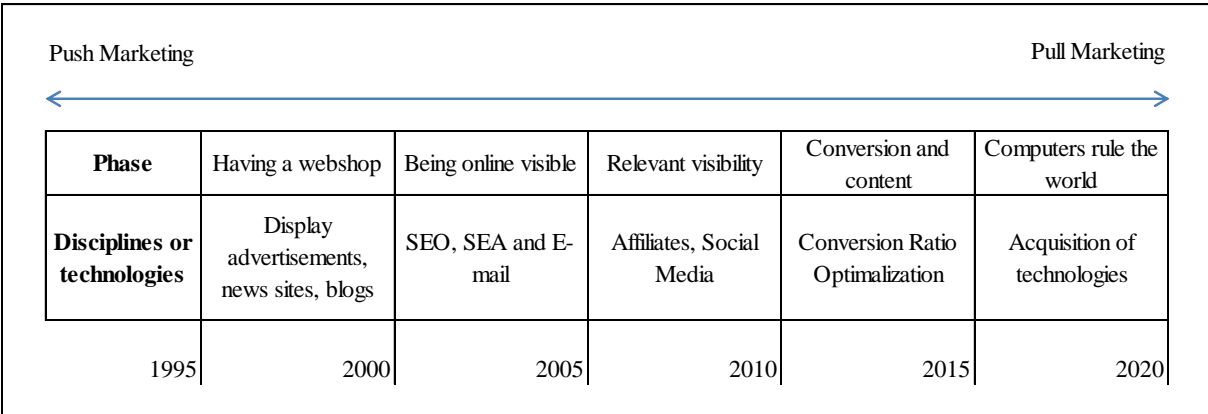


Figure 1 Development of the occupation of Online Marketers

History of Online Marketers’ occupation

As shown, Online Marketing has changed dramatically in recent years (Figure 1). The participants of this study stated that four main phases passed by in the history of Online Marketing: “From approximately 1994 until 2000, it was a period of just being present. Having a web shop was sufficient, because customers would search for you if they would like to know something. Then there was a period of growing competition, I think, so that just being present was not enough anymore; this was the period of being online visible. Marketers started with deploying tricks to be found on keywords that were totally irrelevant. They just used the most sought keywords, but, as a result, they were not visible for relevant customers. So then relevant visibility became more important. In the last phase, we have been much more focused on content, and so is conversion; the message to the customers plays a very important role”ⁱⁱⁱ (participant 2).

The quote implies that having a web shop was sufficient in the first phase, so that an organization could refer to the Internet. Here, display advertisements, news sites and blogs were important to help the web shop exist. After that, it became important to be findable; without being findable a web shop would not be visited by potential customers. Search Engine Optimization, Search Engine Advertising and E-mail became more essential. With the help of these Online Marketing disciplines potential customers could find the web shop easier. In the third phase relevant visibility was one of the main guidelines; web shops had to ensure that they could be found on all relevant keywords. Affiliates and Social Media became necessary in order to be findable in all Online Marketing channels. The fourth phase describes a trend which has been continued at the time the research was conducted; the rise of Content Marketing and Conversion Ratio Optimization. Here, the discipline Content Ratio Optimization has made a huge advance. The last phase illustrated in Figure 1 outlines Online Marketers' expectations for the future. This will be deepened later on in this section.

The development of Online Marketing has had many consequences for Online Marketers' occupation. The most important consequence was the change from in control to out of control. By using push Marketing, Marketers just sent much information to customers without having interaction. Marketers were completely in control about the information sent. In contrast, by using pull Marketing, customers decide what they want to know about the organization and its products and services. Therefore, it is more difficult for Marketers to control the information sent to customers. Although the development of Online Marketing has had consequences for Online Marketers' control, the purpose of the occupation had remained largely unchanged.

In contrast with the purpose of Online Marketers' occupation, which has been largely unchanged recently, the duties of Online Marketers have changed: *"Previously every person was full service; as an Online Marketer you did do everything in Online Marketing. That is increasingly tended towards specialized duties in recent years"*^{iv} (participant 8). Additionally, Online Marketers' duties changed by the expiry of the various phases and also because of the growth of the various Online Marketing disciplines.

Current job definition of Online Marketers' occupation

The development of Online Marketing has led to Online Marketers' current job definition. The participants of this study were asked about their responsibilities and duties, which together led to the formulation of the job definition of Online Marketers (53 remarks, see Table 2).

As mentioned, Online Marketers' main responsibility remained virtually unchanged over the years. An Online Marketer described the main responsibility as: *"Giving meaning to the business case of the customer by using Online Marketing efforts"* (participant 4). A business case consists of a strategy (to be developed) with related goals in order to become a successful web shop. From the establishment of Online Marketing, this has been the main responsibility of Online Marketers.

To bear the main responsibility, it is important that Online Marketers perform the related duties or daily activities. Online Marketers' daily activities may vary, depending on the Online Marketing discipline they are working for, but, however, all explanations came to the same thing: *"Helping customers in achieving goals starts very strategic; Online Marketers start with formulating a customer's goals. Then a strategy is developed, so what activities need to be performed in order to achieve these goals. Finally, it is important to think about measuring progression and decide which KPIs we must keep"*^{vi} (participant 2).

As the quote implies, Online Marketers working at an e-commerce firm closely work together with their customers. Formulating goals, developing a strategy, performing activities and formulating KPIs are all done in association with the customers of the e-commerce firm. Brainstorm sessions are organized in which Online Marketers and customers together make decisions about the mentioned aspects of e-commerce. Within this collaboration, bodily connections are made (Jarzabkowski, Burke, & Spee, 2015). In bodily connections, two or more individuals do have personal contact and they have the opportunity to look to each other's faces. Within the collaboration between Online Marketers working at an e-commerce firm and customers, Online Marketers should be careful that decisions are not be made on the basis of what technologies afford them to do. Bodily connections may help in avoiding such situations.

Future expectations for Online Marketers' occupation

As mentioned, the Online Marketing department as well as Online Marketers' occupation has undergone major changes recently. That is why it is important to predict the future development of Online Marketing and Online Marketers' occupation, in order to anticipate on these future developments. Besides, it might also be useful to indicate what possible opportunities and threats are in the future (35 remarks, see Table 2).

The future expectations described by the participants vary widely. The fifth phase in Figure 1 outlines the most important fear of Online Marketers; the acquisition of technologies. As stated in the introduction of this article, Online Marketers' occupation will become

unnecessary if certain technologies are being developed that could take over Online Marketers' duties. While most Online Marketers look to the future positively, it would be wise to critically think about the impact of technologies. With the ever-increasing technological developments it is likely that certain technologies could take over Online Marketers' work.

Besides, two expectations came back several times. The participants of this study expect that customer driven information and an integrated marketing strategy will become more and more important in the upcoming years. Customer driven information is information adapted to the needs of customers. An Online Marketer stated: *"What is even more important is the development of personas in order to be able to specifically map the end customer"*^{vii} (participant 10). Personas make it easier to divide customers in groups, which in turn contribute to successful achievement of the business case. Conversion Ratio Optimization can also play an important role in anticipating on the needs of a customer. The integrated marketing strategy means that Online Marketing and offline Marketing will be combined in one strategy. As an Online Marketer mentioned: *"We, as Online Marketers, have to ensure that we could bring together the people that may influence the results of a business case. They have to talk with each other and they have to share their data, so that they realize that they may influence the results"*^{viii} (participant 2). This may also contribute in ensuring that essential information reaches a customer in the right place at the right time.

Besides, there are many opportunities for the future; the online market continues to grow, online spending will increase and potential customers orient themselves more and more online. Besides, it is important for organizations to meet the needs of (potential) customers online. In summary, the online market is a great opportunity by itself.

Although the participants of this study stated that the online market mainly entails opportunities, a number of possible threats emerged from this study. At first, the focus on pull Marketing ensures that Online Marketers have less control, or worse, become out of control. Because customers decide what they want to know, they determine what Online Marketers have to do. A second threat is the fear of the acquisition of technologies. Online Marketers working in The Netherlands mainly depend on Google. For example, if Google decides to change its algorithm, this will have huge implications for Online Marketers' occupation. As mentioned, the acquisition of technologies may cause the overflowing of Online Marketers' occupation. Another possible threat is growing competition, especially for smaller organizations; as competition increases steadily, these organizations will struggle to survive. In turn, Online Marketers will get more major customers to work for.

4.3 Technologies

In previous sections it has become clear what Online Marketers' occupational identity is. Additionally, it is necessary to get insight in the use of technologies which afford Online Marketers to practice their occupation. The participants were asked to describe which technologies they use and what the role of these technologies is from their point of view. Based on the answers given by the participants, the important aspects of technologies are described (Table 3).

Technologies to be used

First of all, the technologies Online Marketers are working with to practice their occupation were indicated. Based on the Online Marketers' explanations, these technologies have been divided into two categories: Technologies necessary to perform the occupation of Online Marketers and technologies making it easier to perform Online Marketers' occupation.

Technologies necessary to perform the occupation of Online Marketers are Google Analytics, Screaming Frog, Crazy Egg, Mouseflow, Visual Website Optimizer, Exture, Photoshop, Tripolis, SurveyMonkey, Dreamweaver, Google AdWords, Shop2Market, Editor, YouTube, Decicom, Data Feed Watch and Office (Table 3). Besides this software, some Online Marketers use HTML and CSS techniques to write programming, which is necessary to design a web shop.

On the other hand, technologies making it easier for Online Marketers to perform the occupation are Link Assistent, Majestic SEO, Rank Tracker, Uber Suggest, Google Instant, Jira, Tableau, InDesign, Illustrator, Google Shopping, Litmus, Open Site Explorer, HootSuite, Gmail, Caccoo and FTP. This list of technologies ensures that Online Marketers can deploy tricks, but without these technologies Online Marketers are still able to perform the occupation.

Role of technologies

Technologies provide insight in customer usage, customer needs and web shop usage; the technologies enable Online Marketers to collect and to analyze data (Table 3). In turn, Online Marketers can use these data to perform the occupation as good as possible. The purpose of applying technologies is broadly consistent to what is found in literature (see section 2). Besides, an Online Marketer mentioned: *"The technologies make it easier for me to perform my occupation efficiently. Without these technologies, I will still be able to do my work, but it is only much more time consuming then. So the technologies are very*

facilitating”^{ix} (participant 15). This quote implies that technologies are an essential factor in Online Marketers’ occupation; technologies afford Online Marketers to practice their occupation. In other words, (some) technologies are indispensable.

However, no evidence was found for the fact that Online Marketers sometimes decide to not use a certain technology. Based on the interviews, a positive relationship between occupational identity and technologies exists and no negative relationships were found. According to Samuelsson and Berner (2013), deliberate nonuse of technologies, such as delayed use, is a strategy to integrate a technology well into the organization or into a certain department. The main reason for the deliberate nonuse of technologies is the consideration of “the extent to which the technology is compatible with users’ perceptions, experience, knowledge, and traditions” (p. 738). If this assessment is not positive, it may be decided to not use a particular technology. In addition, a technology should enable Online Marketers to perform their responsibilities and duties. When a technology does not afford Online Marketers to do this, the technology will probably not be used by Online Marketers. In addition, it is likely that a technology is not used when the quality and professionalism of the Online Marketers cannot be guaranteed. This has partly to do with being in control and out of control; if a technology has the upper hand, Online Marketers working at an e-commerce firm become out of control and they cannot guarantee the quality of the work to be delivered.

Opinion leaders

Additionally, the presence of opinion leaders was discussed (42 remarks, see Table 3). Opinion leaders are organizations and individuals who provide information about new technology updates. Besides, opinion leaders also develop forecasts about the online market. That is one of the reasons why some Online Marketers consider organizations or individuals as opinion leaders: “*There are people who can better predict than others and I expect that the opinion leaders are very good at it. That is why I watch them and I am always curious about what they say*”^x (participant 15). Although opinion leaders have an informative role, Online Marketers still decide what to do on their own. If Online Marketers have found useful technological developments, the Online Marketing discipline usually tests it. Online Marketers will only start using these technologies if they work well.

Since Google offers many technologies Online Marketers (have to) use, it can be concluded that Google is the main opinion leader in Online Marketing: “*Opinion leaders can be found anywhere, but number one is Google and Google determines what you do as an Online Marketer. I think 95% of all followers does whatever Google says, without a doubt*”^{xi}

(participant 5). Furthermore, a short list of opinion leaders has been developed: Blogs, newsletters, Brian Eisenberg, Kissmetrics, scholarships (e.g. Webwinkel Vakdagen), Search Engine Land, Frankwatching, Jacob Nielsen, Moss, Marketingfacts and Trendwatching. All of these organizations and individuals have built up a certain authority; when they share their statements, these will be easily accepted by Online Marketers.

4.4 Reciprocity between occupational identity and technologies

It has become clear that technologies play a very important role by affording Online Marketers to perform their occupation. Based on the data, it can be concluded that Online Marketers' occupational identity influences (the adoption of) technologies and, in turn, that technologies influence the occupational identity of Online Marketers. This section clarifies the reciprocity between the occupational identity of Online Marketers, working at an e-commerce firm, and technologies, based on the data provided by the participants (Table 4).

Influence of occupational identity on technologies

The reciprocity between occupational identity and technologies starts with awareness; Online Marketers have to become aware of the fact that a new technology has to be deployed and they have to think about what the technology should do. This awareness may be caused by two factors: At first, (new) duties that can only be performed by using a technology which is not deployed at that time yet, and second, the peer group. A possible factor that may ensure that Online Marketers become aware that a new technology need to be used is the efficient execution of duties. This may include new duties or duties that have been carried out for a while, but with the lack of efficiency. In both cases, Online Marketers have to find a technology that enables them to perform these duties. In this way, Online Marketers find out what kind of technology is needed.

The second possible factor that may cause Online Marketers' awareness is the peer group. As described in the section about what Online Marketers do, the continuous development of the occupation is an important characteristic of Online Marketers' occupation, in order to remain competitive. In other words, it is important to know what the peer group does. As an Online Marketer stated: *"If you start playing tennis, you do not need an expensive racket in the beginning. Once you start as a professional, you will suddenly see that everyone has a carbon racket. So the peer group (partly) decides what you need"*^{xii} (participant 3).

Additionally, Online Marketers need to know what the technology to be used should do. An Online Marketer described what a technology ideally should do: *"Automated*

optimization of advertisements, which saves time. Nowadays, I spend much time on figuring out how advertisements perform. With automated optimization an Online Marketer gets more insight in customer needs. That would make it easier to tune advertisements on customers. So more insight in de funnel; what is a customer's value^{xxiii} (participant 7). Customers also play a role here; based on the needs of a customer, Online Marketers decide what they need the technology to do. In recent years, customers expect Online Marketers to do more within exactly the same amount of time. That means that Online Marketers have to prioritize the duties to be performed. Technologies anticipate here, but these cannot help you in performing all duties in limited time. This is considered as a threat within the influence of occupation identity on technologies.

Once Online Marketers have become aware of the fact that a new technology should be deployed and know what the technology should do, they start gathering information about technologies that could possibly help. After this, Online Marketers start talking with developers of technologies to figure out what certain technologies offer. After these conversations, Online Marketers make an inventory of technologies that suit best to the responsibility and duties to be performed. Once this choice is made, Online Marketers proceed to test and compare the residual technologies. Based on these results, a final decision for a technology is made.

Although the offer of technologies is enormous, not all technologies can exactly do what Online Marketers are looking for. Therefore, in many technologies it is possible to submit ideas: *"For some tools we do have our own contact person. Our success manager, as he names himself, often is accessible. We are a quite large customer for him; sometimes he helps us and other times we do have more knowledge about the technology than he has. If he realizes that there is a problem, he takes it into account in the development of the technology"*^{xxiv} (participant 13).

Influence of technologies on occupational identity

It has become clear that Online Marketers' occupational identity - to some extent - has influence on what a technology should do. However, since no technology can exactly do what Online Marketers need, technologies, in turn, also have influence on what Online Marketers can(not) do. This is the basis of the reciprocity between the occupational identity of Online Marketers, working at an e-commerce firm, and technologies.

Although it is previously described that many technologies are developed based on the influence of Online Marketers, technologies are also developed without this input. Like

Online Marketers' occupation, it is important to continually develop the technologies in order to remain competitive with other technologies. In addition, it is less likely that Online Marketers are willing to use a certain technology if that one is not constantly developing with the trends in the online world. An example of a current trend in the online world is that Online Marketers can easily use the technologies: *"The technology should work well. Especially in E-mail Marketing platforms, developers think about how to improve the platform. These platforms are much more focused on the Marketer, not on the technician"*^{xv} (participant 3). This implies that technologies have been developed recently in a way that these can be easily used.

As mentioned, the reciprocity between occupational identity and technologies is made possible by the influence of technologies on Online Marketers' occupational identity. Although technologies are often developed to fulfill the needs of Online Marketers, the developer of a technology does not always manage to meet all their needs. Features are missing regularly, so that Online Marketers cannot perform all duties efficiently with the aid of one single technology. An example is Tripolis: *"Tripolis is a very technical platform. It has many possibilities, but everything is hidden in a way so that you can barely use all features. That keeps us from the development of our discipline and (the quality of) our duties"*^{xvi} (participant 8). As this Online Marketer stated, to be used technologies determine, in turn, which duties Online Marketers can(not) perform efficiently.

It is previously described that the role of technologies is essential in the (current) job definition of Online Marketers. When technologies are no longer used, the work of Online Marketers will change dramatically. Therefore, Online Marketers' occupation strongly depends on technologies and technologies determine - to some extent - what Online Marketers can(not) do. But there also is a turning point. Although technologies can do much for Online Marketers, (future) technological developments are feared. For example; Online Marketers can make 'rules' in Ad Words so that an advertisement automatically pauses when it is below a specified conversion percentage. Although this sounds like an ideal technology, some Online Marketers suggested that they prefer having the control about these advertisements themselves.

Reciprocity between occupational identity and technologies

As Leonardi and Barley (2010) imply: It works both ways. Online Marketers' occupational identity influences the use of technologies; based on the work to be performed by Online Marketers, the decision to use a certain technology is made. Additionally, Online

Marketers may influence the development of technologies by submitting ideas about new features. These ideas have been created by new duties or inefficient performed duties and are intended to increase efficiency within Online Marketers' occupation. However, technologies have also been developed without the input of Online Marketers. In turn, technologies influence the occupational identity of Online Marketers. Because technologies do not always dispose all useful features to perform Online Marketers' duties, these determine - to some extent - what Online Marketers can(not) do. Although technologies afford Online Marketers to perform their occupation, there also is a turning point: Online Marketers choose which technologies to be used themselves in order to be in control. This indicates how the reciprocity between the occupational identity of Online Marketers, working at an e-commerce firm, and technologies works.

5. Conclusion and discussion

In the present study, the following main research question was formulated: 'How does the reciprocity between occupational identity of Online Marketers, working at an e-commerce firm, and technologies work?' Before this research question could be answered, it is necessary to know who Online Marketers are, what Online Marketers do and how they are related to technologies they use.

The results of this study have shown that Online Marketers, working at an e-commerce firm, do have the same interests; Online Marketers share an interest in the Internet and they are eager to learn more about it. Additionally, Online Marketers have an extraordinary interest for (big) data and, based on these data, they will anticipate on consumers' needs. Online Marketers partly differ from traditional Marketers. On the one hand, the purpose of both occupations is to help the customer in achieving goals by developing an appropriate strategy, but on the other hand, the means used in order to achieve this differ.

The other component of occupational identity is 'what we do'. The main responsibility of Online Marketers' occupation remained unchanged over the years; giving meaning to the business case of customers by using Online Marketing efforts. However, the duties of Online Marketers performed in order to achieve this main responsibility changed. About ten years ago, Online Marketers performed all Online Marketing services on their own. Throughout the years, this trend increasingly tended towards specialized duties in recent years. The duties Online Marketers generally perform are formulating a customer's (e-commerce) goals, then developing a strategy, and after that, making a decision about KPIs. In the future, Online

Marketers will be more customer driven and will work together with a traditional Marketer in order to develop an integrated marketing strategy.

Since occupational identity consists of the components ‘who we are’ and ‘what we do’, these components can also be applied to describe the role of technologies within this tangle. A technology means the bundle of material and symbol properties packaged in some socially recognizable form, for example hardware, software and techniques (Orlikowski & Scott, 2008), in order to make Online Marketing applicable. The technologies Online Marketers use are divided into two categories: Technologies necessary to perform Online Marketers’ occupation (e.g., Google, Google Analytics and Dreamweaver) and technologies making it easier to perform Online Marketers’ occupation (e.g., Litmus, Link Assistant and Open Site Explorer).

The technologies Online Marketers use provide insight in customer usage, customer needs and web shop usage and these are very facilitating. Therefore, the technologies mentioned are important in performing Online Marketers’ occupation for two reasons. At first, the technologies afford Online Marketers to perform their occupation. Second, without (some of these) technologies Online Marketers are still able to do their work, but it is much more time consuming then. Actually, the technologies contribute to the efficient execution of Online Marketers’ occupation and Online Marketers partly depend on technologies. As a turning point, Online Marketers choose which technologies to be used themselves in order to be in control.

Based on the results of this study, it can be concluded that Online Marketers’ occupational identity and technologies are linked together as a tangle. This is an addition to what Nelson and Irwin (2014) found: Occupational identity can interact with a new technology. In their study, occupational identity of librarians changed over time by shaping both librarians’ interpretations of the technologies and the activities in which they engaged. The present study describes how the reciprocity between occupational identity and technologies works.

It has become clear who Online Marketers are, what Online Marketers do, what technologies are and what technologies do. Who Online Marketers are is partly determined by what technologies are, because technologies influence the way in which Online Marketers see themselves. For example, about ten years ago Online Marketers had seen themselves as full service employees of an e-commerce firm. At the time, Online Marketers did do everything that had to do with Online Marketing services. Throughout the years, this trend increasingly

tended towards specialized duties. This was caused by what technologies offered to Online Marketers. By developing new technologies and by adding useful features, Online Marketers were enabled to specialize themselves. In turn, Online Marketers consider themselves as specialists nowadays. This is consistent to what Edmondson, Bohmer, and Pisano (2001) found; successful adoptions of technologies were accompanied by changes in ‘role relations’ between different employees working at a hospital. In other words, by adoptions of technologies the way in which Online Marketers see themselves changed.

Who Online Marketers are is influenced by what technologies do. Nelson and Irwin (2014) suggest that “by connecting technological change (or adopting technologies) to reinterpretations of ‘who we are’ and ‘what we do’, these studies also suggest that technological change can reinforce or challenge occupational identity” (p. 895). The present study found that technologies afford Online Marketers to be who they are and to perform their occupation. In other words, when technologies used by Online Marketers change, Online Marketers’ occupation should change. This is related to what has been described earlier; if there are changes in what technologies are, then the Online Marketer would also change.

Additionally to the information given, what Online Marketers do is also related to who technologies are; Online Marketers may influence (the adoption of) technologies. Based on the work to be performed by Online Marketers, the decision to use a certain technology is made. The technology has to contribute to the efficient execution of Online Marketers’ duties. Although the offer of technologies is enormous, not all technologies can exactly do what Online Marketers are looking for. Therefore, in many technologies it is possible to submit ideas. For example, Google gives Online Marketers the chance to share their ideas about useful features, in order to facilitate Online Marketers. Another possibility for Online Marketers to contribute to the development of a technology are contact persons, who help if Online Marketers have problems and who take the ideas about new features into account in further developments of the technology.

Finally, what Online Marketers do is related to what technologies do. As mentioned, technologies provide insight in customer usage, customer needs and web shop usage. In their role of providing insight and generating data, technologies are very facilitating; these afford Online Marketers to perform their occupation and contribute to the efficient execution of an this occupation. Although the offer of technologies is enormous, technologies do not always dispose all useful features to perform Online Marketers’ duties. Therefore, technologies influence occupational identity of Online Marketers, because these determine - to some extent - what Online Marketers can(not) do. This is consistent to what many studies have found;

technologies may influence work practices (e.g., Heim & Peng, 2010; Leonardi, 2007; Nelson & Irwin, 2014).

Theoretical contributions

This study provided useful insights in the reciprocity between occupational identity of Online Marketers, working at an e-commerce firm, and technologies. Summarized, occupational identity of Online Marketers, working at an e-commerce firm, and technologies are linked together as a tangle. Technologies determine - to some extent - who Online Marketers are and what Online Marketers do, but in turn, occupational identity also determines which technologies are adopted by Online Marketers. Based on the answer given to the question 'who are we?' and 'what do we do?', it is determined which technologies will be adopted. In this way, technologies have an effect on occupational identity, but also the other way around (Leonardi & Barley, 2010). In turn, technologies influence the occupational identity of Online Marketers. Because technologies do not always dispose all useful features to perform Online Marketers' occupation, technologies determine - to some extent - what Online Marketers can(not) do. Additionally, important threats for the future are described. This indicates how the reciprocity between occupational identity of Online Marketers, working at an e-commerce firm, and technologies works. Furthermore, this study contributes to what is already investigated by empirical research because little was known about the investigated reciprocity.

The present study contributes to what is already investigated by academic research, by describing the reciprocity between Online Marketers' occupational identity and technologies. As Leonardi (2007) and Heim and Peng (2010) already found: Technologies influence occupational identity. In their study, Nelson and Irwin (2014) found that "an occupational identity can interact with a new technology" (p. 916). Consistent to their findings, the results of this study have shown how the reciprocity between occupational identity and technologies works.

Practical implications

The present study implies how the reciprocity between occupational identity of Online Marketers, working at an e-commerce firm, and technologies works. Practically, this means that Online Marketers' occupation largely depends on technologies and that the occupation would not exist without the presence of technologies. That is why it is important that Online Marketers who were interviewed for this study become aware of the role of technologies they

use. Actually, Online Marketers cannot efficiently perform their duties without the commitment of the technologies they (currently) use. Technologies fulfill an essential role, but if the force of technologies can be reduced, it would help because then the Online Marketers can completely control their occupation without being dependent on technologies.

Besides, the expectations for the future are described in this research article. Online Marketers expect that information to be shared becomes more customer driven and that an integrated marketing strategy (of both offline Marketing as well as Online Marketing) becomes more essential. It would contribute to the success of the e-commerce firm to take these expectations into account in order to anticipate on these upcoming trends. The management of the e-commerce firm may also take some actions needed in order to ensure that the organization is ready for these future developments. An example is to set up an offline Marketing discipline and to ensure that this discipline combines with the (existing) Online Marketing disciplines, in order to achieve the best possible results for customers.

Limitations

This study has a few limitations regarding the data gathering. The data-analysis was performed by one researcher, so it was not possible to calculate Cohen's kappa. After the data collection, the researcher had decided to not make use of a second coder. The main reason for that was saving time, because there was a tight deadline set for the present study. Because of the frequent use of Online Marketing terms, it would have been necessary to inform the second coder about (the implementation of) Online Marketing and Online Marketing terms and that would take a lot of time. Besides, in the immediate environment of the researcher, no one has experience with coding interviews. It would have cost many time to search and find a second coder. Although it was an informed decision to not use a second coder, it is considered as a weakness of the study because the quality of the data analysis depended on the quality of the researcher. In a next study, it would be good to avoid such a situation.

The second limitation is that the results of this study are only based on interviews. More data could be collected by, for example, observation(s) of the Online Marketers to see how they perform their occupation. Observations are more time consuming than interviews and that is why observations were not included in the present study. As mentioned, a tight deadline was set and therefore, observations did not fit into the planning of the study. In a next study, it would be good to also include additional data collection such as observations, because these provide rich data. In turn, this may lead to deepened insights.

The last limitation of the present study has to do with the small number of interviews. In this study, fifteen Online Marketers, working at an e-commerce firm, were interviewed. It was not possible to interview more Online Marketers, simply because no more Online Marketers were employed at the e-commerce firm. Although the results of this study were consistent, it would also be good to increase the number of interviews; then the results of the study are suggested by more Online Marketers and there is greater evidence to ensure these.

Future research

Despite the theoretical contributions and practical implications of this study, future research is necessary to expand knowledge about the reciprocity between occupational identity and technologies. Therefore, it would be very useful to conduct a similar study with Online Marketers employed on the side of an organization. In the present study, the Online Marketers who were interviewed were working for different customers. Contrary, participants in the proposed (future) study only work for one organization. Although the purpose of both types of Online Marketers should be the same, the duties to be performed may differ. This may also have influence on occupational identity and the influence of technologies.

Another suggestion for future research is a study about opinion leaders of technologies certain occupations use. In this study, the subject of opinion leaders emerged shortly, but this could also be an independent study to be carried out in the future. It may be interesting to investigate who opinion leaders are, what the role of opinion leaders and how they relate to certain technologies. A possible field of work in which such a research can be conducted is in Online Marketing. Technologies play a major role in Online Marketers' occupation. In addition, Online Marketers named something about opinion leaders themselves. Therefore, it might be interesting to get more deeply into this subject.

References

- Angelides, M. C., (1997). Implementing the Internet for business: A global marketing opportunity. *International Journal of Information Management*, 17(6), 405-419.
- Ashcraft, K. L. (2013). The glass slipper: "Incorporating" occupational identity in management studies. *Academy of Management Journal*, 3, 6-31.
- Bechky, B. A. (2011). Making organizational theory work: Institutions, occupations, and negotiated orders. *Organization Science*, 22, 1157-1167.
- Brewer, M. B. (1991). The social self: On being the same and different at the same time. *Personality and Social Psychology Bulletin*, 17(5), 475-482.

- Devaraj, S., Krajewski, L., & Wei, J. C. (2007). Impact of ebusiness technologies on operational performance: The role of production information integration in the supply chain. *Journal of Operations Management*, 25, 1199-1216.
- Dooley, D. (2009). *Social Research Methods*. Harlow: Pearson Education Limited.
- Edmondson, A. C., Bohmer, R. M., & Pisano, G. P (2001). Disrupted routines: Team learning and new technology implementation in hospitals. *Administrative Science Quarterly*, 46, 685-716.
- Heim, G. R., & Peng, D. Z. (2010). The impact of information technology use on plant structure, practices and performance: An exploratory study. *Journal of Operations Management*, 28, 144-162.
- Jarzabkowski, P., Burke, G., & Spee, P. (2015). Constructing spaces for strategic work: A multimodal perspective. *British Academy of Management*, 26, 26-47.
- Kiang, M. Y., Raghu, T. S., & Shang, K. H. M., (2000). Marketing on the Internet - who can benefit from an online marketing approach? *Decision Support Systems*, 27, 383-393.
- Kreiner, G. E., Hollensbe, E. C., & Sheep, M. L. (2006). Where is the “me” among the “we”? Identity work and the search for the optimal balance. *Academy of Management Journal*, 49, 1031-1057.
- Leiner, B. M. (1994). Internet technology. *Communications of the ACM*, 37(8).
- Leonardi, P. M. (2007). Activating the informational capabilities of information technology for organizational change. *Organization Science*, 18(5), 813-831.
- Leonardi, P. M., & Barley, S. R. (2010). What is under construction here? Social action, materiality, and power in constructivist studies of technology and organizing. *Academy of Management Annals*, 4, 1-51.
- Nach, H., & Lejeune, A. (2010). Coping with Internet technology challenges to identity: A theoretical framework. *Computers in Human Behavior*, 26, 618-629.
- Nelson, A. J., & Irwin, J. (2014). Defining what we do - all over again: Occupational identity, technological change, and the librarian/Internet-search relationship. *Academy of Management Journal* 2014, 57(3), 892-928.
- Orlikowski, W. J., & Scott, S. V. (2008). Sociomateriality: Challenging the separation of technology, work and organization. *Academy of Management Annals*, 2, 433-474.
- Pratt, M. G., Rockmann, K. W., & Kaufmann, J. B. (2006). Constructing professional identity: The role of work and identity learning cycles in the customization of identity among medical residents. *Academy of Management Journal*, 49, 235-262.

- Samuelsson, T., & Berner, B. (2013). Swift transport versus information gathering: Telemedicine and new tensions in the ambulance service. *Journal of Contemporary Ethnography*, 42(6), 722-744.
- Valos, M. J., Ewing, M. T., & Powel, I. H. (2010). Practitioner prognostications of online marketing. *Journal of Marketing Management*, 26(3-4), 361-376.
- Vough, H. (2006). Not all identifications are created equal: Exploring employee accounts for workgroup, organizational, and professional identification. *Organization Science*, 23(3), 778-800.
- Wallgren, L. G., & Hanse, J. J. (2011). The motivation of information technology consultants: The struggle with social dimensions and identity. *Human Factors and Ergonomics in Manufacturing & Service Industries*, 21(6), 555-570.
- Wilson, S. G., & Abel, I. (2001). So you want to get involved in e-commerce. *Industrial Marketing Management*, 31, 85-94.

ⁱ Dit is interessant, daar wil ik meer van weten. Internet, dat trok me wel.

ⁱⁱⁱ Dus je hebt uiteindelijk wel een beetje hetzelfde doel, alleen de wegen er naartoe verschillen.

ⁱⁱⁱ Ik denk dat je vanaf 1994 ongeveer tot het jaar 2000, dat je een periode had van gewoon aanwezig zijn. Dus gewoon een website hebben en mensen gaan wel naar je op zoek als ze iets willen weten. En ik denk dat er toen een periode kwam waarin de concurrentie groter werd. Dus toen had je; aanwezig zijn is dan niet meer genoeg. Toen kreeg je een periode van zichtbaar zijn, en dan bedoel ik zichtbaar zijn online. Mensen gingen allerlei trucjes uithalen om op allemaal dingen die totaal niet relevant waren gevonden te worden. Ze keken gewoon waar het meeste op werd gezocht. Maar dan ben je niet zichtbaar voor je een relevante doelgroep. Toen kwam er een periode van relevante zichtbaar voor je doelgroep dus. En dat laatste gedeelte... We zitten nu ook veel meer op de inhoud, de boodschap is denk ik steeds belangrijker geworden en conversie is de laatste jaren steeds belangrijker gaan worden.

^{iv} Hoe dit eigenlijk is gegaan is dat het per persoon full-service was, dus je deed eigenlijk alles. En dat is steeds meer afgegleden naar specialist.

^v Met behulp van Online Marketing inzet invulling geven aan de businesscase van de klant.

^{vi} En dat begint eerst heel strategisch: dus eerst samen met een klant kijken naar wat zijn nu de doelstellingen van een klant. Bij ons is dat natuurlijk vaak omzet. En dan kijken hoe we die doelen gaan behalen, dus welke acties we daarvoor in gang gaan zetten. Kijken hoe we de voortgang daarvan kunnen meten en dus nadenken over welke KPI's we dan moeten bijhouden.

^{vii} Waar het ook steeds meer naartoe gaat is dat het steeds meer naar persona's gaat, dus veel specifiek de klant van de klant in kaart brengen.

^{viii} Zorgen dat we mensen bij elkaar kunnen brengen en zorgen dat iedereen die zeg maar invloed op die resultaten kan hebben dat die met elkaar gaan praten. En dat zij data van elkaar gebruiken en dat ze zich ook realiseren dat ze die invloed kunnen hebben op resultaten.

^{ix} De technologieën maken het voor mij makkelijker om mijn werk efficiënt uit te voeren. Dus zonder deze technologieën zou ik het werk wel grotendeels kunnen doen, maar alleen op een veel lager tempo. Dus het is heel erg facilitair.

^x Er zijn mensen die het beter kunnen voorspellen dan anderen en ja, ik verwacht dat zij dat heel goed kunnen. Dus daarin volg ik hen ook en ben ik altijd heel erg benieuwd wat zij zeggen.

^{xi} Opinieleiders zitten eigenlijk wel overal, maar je hebt inderdaad nummer één is Google en Google bepaalt wat je doet. Ik denk dat 95% braaf volgt wat Google wil wat je doet.

^{xii} Kijk, begin je als tennisser, dan heb je in het begin nog geen dure racket nodig. Maar begin je professioneel, dan zie je ook opeens dat iedereen carbon rackets koopt. Dus je kijkt naar de peer groep om je heen wat die gebruikt.

^{xiii} Geautomatiseerd optimaliseren ofzo, dat soort dingen, die tijd besparen. Ik ben wel heel veel aan het uitzoeken hoe advertenties presteren. Meer geautomatiseerd adverteren zodat je meer inzicht krijgt in de wensen van de klant misschien. Dat zou het allemaal makkelijker maken, dan kan je meer je advertenties toespitsen op de klant. Beter inzicht in de funnel, dus hoeveel is een klant waard.

^{xiv} Voor sommige tools hebben wij een vaste contactpersoon. Dus onze succesmanager, zo noemt hij zichzelf, is vaak wel bereikbaar, hij is toch ook een beetje voor... Wij zijn een vrij grote klant voor hem maar je merkt dat; soms helpt 'hij en soms hebben wij meer kennis in huis dan hijzelf. Of dan constateert hij dat het inderdaad een probleem is en dat hij dat in de ontwikkeling van de tool mee moet gaan nemen zeg maar.

^{xv} De techniek moet gewoon goed werken. In die verschuiving zitten we al wel. Je ziet al juist bij e-mail marketing platformen dat zij kijken van: hoe kunnen wij onze producten beter maken. Die zijn ook veel meer gericht op de Marketeer, niet op de techneut.

^{xvi} Tripolis is een heel technisch platform. Eigenlijk is er wel heel veel mogelijk maar het zit allemaal zo verstopt dat je er nauwelijks bij komt. En daardoor houdt dat ons tegen om echt te ontwikkelen daarin.

Appendix I: Research instrument

Introductie

Momenteel ben ik bezig met het uitvoeren van mijn Master Thesis om uiteindelijk mijn Master Communication Studies aan de Universiteit van Twente succesvol af te ronden. Mijn Master Thesis heeft als titel: ‘How does the reciprocity between occupational identity of Online Marketers, working at an e-commerce firm, and technologies work?’ Hierbij voer ik exploratief onderzoek uit naar de wederzijdse invloed van technologie en beroepsmatige identiteit van Online Marketeers, in de hoop dat ik belangrijke aspecten kan blootleggen. Ik wil dit onderzoek uitvoeren omdat er aanwijzingen zijn dat techniek en beroepsmatige identiteit elkaar beïnvloeden.

Hoewel er veel studies zijn uitgevoerd gericht op één van deze variabelen, hebben weinig studies zich gericht op de relatie tussen deze twee variabelen. In dit interview staat de wisselwerking tussen technologie en beroepsmatige identiteit centraal. Er is gekozen voor een context waarin Online Marketeers werkzaam bij een e-commerce bureau de hoofdrol spelen. De reden hiervoor is dat Online Marketing opkomend is en steeds belangrijker wordt voor veel organisaties. Om deze studie uit te voeren worden er minimaal 15 en maximaal 19 Online Marketeers, werkzaam bij een e-commerce bureau in Zwolle, geïnterviewd.

Het interview gaat allereerst over wat een Online Marketeer doet, waarbij de taken van een Online Marketeer centraal staan. Hierbij wordt duidelijk wat het onderscheidend vermogen van Online Marketeers ten opzichte van andere functies of diensten is. Daarna wordt er in het interview invulling gegeven aan de ontwikkeling van de functie en de huidige functie van een Online Marketeer, met de invloed van technologie. Ten derde wordt een toekomstperspectief voor een Online Marketing discipline geschetst en het interview sluit af met vragen over de eventuele rol van opinieleiders bij het invoeren van het gebruik van technologieën.

NB: Het is belangrijk dat de respondent vrijuit verteld over de verschillende onderwerpen. Probeer dit te stimuleren, maar let ook op dat de juiste onderwerpen worden aangesneden. Vraag de respondent om duidelijke voorbeelden te benoemen. Verschillende antwoorden zijn mogelijk en niets is goed of fout. Wees niet meteen tevreden bij een kort antwoord, maar vraag voldoende door over de verschillende onderwerpen.

Onderzoeksvragen

Verschillende onderzoeksvragen zijn geformuleerd om de studie succesvol af te ronden. De hoofdvraag van het onderzoek luidt: “Hoe beïnvloeden technologieën en beroepsmatige identiteit van een Online Marketeer, werkzaam bij een e-commerce bureau, elkaar?” In het artikel dat wordt geschreven op basis van de verzamelde en geanalyseerde data dient deze hoofdvraag beantwoord te worden.

De deelvragen die helpen om bovenstaande hoofdvraag te beantwoorden, zijn:

1. Wat is het onderscheidend vermogen van Online Marketeers ten opzichte van andere functies of online diensten?
2. Welke ontwikkelingen heeft de functie Online Marketeer doorgemaakt met de invloed van technologische ontwikkelingen?
3. Hoe kan de huidige beroepsmatige identiteit van een Online Marketeer beschreven worden (‘wat doen we’)?
4. Hoe ziet de toekomst van een Online Marketing discipline eruit?
5. Wat is de mogelijke rol van opinieleiders bij het nemen van beslissingen over welke technologieën worden gebruikt?

Informatie over de interviewer

Naam van de interviewer: _____

Datum en tijdstip van het interview: _____

Plaats waar het interview gehouden is: _____

Relatie tussen de interviewer en respondent _____

Duur van het interview: _____

Introductie van het interview

Het is belangrijk dat de volgende punten worden behandeld tijdens het introduceren van het interview tegenover de respondent:

- Bedank de respondent voor zijn deelname in het onderzoek;
- Leg kort uit wat de aanleiding is van het onderzoek en wat het onderzoek inhoudt;
- Geef uitleg over het interview en vertel welke onderwerpen worden behandeld;
- Vertel dat deelname anoniem is en vraag toestemming om het interview op te nemen;

- Vertel dat er pseudoniemen worden gebruikt voor namen van personen en organisaties bij het uitwerken van het interview, het analyseren van de data en het rapporteren van de resultaten;
- Vertel dat de respondent altijd informatie mag toevoegen tijdens het interview;
- Vertel dat de respondent geen goede of foute antwoorden kan geven;
- Maak duidelijk hoeveel tijd het interview ongeveer in beslag neemt;
- Vraag of alles duidelijk is en of de respondent bij aanvang van het interview nog vragen heeft.

Achtergrond

- Hoe ben je in deze functie (bij het e-commerce bureau) terecht gekomen?
- Hoe lang werk je al bij het e-commerce bureau?
- Hoe lang werk je al in deze functie (binnen het e-commerce bureau)?

Onderscheidend vermogen van een Online Marketeer

- Wat doet een Online Marketeer? Hoe zou je jouw functie omschrijven?
- Vind je dat een Online Marketeer zich bindt aan of onderscheid van traditionele Marketers of andere online diensten?

Indien 'binden': Wat zijn volgens jou de voornaamste overeenkomsten tussen Online Marketeers en traditionele Marketeers of andere online diensten? Waarom?

Indien 'onderscheiden': Wat zijn volgens jou de voornaamste verschillen tussen Online Marketeers en traditionele Marketeers of andere online diensten? Waarom?

Ontwikkeling van de functie Online Marketeer (richt je op recente ontwikkelingen)

Vraag of de respondent een tijdlijn wil tekenen

- Hoe is Online Marketing ontstaan: vanaf wanneer en waarmee is het begonnen?
- Hoe zijn de taken van een Online Marketeer door de jaren heen ontwikkeld?
- Welke technologieën* zijn door de jaren heen ingezet om de functie van Online Marketeer mogelijk te maken?

* Met technologieën worden alle programma's en tools bedoeld welke het mogelijk maken om de functie van Online Marketeer (binnen het e-commerce bureau) uit te oefenen. Voorbeelden zijn Google Analytics en

Tripolis.

Huidige beroepsmatige identiteit van een Online Marketeer ('wat we doen')

- Wat zijn de taken van een Online Marketeer nu?
- Welke technologieën worden momenteel ingezet om jouw functie mogelijk te maken?
- Wat is de rol van technologieën in het vervullen van jouw functie?

Toekomstperspectief

- Hoe ontwikkelt een Online Marketing discipline zich volgens jou in de komende jaren?
- Wat zijn daarbij kansen en wat zijn daarbij bedreigingen?
- Wat zou voor jou de meest ideale technologie zijn in de toekomst om jouw functie te kunnen (blijven) uitoefenen?

Rol van opinieleiders

- Zijn er mensen naar wie je toe gaat als er nieuwe technologieën ingezet kunnen worden?
- Is er sprake van opinieleiders binnen de Online Marketing discipline?

Zo ja: Wat is de rol van deze opinieleiders volgens jou?

Zo nee: Hoe wordt besloten om nieuwe technologieën al dan niet in te zetten?

Afronding van het interview

Het is belangrijk dat de volgende punten worden behandeld tijdens het afronden van het interview tegenover de respondent:

- Vraag of de respondent nog iets wil toevoegen aan het interview;
- Vraag of de respondent nog vragen heeft naar aanleiding van het interview;
- Bedank de respondent voor zijn deelname aan het onderzoek;
- Vraag de respondent hoe hij de resultaten het liefste ziet; door middel van een artikel, een blog, een presentatie of een combinatie van deze drie?

Appendix II: Informed consent form

1. Namen en adressen van de Commissie Ethiek leden

Naam: Commissie Ethiek Faculteit Gedragwetenschappen Universiteit Twente
Adres: Postbus 217,
Postcode: 7500 AE Enschede
Telefoon: 053 - 4894591
Fax: 053 - 4892895
E-mail: j.rademaker@utwente.nl

De namen en adressen van de CE-leden kunt u vinden op:

http://www.utwente.nl/gw/onderzoek/regeling_ethiek/ledenlijst.doc/

2. Verklaring

‘Ik verklaar hierbij dat ik op een voor mij duidelijke wijze ben ingelicht over de aard en methode van het onderzoek, zoals uiteengezet in de e-mail die ik heb ontvangen op 19 november jl. Mijn vragen zijn naar tevredenheid beantwoord. Ik stem geheel vrijwillig in met deelname aan dit onderzoek. Ik behoud daarbij het recht deze instemming weer in te trekken zonder dat ik daarvoor een reden hoeft op te geven en besef dat ik op elk moment mag stoppen met het interview. Indien mijn onderzoeksresultaten gebruikt zullen worden in wetenschappelijke publicaties, dan wel op een andere manier openbaar worden gemaakt, zal dit volledig geanonimiseerd gebeuren. Mijn persoonsgegevens zullen niet door derden worden ingezien zonder mijn uitdrukkelijke toestemming. Als ik nog verdere informatie over het onderzoek zou willen krijgen, nu of in de toekomst, kan ik me wenden tot Kyra Schoemaker.

Voor eventuele klachten over dit onderzoek kunt u zich wenden tot de secretaris van de Commissie Ethiek van de faculteit Gedragwetenschappen van de Universiteit Twente:

Naam: Mevr. J. Rademaker
Telefoon: 053-4894591
E-mail: j.rademaker@utwente.nl
Adres: Postbus 217, 7500 AE Enschede).

Aldus in tweevoud getekend:

Naam proefpersoon:

Datum:

Handtekening:

Ik heb toelichting verstrekt op het onderzoek. Ik verklaar mij bereid om nog opkomende vragen over het onderzoek naar vermogen te beantwoorden':

Naam onderzoeker:

Datum:

Handtekening:
