

# Strategic Marketing : Agile Marketing Developments

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## Abstract

Agility has become a central and vital part of marketing. Serious global pandemic events such as the COVID-19 has raised the need for brands to adapt, access and move quickly. As economic conditions changed vividly, marketers need an enhancement as people work remotely, and many companies switched to sell online only. Nowadays, brands should have the ability to retrain and attract new talent, constantly measuring the impact in real time, the consumer base needs to be monitored, identified and change in direction needs to be done instantly. This study is aimed to understand the change in marketing perception brought about by agile marketing and the future implications that it may have on the firms' marketing strategies. The study has opted qualitative research with content analysis and systematic literature review to conceptualize the concepts under study and detail the models, theories, benefits, and strategies. The research has showcased that agile marketing has brought positive changes in organisations due to which they can better collaborate with other firms, better focus, and at the same time, foster long-term innovations. This research has also established the fact that even though Agile marketing is the future of marketing, it cannot work well until and unless the brands and businesses are equipped to handle the changes brought by it. That is why firms and managers have to be adaptive and alert to the changes that are being brought in the marketing situations. This research would prove as a base for academicians, researchers, and brands to comprehend the importance of agile marketing and would help brands and businesses to take agile marketing into consideration for effective and strategic marketing operations.

**Keywords**— Agile marketing, digital technologies, marketing, innovative opportunities

## I. INTRODUCTION

In the modern-day business environment, companies are forced to reevaluate their business models, products, and processes, keeping in mind the various challenges and opportunities of so-called digital transformation. Adobe was digital early on, but it also needed to push the boundaries of what it meant to be agile during COVID-19. It was a benchmark which changed our behaviour and responsibilities forever. Agility includes the plethora of changes that digital technology brings to an organization's business model, including product and organisational changes, lean processes, and improved customer

experience. As a result, competitive, innovative, and agile start-ups use their skills to instantly identify new business opportunities, and the corresponding "aggressive" markets threaten long-standing corporate stability.

Both academics and professionals see marketing skills as an important source of competitive advantage for businesses, specifically in the present-day volatile markets and international situations. A company's marketing skills demonstrate how it collects and uses market knowledge to quickly adapt its business to market-related changes. The constant changes that characterise today's business environment have led marketers to use agile methods and techniques to reduce lead

times, enhance flexibility, and increase competitiveness. Respond quickly to market globalization.

Expanding agile practises from software development to marketing: faster production cycles, continuous improvement processes, transparency, coordination, and customer loyalty have decided on the emergence of agile marketing. This new marketing approach creates a gap between "specified needs" and "implemented learning" to develop more strategic and effective responses to dynamic environments. Agile marketing relies on many practises developed to quickly adapt marketing strategies to changing customer needs and how quickly these changes can be addressed, coordination between roles and services, Emphasis is placed on improving transparency and customer loyalty.

The marketing literature is mainly focused on using agility to meet the challenges of digital transformation. The research emphasises the requirement to "accept change," anticipate market needs, be innovative and meet customer needs, especially in the highly competitive international market. To be agile means responding speedily and flexibly to the needs and opportunities of the international market. From this point of view, agility is a dynamic ability, especially the ability of a company to adapt its strategies, tactics, and processes according to the dynamics of the market.

## II. RESEARCH QUESTIONS

1. How are the concepts of agility, agile marketing, and agile marketing capability appropriately defined?
2. How are contemporary, agile marketing plans associated with consumer brand perceptions?
3. How agile are marketing capabilities to be aligned for business advantage?
4. What are the future implications of agile marketing for firms?

## III. OBJECTIVES

1. To explore the roots, concepts, and features related to agility, agile marketing, and agile marketing capability.
2. To relate contemporary agile marketing plans with consumer brand perception.
3. To explore the relationship between agile marketing capabilities and business advantage.
4. To update the future implications of agile marketing for firms.

## IV. RESEARCH METHODOLOGY

The study followed content and document reviews with a systematic literature review to gain insights and understanding of the chosen topic. For conducting this study, secondary data has been taken into consideration where reliable data sources like EBSCO, Scopus, and Web of Science have been utilized.

## V. LITERATURE REVIEW

### 5.1 What is agility?

Based on the dynamic capability (DC) model, agility is described as the organisation's active competence "to succeed in uncertainty [...] to competently and efficiently redistribute its resources to worth generating and value capturing higher-yield actions as inner and outer conditions permit" (Teece, Peteraf, & Leih, 2016, p. 8). Agility associated with flexibility is defined by Hu Yuan and Zhang, (2009) as a vibrant state that is customised to the conditions, accommodating to the shift and self-enhancement. It is perceived as a resilient and productive response to the changing and uncertain business environment (Zain, Rose, Abdullah, & Masrom, 2004). In a volatile business and market environment, productive reactions are faced in an agile environment (Prange, 2016). Especially in the marketing domain, the term "agile" ensures, better involvement from the customers, with quick checking, fast supply, and active needs (Mansor, Yahya, Habibah, & Arshad, 2012).

### **5.2 What is Agile Marketing?**

Agile marketing refers to an approach to marketing, where marketing teams work together to come up with high-quality projects that will foster group efforts. Agile marketing allows marketing teams to quickly publish content and modify it based on performance. It allows businesses to adapt to market changes and adapt their approaches accordingly (Hagen et al., 2019). Simply put, agile marketing is a trans-departmental activity that brings together members of different departments to take advantage of marketing opportunities and change marketing plans based on a dynamic environment. This is a process focused on finding, testing, and running a set of targeted projects related to an organization's marketing. The ways and means of agile marketing support an organisation' team to engage and be accountable for common objectives, which are oriented around consumers' demands and fine tune and optimise the operations in accordance with the change needed. Therefore, better consumer engagement and worth, better pace in relation to market pressure, and a superior capability to adjust to shifts are attained (Ewel, 2013; Moi & Cabiddu, 2020; Gera et al., 2019; Smart, 2016, Accardi-Petersen, 2011).

### **5.3 The Roots of Agile Marketing**

To fully understand what agile marketing is, one first needs to understand that the methodology behind it is rooted in IT. Agile software development methodologies were born somewhere (probably) on a sunny day in the 90's. In February 2001, 17 software developers from Snowbird Station, Utah, discussed how to develop lightweight designs at a meeting. The resulting "Agile Software Development Manifest" is a good starting point to explain the basics of this approach (Hoogveld, et al., 2016). This agile approach was a response to the traditional waterfall approach in the world of software development. The name comes from the fact that, on paper, it looked like a kind of waterfall where the process went from step to step. The project starts with collecting the complete requirements. After completion, the

architect created the design. When complete, the developer will start implementing, after which they will move on to inspection, delivery, and maintenance forever. The problem was that this process was slow and the requirements changed over time. By the end of the implementation, the software was often obsolete. To make matters worse, customer communication was minimized, and there was a lack of validation during the development process. It was not uncommon for developers to be satisfied with attractive and great software. Just to find the customer angry, and claiming he didn't order this, and requesting a retry.

The agile approach was a wise answer to this conundrum. It is strongly customer and quality oriented. This works in small iterative steps. Encourage face-to-face conversations and collaborations between authorised cross-functional teams and other stakeholders. It is based on the constant provision of small results and facilitates continuous measurements, reviews, feedback, and adjustments while trying to keep it simple (Sukhina et al., 2021). This is how to act when the market changes at the speed of light and customers become more and more unstable day by day. Therefore, agile marketing is certainly not an exact copy of agile development. While experts are working on it, there is certainly another thing that is certainly not: controlled chaos. Otherwise, Agile is a very orderly, process-driven methodology that enables professionals to respond quickly and adapt to speed-driven markets.

## 5.4 Agile Marketing Capability

**Table 1.** Agile Marketing Capability—Dimensions, definitions, and descriptions

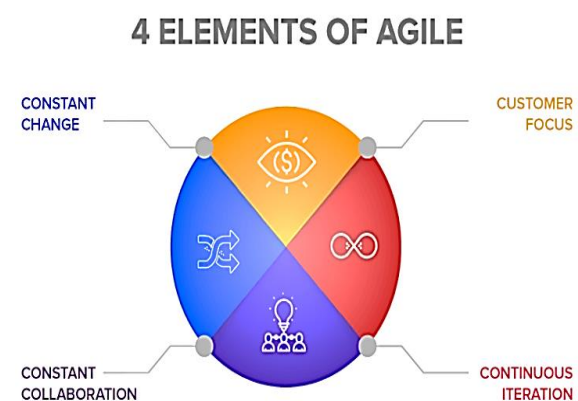
AMC dimensions	Definitions	Descriptions
Customer-oriented responsiveness	Constantly sense and respond to changes related to customer needs and requests	Abilities to provide dynamic and timely sensing and respond to customer-related changes to fulfill customer requirements and expectations successfully
High flexibility	Follow an adaptive and flexible approach in dealing with changes	Ability to adapt and flexibly adjust tactics, operations and planning to deal with changes and satisfy customer needs and requests by using extant sources with more effectiveness
Human collaboration	Create close work relationships among people and a collaborative working environment	Close alignment, collaboration, and interaction among people and departments to create close and trust-based relationships and a collaborative working environment to be better able to develop successful, customer-oriented marketing programs
Quick and continuous improvement	Continuously and quickly adjust and deliver new marketing plans	Ability to addressing changes to continuously make improvements in the execution of marketing tactics, operations, and planning, and manage changes (e.g., new customer requirements, technical issues) more efficiently and effectively in a quick and timely manner

An agile marketing capability maturity framework. Source: Ludovica & Cabiddu (2021).

The concept of dynamic marketing capabilities develops from the resource-based view (Barney, 1991). Based on the theory, the firm's competitive advantage is determined by its resources and capabilities (Eisenhardt, & Martin, 2000; Teece, Pisano, & Shuen, 1997). It suggests that, in accordance with the volatile business environment, dynamic capabilities in the form of human competencies and resources need to be updated to gain the competitive advantage of the firm. Organizations must implement innovative strategies in reaction to new market situations in order to gain financial returns (Teece, Pisano, & Shuen, 1997). Generally speaking, dynamic marketing capabilities are described as "capabilities that use market knowledge to adapt organisational resources and capabilities" (Barrales-Molina, Martínez-López, & Gázquez-Abad, 2014, p.

13). The above table no. 1 provides a better understanding of the dimensions of agile marketing capabilities, which include customer-oriented responsiveness, high flexibility, human collaboration, and quick and continuous improvement, based on real-time facts and figures available from varied sources.

## 5.5 Four elements that guide agile marketing



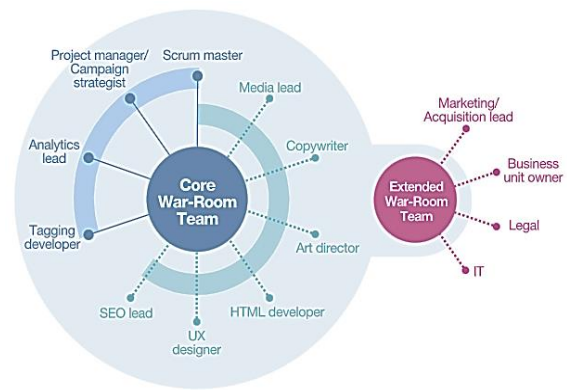
**Figure 1:** Elements of Agile Marketing. Source:

The four elements that guide agile marketing include:

1. Focus on customers: *If it doesn't serve the end user, it's not a priority.*
2. Continuous iteration and enhancement: *engaged in incessant cycles of tasks and enhancing each cycle.*
3. Constant change: *Act quickly in response to consumer change.*
4. Continuous collaboration: *Constant interaction with stakeholders/customers to provide a clearer response to their demands.*

**5.6 What does an agile marketing team do?**

It is explained in the McKinsey report (2016) that an agile marketing team works in a dynamic way to address the real-time needs of customers with quick decision-making. Integrating with a war room assembly model, the agile marketing team works with all the senior level managers in the organisation and channels their tasks and initiatives towards business goals.



**Figure 2.** The makeup of an agile war room team

The agile marketing team is an excellent exercise in enforcing responsibility because each member has a daily assurance to their associates and must inform them the following day. The advantage of such an agile marketing approach is that it places the consumers at the centre of all judgments with accountability. The agile marketing team constantly evaluates the possible business impact of each marketing decision, prioritises ideas, and ensures ease of implementation. The figure 2 gives an idea about the makeup of an agile war room team.

**5.7 On Traditional Marketing, Agile Marketing is a step ahead.**

*Table 2 shows the distinction between traditional and agile marketing.*

BASIS	TRADITIONAL MARKETING	AGILE MARKETING
TIME FRAME	6-7 Months	Real time
FAST PACED	Lengthy development procedure	Accomplish the task in 3-4 weeks
EXECUTION	Rigid and fixed	Creative real time
HIREARCHY	hierarchy is to be followed or more rely on management decision	Less rely on management decision
AUTOMATION	No Automation	Marketer use automatic platform to gather real time data on how their content is performing
ASSETS	Images, Videos, Tagline etc.	Fresh Content
FLEXIBILITY	Rigid	Can be mould out as per market condition.

Traditional and agile marketing. Source: Gera, Gera, & Mishra (2019).

Today, change and perception are flying towards us from all directions. It's not time to be complacent. Now is the time to keep walking. As market laws have changed, so have we. Because it is an era of fellowship. The age of networks An era of "everything is one, one is

everything" (Ewel, 2020). Contrary to what is generally believed, we still do a lot of mass marketing today. It has a completely different format than the previous one. In fact, clients have undergone major changes over the last few years. They are more demanding, noisy, and connected than ever before. Their attention is getting shorter and shorter. So, we will want to

treat them the way they want. And they want a lot. They want to be recognized by all the different channels that jump. They seek relevant information, dialogue, and welcome advice from those they recognize as the unique person they are thinking of. A slowly evolving, one-sided, lonely-based "old school marketing" approach tells one what to do instead of asking what one wants to do in this new supersonic environment. The Internet is responsible for much of this development. It has fundamentally changed consumer purchasing decisions. The buying process was a combination of the first stimulus and the first and second moments of truth. When an advertisement was effective, consumers responded to this prompt by visiting stores or contacting one of the salespeople. The combination of goods and services and the seller will at best lead to a purchase (the first moment of truth). When a product arrives at home or in the office, consumers use it to comment on their purchases. It's a moment of truth. Overall, shopping was a fairly easy and easy experience.

Over the years, this traditional channeling process has evolved into a complex map of touchpoints. To give some examples from Google Shopper Sciences surveys, 50% of consumers use search engines to search for information before making a purchase; 49% talk to friends and family about the product; and 38% shop online. By comparison, 36% searched for information. 31% read product reviews and recommendations online on the product brand's manufacturer website. Google calls this extended period of online decision-making the "moments of truth." Therefore, there are better strategies and tactics to display in the right place, at the right time, and with the right content. Therefore, it is no exaggeration to say that our environment has become more complex over the years. Previously, the work experience was straightforward and clean. The fast-paced, dynamic, and connected nature of today's market has changed everything. We must adapt to market changes (Vehniäinen, 2019). Rigorous long-term planning and isolated thinking are no longer relevant in this

context. Indeed, in a world dominated by complexity, unpredictability, instability, and complex dependencies between connected parties, slowness and inflexibility are quite dangerous. It is undeniable that this slow, serious, deliberate approach naturally makes sense at some point. For example, TV ads were very expensive (and expensive). Making mistakes meant losing a lot of money. As a result, marketers have become less tolerant of errors, and with the help of market research and expensive focus groups, have devised the next approach very slowly and wisely. They made a (long-term) plan and tracked it closely. That makes sense. But with much more flexible, faster, and cheaper channels such as websites, online testing, and social media, that's no longer the case. Our world today is too complex to stabilize, structure, and predict. A rigid, caged, uncompromising organisation cannot survive in this environment. Remember, "The most likely organisms to survive are the ones that are best adapted to the environment." And agile marketing is the right way to deal with volatile markets, knowledgeable customers, and faster competition than ever before. Agile marketing is different from the traditional mode of marketing, as it is displayed in table 2. Agile marketing is the real-time, creative application of IoT and automated platforms for customized service and product delivery. Agile marketing allows cross-functional professionals to come together for the realization of shared goals by convening on a consistent basis and eradicating ineffectual steps and procedures.

### ***5.8 Agile Marketing functions***

It works in alignment with the leaders and helps in establishing the expectations of the team. When working together, the team needs to work with the head of the marketing organisation as well as the other key stakeholders to bring everyone together for the goals of the initiative. The team will then hold meetings to clarify that the old basic rules and standards no longer apply and to clarify culture and agile expectations.

### 5.8.1 Data analysis to identify opportunities

The team would have to be up and running and doing the actual work. It starts with the development of knowledge based on specific analysis. Conclusions should be aimed at identifying anomalies, weaknesses, problems, or opportunities in the decision-making process of key segments of a customer or prospect (Alford et al., 2015). There is a daily stand-up that briefly reports what each member of the team did the previous day and what they want to do today. This is an effective accountability activity. Everyone has to make an appointment with a colleague every day and report it the next day.

### 5.8.2. It creates tests

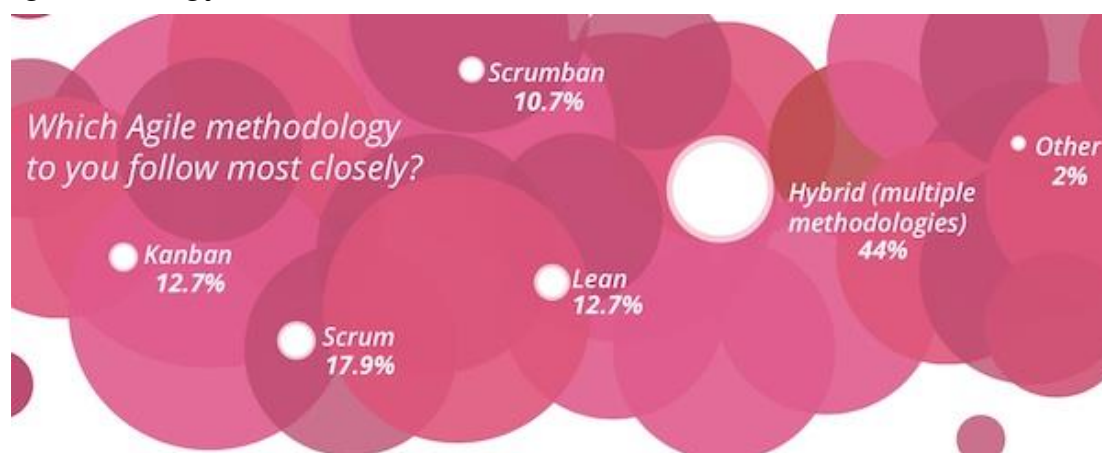
For every opportunity and problem that has been identified, the team comes up with ideas to improve the experience and also thinks about ways to test them effectively. The team then

creates test methods for each hypothesis and creates key performance indicators (KPIs). Once the list of potential tests is created, they are given based on two criteria: potential business impact and ease of implementation. Priority ideas are placed at the top of the queue for immediate testing.

### 5.8.3. Run these tests

The team runs the test in a "sprint" of a week or two to ensure that the proposed approach works. Teams need to work efficiently to achieve efficient levels of performance in an optimized production and approval process (there are few meetings; these are short and concise). A team of European banks conducted a number of systematic weekly media tests across all categories and continuously redistributed spending based on the results. These efforts have increased conversion rates by a factor of 10.

## 5.9 Agile marketing frameworks



**Figure 3.** Methods of agile marketing use (chiefmartec, 2018)

The report (chiefmartec, 2018) detailed in figure 3 indicates that marketers integrate 'agile' with all available methods and procedures in marketing. However, the majority of marketers are applying a hybrid approach, combining methods from many of these procedures into their own brand of agile marketing (44%). A constantly sprouting hybrid method can be effortlessly personalized to the requirements and undercurrents of marketing changes in the organisation.

It is observed that most marketers do not focus on a specific framework for applying agile and they make use of hybridize, mixing, and matching practices from Kanban, Scrum, and Lean to find solutions to their unique process challenges (Fryrear, 2021). The 3 prevalent kinds of agile marketing frameworks that marketers apply are: Scrumban (a hybrid between Kanban and scrum), Kanban, and scrum.

- Some of the routine aspects Scrum is engaged in include Sprint planning, Daily Scrum, Sprint review, and Sprint retrospective, with which effective and in-time communication of all input and output is happening for constructive decision making (Fryrear, 2021).
- Kanban is a lean-agile framework presented as a technique of process administration for knowledge work much later than scrum. Kanban supports proper visualization of data and drives towards continuous improvement (kaizen). Kanban quickly attracted the attention of marketers. Kanban supports marketing teams by visualizing all phases of the marketing process. It supports promotion teams in managing their work flows, developing process policies, limiting the quantity of missions they engage in, establishing feedback loops, and assists in enhancing productivity through continuous improvement (Fryrear, 2021).
- On the other hand, scrumban, one of the most accepted hybrid methods in agile marketing, ensures a flexible mixture of practices from both scrum and Kanban. Scrumban is highly customizable and, contingent on firms' interests and organisational context, may look more like either of the two pure frameworks (Fryrear, 2021).

## ***5.10 Brands Can Benefit from Agile Marketing***

### ***5.10.1 Better Adaptation***

Today's market is not just a straight journey from A to Z with fixed stops and predictable terminal stations. Rather, it's the flexibility to choose the right direction at the right time while cruising through a trillion small forks along the way. Agile marketing helps one plan, but it's done in a much more iterative and adaptive way. It teaches us to break down big plans and projects into smaller pieces. One can experiment in a safe environment. It is critical of our way of working and tells us to continue

to reinvent ourselves. And it frees people from perfect dictatorships.

### ***5.10.2 It brings about a change in habits and fosters innovation.***

Innovation is completely counter-intuitive to most people, except for a few pioneers. Why do you need to trust something when you're not 100% sure it will work? One of the reasons one hesitates to try this new thing is that our brain is always trying to be as "lazy" as possible. The problem with habits is that they are so deeply rooted in the brain that they are very difficult to break. It's getting worse. Our brains are afraid of change. Because long ago, when the brain began to evolve, changes in our environment could lead to death. This is why our brains are so skeptical of the urge to change (Homburg, et al., 2020). This basic instinct is always built into our synapses. Agile marketing teaches one to reduce their experience to a manageable size. If one tries a small thing when things go wrong, they'll quickly move on to other small damage bets. Agile teaches us to fail quickly, learn from it, and adapt again. It helps us adapt in small steps and reduces the risk of epic failure. These are big-bang marketing efforts that are incredibly more expensive than small-shared experiences.

### ***5.10.3 Leaving Behind Perfection***

Another important element of agile marketing is the "good enough" principle. In agile marketing, perfection is the enemy of the good. Today's market is changing rapidly because timing is everything. Some traders struggle with this. They will want everything to be correct before they publish their website or eBook. Those who expect 100% perfection can spend a lot of time getting there and miss a valuable time frame. They also do not realise that full control is an illusion in an environment that moves at ultra-fast speeds anyway.

### ***5.10.4 Effective Collaboration with Agile Marketing***

We live in a world full of data and information. And it's coming from all sides at the same time,



making it much more annoying than our own well-stacked databases and metadata, or from the internet, social media, smartphones, the internet, digital television, surveillance cameras, and voter newspapers, which support non-structured forms of statistics, weather forecasts, etc. And it keeps growing (Boojihawon, et al., 2021). It will be faster and faster. In the United States alone, the digital universe is expected to decline from 898 exabytes to 6.6 zettabytes between 2012 and 2020. This is over 25% per year. When properly analyzed, it has incredible potential for organizations, especially marketing departments, but this wealth of information also has serious implications for individual employees. To be very clear, the more information one has, the harder it is to "cling" to oneself, and that doesn't mean that our brain isn't very well developed. Rather, it is our relative personal level of knowledge that we are not responsible for diminishing. It's essentially information overload.

In such an environment, allowing employees and even departments to work alone on your small island is not an option. We all know that silos destroy intelligence. Today it's about building bridges and destroying unnecessary borders. The more connections one has, the smarter one will be. Our brains work like our businesses. Because if our market and consumers function as a network, we should do so too. If "place" is the currency of the broker, then "connection" should be the currency of an agile organisation such as marketing. Therefore, smart businesses use connectors. Virtual "links" such as internal online communities and intelligent knowledge management systems (Smart, 2016), or standardize the architecture, such as open office space, to increase communication and communication between employees. Or people as social media specialists who connect with you. It's about building a bridge between departments, branches, employees, projects, and partners. It's about network collaboration. between business and marketing. Between marketing and IT, and

among our highly specialized professionals who must work together as a closely related guerrilla group and pool their talents.

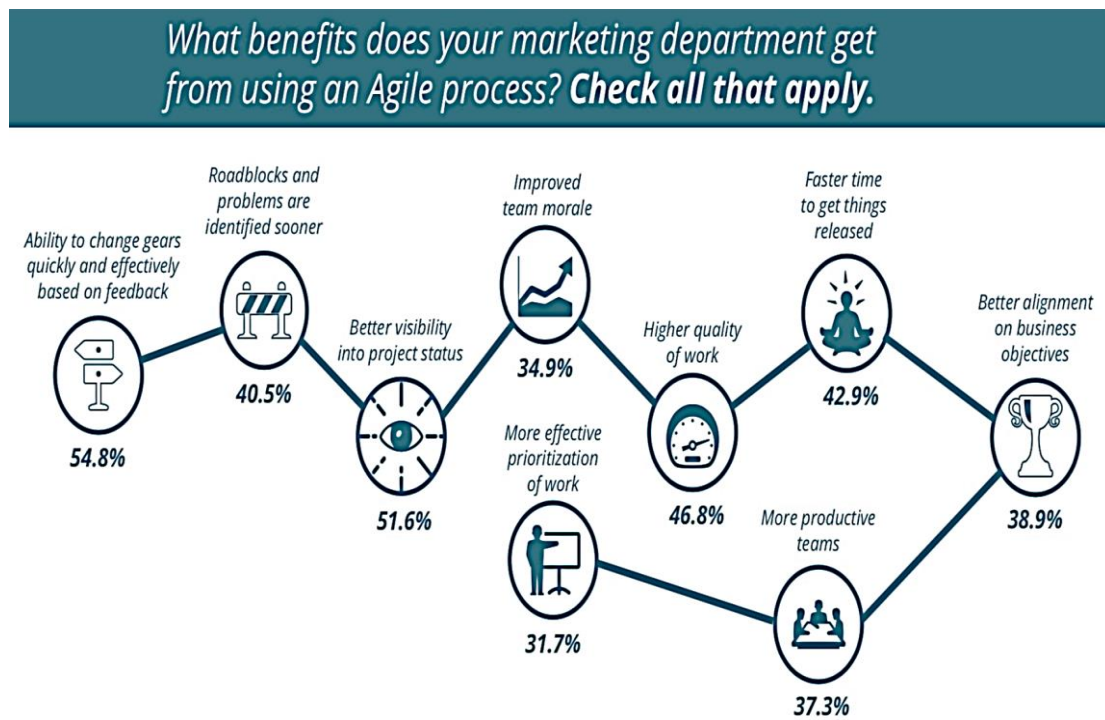
#### ***5.10.5 The Agile Collaboration Method***

Agile marketing takes collaboration so seriously that it simplifies collaboration with a methodology that developing countries call "Scrum." This agile software development framework focuses on team unity, personal communication, and customers. This is suitable for projects with rapidly changing or emerging requirements. In other words, it's perfect for a marketing environment.

The process starts with the project backlog. This is a list of well-defined tasks requested by business owners or developed by the team to help them achieve their goals. It is developed through a series of short iterations called sprints that last from 1 to 4 weeks. Each sprint begins with a short planning meeting and ends with a review. During the sprint planning meeting, the team confirms the work of the next project and agrees on the tasks to be performed in the current sprint. With this approach, every team member always knows everything they need to know about the project. More importantly, other members know it. Everyone agrees on priorities, but this is a problem for many marketing departments because high-priority projects are often yelled out loud or presented by the manager of the heaviest company. The advantage of this methodology, especially for daily stand-up meetings, is that one can create a very transparent and open environment with little misunderstanding.

#### ***5.11 The Benefits of Agile Marketing***

The research report from AgileSherpas & Kapost (2018) clearly indicates the rate of adoption of agile marketing practices, and it's inspiring to understand the impetus of this revolution. The study report indicates that almost 36.7% of marketers say that they have implemented some flavour of agile marketing. And several are expected to be adopted in the coming days.



**Figure 4.** Benefits of agile process. ([AgileSherpas](#) & [Kapost](#), 2018)

The figure 4 and 5, above and below clearly indicates several benefits of the agile process in marketing and organisation. Some of the benefits can be detailed as:

#### **5.11.1. The development of more effective teams**

Agile teams are usually not very large, autonomous, and well known for their speed. Agile campaigns take over the market quicker than non-agile ways. Focusing on short-term needs and goals helps in creating a streamlined iterative process that is focused upon consumer feedback and leaves room for adjustments and changes in the event of future needs. Agile eliminates the traditional pre-and post-marketing development cycle, instead presenting a variety of viable concepts and marketing them to prove success. By focusing on actual feedback, agile teams can respond faster, respond to customer feedback, and generally be more productive.

#### **5.11.2. Happier and more transparent teams**

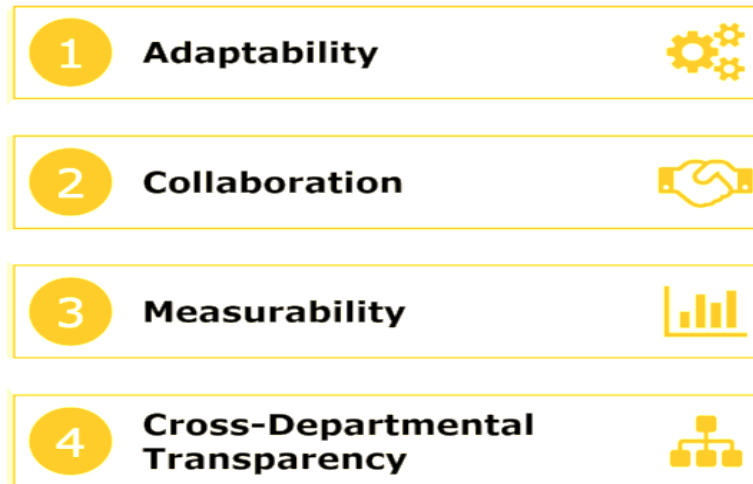
An additional perk of agile marketing is that agile teams tend to be highly specialized and focused on the projects they are involved in.

With a higher level of control and investment in the project, the agile team will also be happier, more determined, and more creative while organizing campaigns. Agile marketing also gives leadership, sales, and development teams a clear picture of how marketing is performing. This transparency empowers agile teams and gives them time to focus on what they can expect. This transparency further reaches customer relationships and sincere consumer interactions that help build a brand's reputation.

#### **5.11.3. Agile marketing fosters Flexibility in teams**

Adaptability and flexibility are two key characteristics of agile marketing. For example, if even after creating great content, no one is interested, then by being agile, one can check the analysis to see what went wrong with the improvement. The speed of agile campaigns and the data-driven analysis of the information collected allow marketing teams to significantly improve content based on the feedback they receive. This flexibility also keeps one up to date with the latest news and trends. In addition, this ability to learn from the news and respond

to popular opinions makes agile campaigns more dynamic and sustainable globally.



**Figure 5:** Benefits of using Agile Marketing Source: [Claessens](#) (2020).

#### 5.11.4. Adaptability

The main advantage of agile marketing is the possibilities for adaptability with the traditional model of marketing, which allows hybrid functioning. Several stages of marketing can be easily adapted to varying stages and henceforth facilitate short and long-term results.

#### 5.11.5. Collaboration

Effective marketing operations rely on contributions from a diverse range of people and fields, such as research, copywriting, project management, art and creative, strategy, application, expansion, web design, observing and scrutinizing, and so on, all of which aid in the creation, launch, and operation of a campaign. One of the optimal ways to guarantee business payback from agile marketing is to utilise an agile software system that facilitates meaningful collaboration and increases productivity. For example, with Kanbanize, firms of all magnitudes can include an agile attitude into their business flawlessly.

#### 5.11.6. Measurability

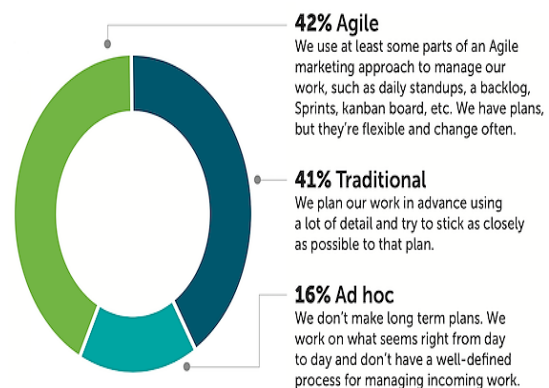
The agile procedures' stress on measurability and accountability confirm that agile marketing is preferably appropriate for businesses, firms, and website holders. Technology-integrated monitoring of real time and performance data available from various sources facilitates effective measurement and supports taking corrective measures. Marketers can incorporate

several changes which can lead to effective marketing campaigns and increased market reach.

#### 5.11.7. Cross-Departmental Transparency

The success of effective marketing campaigns depends on the contributions from various teams involved in an organisation. For example, intine inputs from the sales department are very significant in effective marketing decision making. A prospect to work together throughout the planning phase when agile marketing is embraced will enhance results, output, and gains within the promotion team itself. As a result, agile marketing can be used to enhance the outputs of a range of departments as well as boost results, productivity, and gains within the marketing team itself, by minimizing the risk of strategic errors.

### 5.12 Future Perspective of Agile Marketing



**Figure 6: Future of Marketing (chiefmartec, 2018)**

A research report from chiefmartec (2018) reported that (figure 6) there will be a big trend in agile marketing adoption, which will increase from 32% (2019) to 42% (2020-21). There will be a drastic reduction in the traditional model of marketing and, of course, wider adoption and adaption of agile marketing. The ability to innovate in marketing today depends on the ability of marketing organisations to act fast enough to meet the ever-changing expectations of tech-savvy consumers. COVID-19 only accelerated this need to act swiftly and never turned back. However, agility is not enough. Companies that prioritise the most successful digital technologies today are committed to being genuine, transparent, and doing good for their customers and communities. They never lose sight of their mission and purpose while focusing on employee, process, and technology innovation. These companies, led by modern marketers, will be the most prosperous in the future.

**5.13 Agile Marketing and future organisations**

Marketers have a variety of roles. They are responsible for social media, events, content marketing, SEO, webinars, paid media and more. It's up to them to decide which channel is most effective and helps them achieve their business goals. However, the marketing landscape is constantly changing, as are the business's marketing requirements. For one month, a marketer can target a strong social media strategy to promote their new product, and for the next three months, they can run an online programme to showcase their brand's thought leadership. Marketers need to be prepared for a few different strategic changes in order to respond tactically to them. For this reason, marketers today need to be agile to successfully campaign, stay on budget, and achieve KPIs. The best marketers understand the importance of agility in modern-day marketing. More specifically, agile marketing frameworks have now become an inevitable part of the business strategies for many

businesses today. At its heart, agile marketing is the method of using marketing data to determine the performance of the campaigns, look for new opportunities, identify issues, and then make the required changes (Ghezzi et al., 2020). One doesn't have to utilise an agile marketing framework for successful marketing. However, applying certain concepts to marketing can get one off to a good start. In particular, using data and analytics to monitor the marketing programmes and budgets can help one achieve the best results at the lowest cost. Ultimately, marketers want to get the most out of their investment. That means getting the most qualified leads with the least amount of money. But it's not as easy as it sounds. Some effective marketing strategies, such as paid ads and events, can be very expensive.

Agile marketers find it easier to budget their operations, which would help them to determine the cost of their programme and the return on their investment. The marketers can easily evaluate their high-cost and low-cost options, estimate their advertising costs, and see which option works best for their desired results and budget. Economic units allow marketers to use the associated costs to determine the profitability of their campaign. Marketing is generally fast. One needs to successfully run their current campaign while they are ready to make changes right away. As an agile marketer, it is important to stay alert, respond quickly to problems, and come up with future ideas.

**VI. IMPLICATIONS**

**6.1. Theoretical Implications**

Current research extends contributions to academic advancement by integrating agile marketing capabilities with resource-based view theories, justifying how agile abilities can be used in a modern marketing context. This study contributes to the scholarly work by extending theories on dynamic capabilities and marketing capabilities by empirically examining and explaining how agile capabilities can be applied in a digital and international marketing context and by proposing the Agile Marketing Capability. Till date, past research scholars

have given little attention to the role of agile marketing contributions in becoming accustomed to transforming market conditions. Investigators have examined agile and adaptive marketing capabilities (Day 2014; Moorman & Day 2016; Guo et al. 2018), their role in coordinating the marketing efforts in the volatile and dynamic business environment, and their solutions in sustaining the business (Accardi-Petersen 2011; van den Driest & Weed 2014; Gera et al. 2019). Additionally, this exploration offers the current literature on agility in the modern marketing sphere by establishing the functions, scope, benefits, and use of Agile Marketing for Brands and effective branding. It is clearly established that agile marketing capabilities can enhance the business by constantly sensing, renewing, improving, innovating, and responding to market changes with appropriate resources and capabilities to deliver greater customer value.

### **6.2. Managerial implications**

The current research also delivers adequate managerial implications related to agile marketing concepts, capabilities, and theories, particularly for those companies that operate on a digitalized platform. The study has supported the managers to look into new resources and competencies to manage the dynamic business environment which is operated through IoT and automated platforms with real-time data in executing agile marketing procedures to achieve outstanding results. The study has incorporated a robust knowledge base that supports the executives and managers in understanding the significance of digital competencies as well as the pooling of those resources to manage and serve the consumers by offering superior customer service and satisfaction. Organizations can look for ways to augment the capabilities of their existing managers (Helfat & Peteraf, 2003). through training and development programs.

## **VII. LIMITATIONS AND FUTURE RESEARCH**

Even though the observations provide an adequate theoretical and empirical

understanding of an Agile Marketing Capability, it is acknowledged that the current paper followed only a systematic literature review, followed by qualitative approaches. The study observations have not been cross validated with multiple methodological approaches, and hence, it is difficult to generalise and transfer the observations to all cases (Eisenhardt & Graebner 2007; Gomm et al. 2000). Henceforth, it is suggested that these limitations could be addressed by researchers in the future with mixed method research. Conclusively, it is also encouraged that the Agile Marketing Capability framework be empirically observed with proper measurements.

## **VIII. CONCLUSION**

The current paper has unleashed the contribution of agile marketing methods, which are aimed at delivering the highest quality products and services in the shortest possible time in an environment where competition is extremely difficult and market conditions are extremely volatile. This study has showcased the capabilities of agile marketing in providing more and more attention to firms. This research has also helped in giving an insight into the competitive benefits that firms can get from using agile marketing skills so as to improve their strategies in the face of constant market and customer needs. The conceptualization of agile marketing capabilities embraces a broader theoretical vision and suggests capabilities for the highly competitive international market. Agile marketing capabilities are cross-disciplinary across people, roles, and departments that strive to continually update, improve, and innovate resources and skills to bring greater profits to customers through constant awareness of and response to market changes. This research will give managers a better understanding of the competitive benefits that can result from using agile marketing skills to improve their marketing in the face of constant market and customer needs. To date, scientists and researchers have paid little attention to how marketing activities explicitly adapt to a changing environment. Researchers

have focused on the capabilities of agile marketing, but from a practical point of view, the agile marketing approach is gaining more and more attention. Agile marketing capabilities are cross-disciplinary across people, roles, and departments that strive to continually update, improve, and innovate resources and skills to bring greater profits to customers through constant awareness of and response to market changes.

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