

## THE AGILE MARKETING PLAYBOOK: MANAGING STRATEGY IN A REAL-TIME WORLD

Heni Esra Simanjuntak<sup>1\*</sup>, Lukmanul Hakim<sup>2</sup>, Dahrul Aman Harahap<sup>3</sup>

<sup>1</sup>Universitas Riau Kepulauan

<sup>2</sup>Universitas Riau Kepulauan

<sup>3</sup>Universitas Riau Kepulauan

E-mail: [heniesra22@gmail.com](mailto:heniesra22@gmail.com)<sup>1\*</sup>, [lukmann14@gmail.com](mailto:lukmann14@gmail.com)<sup>2</sup>, [amandahrul@gmail.com](mailto:amandahrul@gmail.com)<sup>3</sup>

Received: 05/03/2026 | Revised: 15/03/2026 | Accepted: 03/04/2026 | Published: 11/04/2026

### Abstract

This article examines the growing role of agile marketing in managing strategy within a real-time, dynamic environment shaped by rapid digital transformation and evolving consumer behavior. Traditional marketing approaches, characterized by long planning cycles and limited flexibility, are increasingly insufficient in responding to fast-changing market conditions. Using a narrative literature review, this study synthesizes insights from academic and practitioner sources to explore key concepts, frameworks, and challenges associated with agile marketing. The findings highlight four core themes: agility as a strategic capability, continuous experimentation, customer-centricity, and data-driven decision-making. Based on these insights, the study proposes an Agile Marketing Playbook consisting of four components: strategic alignment, execution cycles, technology enablement, and team structure. This framework provides a structured approach for integrating agile principles into marketing strategy while maintaining alignment with broader organizational goals. The study contributes theoretically by extending agile concepts to the strategic level and offers practical guidance for organizations navigating real-time marketing complexities. However, its narrative approach limits comprehensiveness, suggesting the need for future empirical validation across contexts.

**Keywords:** *Agile marketing; real-time strategy; digital transformation; customer-centricity; data-driven decision-making*

### INTRODUCTION

The contemporary marketing environment is shaped by rapid digital transformation and continuously evolving consumer behavior. Advances in digital technologies, including social media, mobile platforms, and artificial intelligence, have significantly accelerated the pace at which information is created and shared (Plangger et al., 2022). Consumers now expect immediate responses, personalized experiences, and seamless interactions across multiple channels. As a result, businesses must operate in a real-time context where delays in decision-making can lead to lost opportunities. This shift has fundamentally altered how organizations design and implement their marketing strategies (Lewnes, 2021). Consequently, marketers are required to adopt more dynamic and responsive approaches to remain competitive in this fast-changing landscape.

Traditional marketing strategies are typically characterized by long planning cycles, hierarchical decision-making, and limited flexibility. These approaches were effective in relatively stable environments where market conditions changed slowly and predictably. However, in today's fast-paced digital landscape, such rigid structures often fail to respond adequately to rapid changes in consumer preferences and market dynamics (Verhoef et al., 2021). Campaigns planned months in advance may become irrelevant by the time they are executed. Additionally, traditional models often rely on delayed feedback, making it difficult to adjust strategies in real time. As a result, organizations that depend solely on these approaches risk inefficiency, reduced competitiveness, and missed opportunities for engagement (Pascucci et al., 2023). Despite the growing adoption of agile marketing practices, significant challenges remain in managing strategy within real-time environments. Organizations often struggle to balance the need for long-term strategic planning with the demand for immediate responsiveness (Kobets, 2024).

The integration of agile practices into existing organizational structures can also create conflicts and inefficiencies. Additionally, there is a lack of clear guidance on how to align agile execution with overarching business objectives (Muneesawang et al., 2025). This creates uncertainty for marketers attempting to implement agile approaches at a strategic level. Therefore, a critical issue lies in understanding how to effectively manage marketing strategy in a real-time, agile context (Muthaluri, 2024).

This article aims to address the identified challenges by synthesizing existing knowledge and practices in agile marketing. It draws on a wide range of academic and practitioner sources to provide a comprehensive understanding of the field. The primary objective is to identify key concepts, frameworks, and trends that define agile marketing in a real-time environment. In addition, the article seeks to bridge the gap between theory and practice by offering practical insights for marketers. A central contribution of this study is the development of a conceptual “Agile Marketing Playbook” for strategic management. Ultimately, the article aims to support organizations in navigating the complexities of modern marketing through more adaptive and effective strategies.

## LITERATURE REVIEW

### Evolution of Marketing Strategy

Marketing strategy has undergone profound transformation over the past decades, reflecting changes in technology, consumer behavior, and competitive dynamics. In earlier periods, traditional marketing was largely centered on mass communication channels such as television, radio, and print media, where messages were designed for broad audiences (Sheth, 2021). Strategic decisions were typically made through hierarchical structures, with senior management determining long-term campaign directions that were executed over extended periods. This approach was effective in relatively stable markets where consumer preferences evolved slowly and predictably. However, the emergence of digital technologies, including the internet, social media, and mobile platforms, has fundamentally altered this landscape (Lestari, 2023). Marketing has increasingly shifted toward more targeted, data-driven approaches, enabling organizations to segment audiences, personalize messages, and track performance with greater precision. As a result, marketers now operate in a more complex and dynamic environment where agility and responsiveness are essential for success (Suhairi et al., 2024).

In the current era, real-time marketing represents the most advanced stage in this evolution, requiring organizations to respond instantly to customer behavior and rapidly changing market signals. Consumers now expect immediate engagement, personalized interactions, and seamless experiences across multiple digital touchpoints. This transformation has introduced a fundamental tension between long-term strategic planning and the need for rapid execution (Nnaji et al., 2024). On one hand, organizations must maintain a clear strategic vision to ensure consistency and alignment with broader business objectives. On the other hand, they must remain flexible enough to adapt quickly to new information and emerging opportunities. This dual demand has made it increasingly challenging for marketers to balance stability with adaptability (Adeniran et al., 2024). Consequently, there is a growing need for frameworks and approaches that integrate long-term strategic thinking with real-time responsiveness. Agile marketing has emerged as one such framework, offering a way to reconcile these competing demands while enhancing organizational effectiveness (Andayani et al., 2024).

### Foundations of Agile Marketing

Agile marketing is fundamentally grounded in the principles of the Agile Manifesto, which emphasizes individuals and interactions over rigid processes, working solutions over extensive documentation, customer collaboration over contractual obligations, and responsiveness to change over fixed plans (Nesterenko et al., 2023). When these principles are applied to marketing, they reshape how strategies are designed and executed in dynamic environments. Instead of relying on large, inflexible campaigns, marketers adopt iterative campaign development, breaking initiatives into smaller, manageable components that can be tested and refined. This is complemented by continuous testing and optimization, where data and feedback are used to improve performance in real time rather than after a campaign ends (Madan, 2025). Additionally, agile marketing promotes cross-functional collaboration, bringing together diverse teams such as content creators, analysts, and designers to work closely and efficiently. Central to this approach is customer-centric decision-making, ensuring that all marketing activities are aligned with customer needs, preferences, and behaviors (Plangger et al., 2022). In practice, agile marketing teams operate through short, structured cycles commonly referred to as sprints, which typically last from one to four weeks. These sprints enable teams to plan, execute, and evaluate marketing activities within a limited timeframe, fostering a culture of rapid experimentation and learning. By working in short cycles, teams can quickly identify what works and what does not, allowing them to adjust strategies without significant delays or resource waste (Lewnes, 2021). Regular

feedback loops, such as daily stand-ups and sprint reviews, further enhance communication and alignment within the team. This iterative process not only improves efficiency but also increases the organization's ability to respond to changing market conditions and customer expectations (Verhoef et al., 2021). Moreover, it encourages a mindset of continuous improvement, where insights gained from each cycle inform future actions. As a result, agile marketing provides a practical framework for achieving both speed and adaptability in an increasingly complex marketing landscape.

## Agile Marketing Frameworks and Models

Agile marketing frameworks and models have been widely adapted from software development methodologies to enhance flexibility and responsiveness in marketing activities. Among the most commonly used frameworks is Scrum, which emphasizes structured workflows through short, time-bound iterations known as sprints (Sheth, 2021). Scrum introduces clearly defined roles, such as product owners and team members, and incorporates regular meetings like daily stand-ups and sprint reviews to ensure alignment and continuous improvement. Another prominent framework is Kanban, which focuses on visualizing workflows and managing tasks through a continuous delivery system (Lestari, 2023). By using visual boards and limiting work in progress, Kanban helps teams identify bottlenecks and improve efficiency. In addition, Lean Marketing prioritizes value creation by minimizing waste, encouraging rapid experimentation, and focusing on activities that deliver measurable outcomes.

While each of these frameworks offers distinct advantages, many organizations choose to adopt hybrid approaches that combine elements from multiple models to better suit their specific operational contexts. For instance, a team may use Scrum's structured sprint cycles alongside Kanban's visual workflow management to balance discipline and flexibility (Suhairi et al., 2024). These hybrid models allow organizations to tailor agile practices to their unique goals, team structures, and market conditions. However, despite their effectiveness in improving execution and operational agility, these frameworks often provide limited guidance on how to align day-to-day activities with long-term strategic objectives. As a result, marketers may face challenges in ensuring that rapid iterations and experiments contribute meaningfully to overarching business goals (Nnaji et al., 2024). This gap highlights the need for a more integrated approach that connects agile execution with strategic management.

## METHODOLOGY

This study adopts a narrative literature review approach to explore the concept of agile marketing in a real-time strategic context. Unlike systematic reviews, which follow rigid protocols and predefined procedures, narrative reviews provide greater flexibility in selecting, interpreting, and synthesizing relevant knowledge. This approach enables the integration of diverse perspectives from both academic and practitioner-oriented sources. The review draws on a wide range of materials, including peer-reviewed journal articles, industry reports, white papers, books, and expert insights from practitioners. Priority is given to recent and influential works that address agile marketing, digital transformation, and real-time strategy to ensure the relevance and timeliness of the discussion. By combining these sources, the study aims to develop a comprehensive understanding of how agile principles are applied in contemporary marketing environments.

The selection of sources is guided by specific inclusion criteria, focusing on their relevance to agile marketing concepts, their emphasis on strategy and execution, and their contribution to understanding marketing agility in dynamic environments. A thematic analysis is employed to identify recurring patterns, concepts, and frameworks across the selected literature. Through this analytical process, key themes are synthesized to construct a conceptual framework that supports agile marketing strategy. However, as a non-systematic review, this study is subject to certain limitations, including potential selection bias and the absence of exhaustive coverage of all available literature. Despite these limitations, the narrative approach allows for a more interpretive and holistic synthesis of insights. Ultimately, the study provides a practical and meaningful contribution by organizing existing knowledge into a coherent framework for understanding agile marketing.

## RESULTS AND DISCUSSION

### Key Themes Identified

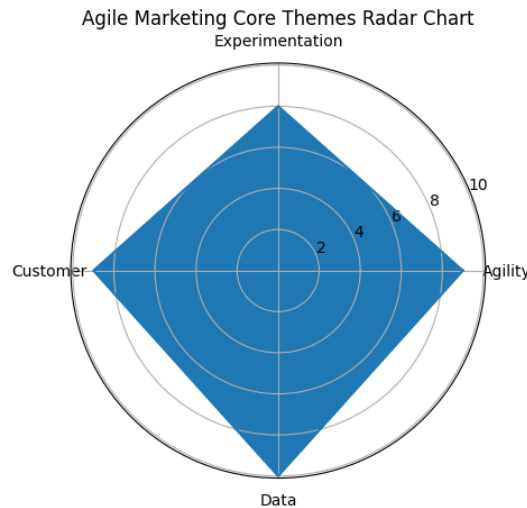
The review reveals several core themes that define the essence of agile marketing in a real-time environment. One of the most significant themes is agility as a strategic capability, where agility is no longer viewed merely as an operational tool but as a critical asset that enables organizations to respond effectively to uncertainty and rapid change (Vesterinen et al., 2024). This perspective highlights the importance of embedding agility into the strategic level of decision-making rather than limiting it to execution processes. Another key theme is continuous experimentation,

which emphasizes the need for ongoing testing, learning, and adaptation. Agile marketing encourages organizations to treat campaigns as iterative processes, where insights gained from each cycle inform subsequent actions. This approach reduces risk and enhances the ability to optimize performance over time (Ciampi et al., 2021). In addition, customer-centricity emerges as a fundamental principle, supported by real-time feedback loops that place the customer at the center of all marketing activities. By continuously gathering and analyzing customer data, organizations can better understand preferences, behaviors, and expectations, leading to more personalized and relevant interactions (Cioppi et al., 2023). Closely related to this is the theme of data-driven insights, which underscores the critical role of data in guiding strategic and tactical decisions. Data analytics enables marketers to evaluate performance, identify trends, and make informed adjustments *بسرعة* and accurately (Motwani & Katatria, 2024). Together, these themes highlight a shift toward more adaptive, responsive, and evidence-based marketing practices. They also reinforce the idea that successful agile marketing requires the integration of strategy, technology, and customer understanding (Mrugalska & Ahmed, 2021).

**Table 1.** Core Themes of Agile Marketing in a Real-Time Environment

<b>Theme</b>	<b>Definition</b>	<b>Key Characteristics</b>	<b>Strategic Implications</b>
Agility as Strategic Capability	Agility as a core strategic asset enabling response to rapid change and uncertainty	Flexibility, responsiveness, adaptive decision-making	Embeds agility into long-term strategy and enhances competitive advantage
Continuous Experimentation	Ongoing process of testing, learning, and refining marketing activities	Iterative cycles, rapid testing, feedback integration	Reduces risk and improves campaign effectiveness through continuous optimization
Customer-Centricity	Focus on aligning marketing with customer needs using real-time feedback	Personalization, engagement, real-time interaction	Strengthens customer relationships and increases relevance of marketing efforts
Data-Driven Insights	Use of data analytics to guide decisions and evaluate performance	Real-time analytics, performance tracking, evidence-based decisions	Improves accuracy of decisions and supports strategic and tactical alignment

Table 1 highlights four core themes that collectively define the foundation of agile marketing in a real-time environment. Agility as a strategic capability emphasizes that organizations must move beyond using agility solely for operational efficiency and instead integrate it into high-level decision-making to remain competitive under uncertainty. Continuous experimentation complements this by enabling marketers to adopt iterative processes, where learning from ongoing tests leads to more effective and adaptive strategies (Mrugalska & Ahmed, 2021). Customer-centricity reinforces the importance of aligning marketing efforts with real-time customer needs, ensuring that interactions are relevant, personalized, and responsive. Meanwhile, data-driven insights serve as the backbone of agile marketing, providing the evidence needed to evaluate performance and guide both strategic and tactical decisions (Cruz & Rosário, 2025). Together, these themes demonstrate that successful agile marketing requires a holistic integration of flexibility, learning, customer focus, and data utilization.



**Figure 1.** Radar Chart of Core Agile Marketing Themes in a Real-Time Environment

The radar chart as shown in Figure 1 visually illustrates the relative importance and balance among the four core themes of agile marketing: agility, continuous experimentation, customer-centricity, and data-driven insights. Among these, data-driven insights appear as the most prominent dimension, highlighting the critical role of data in guiding real-time decision-making and performance evaluation. Agility and customer-centricity also show strong and comparable emphasis, indicating that organizations must remain flexible while simultaneously prioritizing customer needs and experiences (Hadjielias et al., 2022). Continuous experimentation, while slightly lower, still represents a significant component, reflecting the importance of iterative testing and learning in refining marketing strategies. The overall shape of the radar chart demonstrates a relatively balanced distribution, suggesting that effective agile marketing requires the integration of all four dimensions rather than reliance on a single factor (Yawised et al., 2022). This balance reinforces the idea that success in real-time marketing environments depends on the combined strength of adaptability, learning, customer focus, and data utilization.

**The Agile Marketing Playbook (Proposed Framework)**

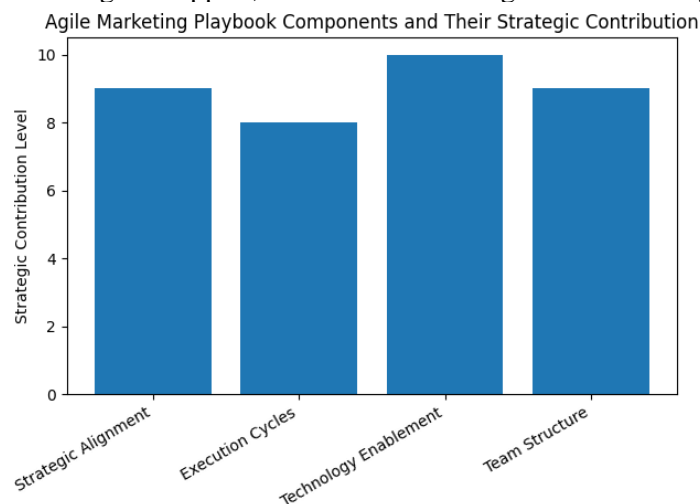
Based on the findings, this article proposes an Agile Marketing Playbook that integrates four key components to support effective strategy management in a real-time environment. The first component, strategic alignment, emphasizes the importance of defining a clear vision, measurable objectives, and relevant key performance indicators that guide all marketing activities (Gong & Ribiere, 2023). This ensures that agile initiatives are not conducted in isolation but remain closely connected to the broader business strategy. By maintaining this alignment, organizations can balance flexibility with consistency and avoid fragmented decision-making. The second component, execution cycles, focuses on implementing short, iterative sprints that allow teams to test ideas, gather feedback, and continuously refine their strategies (Sheth, 2021). These cycles enable organizations to respond quickly to changes while maintaining a structured approach to execution, ensuring that learning is embedded into the marketing process.

The third component, technology enablement, highlights the critical role of marketing technology in supporting agile practices. Organizations must leverage MarTech tools to collect, analyze, and interpret data in real time, enabling more informed and timely decision-making (Lestari, 2023). The integration of artificial intelligence and automation further enhances responsiveness by streamlining processes and enabling personalized customer interactions at scale. The fourth component, team structure, underscores the need for cross-functional collaboration and shared accountability within agile marketing teams. By bringing together diverse skills and perspectives, organizations can improve creativity, efficiency, and problem-solving capabilities (Suhairi et al., 2024). Additionally, fostering a collaborative culture helps break down silos and ensures that all team members are aligned toward common goals. Together, these four components form a comprehensive playbook that enables organizations to navigate the complexities of real-time marketing with greater agility and effectiveness (Nnaji et al., 2024).

**Table 2.** The Agile Marketing Playbook: Key Components for Real-Time Strategy Management

Component	Definition	Key Activities	Strategic Value
Strategic Alignment	Ensuring marketing efforts align with overall business goals and vision	Define vision, set objectives, establish KPIs	Maintains consistency, prevents fragmentation, and links agility to long-term goals
Execution Cycles	Iterative processes for continuous testing and improvement	Short sprints, feedback loops, ongoing refinement	Enhances responsiveness and embeds learning into strategy execution
Technology Enablement	Use of technology to support real-time marketing and decision-making	MarTech tools, data analytics, AI, automation	Improves speed, accuracy, and scalability of marketing activities
Team Structure	Organizational design that supports collaboration and agility	Cross-functional teams, shared accountability, collaborative culture	Increases innovation, efficiency, and alignment across teams

Table 2 presents the Agile Marketing Playbook as a comprehensive framework that integrates four essential components to support effective strategy management in a real-time environment. Strategic alignment serves as the foundation, ensuring that all agile marketing activities are guided by a clear vision, defined objectives, and measurable performance indicators that connect directly to broader business goals (Vesterinen et al., 2024). Execution cycles complement this by enabling organizations to operate through iterative sprints and continuous feedback loops, allowing for rapid adaptation and ongoing improvement. Technology enablement plays a critical role in facilitating these processes by providing the tools and systems necessary for real-time data collection, analysis, and automated decision-making (Ciampi et al., 2021). Meanwhile, team structure emphasizes the importance of cross-functional collaboration and shared accountability, which enhances innovation and operational efficiency. Together, these components demonstrate that successful agile marketing requires not only flexible execution but also strong strategic coherence, technological support, and collaborative organizational design (Cioppi et al., 2023).



**Figure 2.** Agile Marketing Playbook Components and Their Strategic Contribution

Figure 2 illustrates the relative strategic contribution of the four key components within the Agile Marketing Playbook, highlighting their interconnected roles in enabling effective real-time strategy management. Technology enablement appears as the most prominent component, emphasizing the critical importance of data analytics, automation, and MarTech tools in supporting agile marketing practices. Strategic alignment and team structure also demonstrate strong contributions, indicating that a clear vision and collaborative organizational design are essential for ensuring coherence and efficiency in agile environments (Mrugalska & Ahmed, 2021). Execution cycles, while slightly lower, remain a vital element, as iterative processes and feedback loops drive continuous improvement and adaptability (Cruz & Rosário, 2025). The overall distribution suggests a balanced framework in which no single component operates in isolation, but rather all elements work together to enhance marketing performance. This figure

reinforces the idea that successful agile marketing depends on the integration of strategy, technology, execution, and collaboration.

### **Integration with Organizational Strategy**

Agile marketing must be closely aligned with broader organizational goals to ensure that flexibility and speed do not come at the expense of strategic coherence. Strong leadership support plays a critical role in achieving this alignment, as leaders are responsible for setting the vision, prioritizing initiatives, and allocating resources effectively (Cruz & Rosário, 2025). Without clear direction from top management, agile efforts may become fragmented or disconnected from overall business objectives. In addition, leaders must actively champion agile practices, encouraging experimentation, accepting calculated risks, and fostering a mindset that embraces change. This leadership commitment helps create an environment where agile marketing can thrive and contribute meaningfully to organizational success (Hadjielias et al., 2022). As a result, alignment between agile initiatives and strategic goals becomes more sustainable and impactful.

Equally important is the need for cultural transformation and integration across departments. Agile marketing requires a shift from traditional, siloed ways of working toward a more collaborative and adaptive organizational culture. This involves promoting openness, continuous learning, and shared accountability among teams (Yawised et al., 2022). Integration across departments ensures that marketing does not operate in isolation but works closely with functions such as sales, product development, and customer service. Such collaboration enhances information flow, improves decision-making, and enables a more unified response to market changes (Gong & Ribiere, 2023). By breaking down silos and encouraging cross-functional teamwork, organizations can fully leverage the benefits of agility. Ultimately, this alignment of culture and structure supports the effective implementation of agile marketing within the broader organizational context.

### **CONCLUSION**

This article highlights the growing importance of agile marketing as a critical approach for managing strategy in a real-time environment. By synthesizing existing literature from both academic and practitioner perspectives, it demonstrates that agility extends beyond tactical execution and functions as a strategic capability. Organizations that embrace agile marketing are better positioned to adapt to rapid changes, respond to customer needs, and sustain competitive advantage in dynamic markets. The findings emphasize that agility enables continuous innovation and supports more responsive and informed decision-making processes. In this context, agile marketing becomes an essential component of modern strategic management rather than a supplementary tool. Consequently, organizations are encouraged to rethink traditional approaches and integrate agility into their core strategic frameworks.

The proposed Agile Marketing Playbook offers a structured framework that integrates key elements such as strategic alignment, iterative execution, technology enablement, and collaborative team structures. From a theoretical perspective, this study contributes to the growing body of knowledge by illustrating how agile principles can be effectively applied at the strategic level, bridging the gap between theory and practice. Practically, it provides actionable insights for organizations seeking to navigate the complexities of real-time marketing and enhance their responsiveness and effectiveness. However, the study is limited by its narrative review approach, which may not capture the full breadth of available literature. As such, future research should focus on empirical validation of the proposed framework and examine its applicability across different industries and organizational contexts. Further studies could also explore how varying levels of digital maturity influence the adoption and success of agile marketing practices.

### **REFERENCES**

- Adeniran, I. A., Efunniyi, C. P., Osundare, O. S., & Abhulimen, A. O. (2024). Transforming marketing strategies with data analytics: A study on customer behavior and personalization. *International Journal of Scholarly Research in Engineering And*. <https://doi.org/10.56781/ijrsret.2024.4.1.0022>
- Andayani, D., Madani, M., Agustian, H., Septiani, N., & Ming, L. W. (2024). Optimizing Digital Marketing Strategies through Big Data and Machine Learning: Insights and Applications. *Journal of Computer Science and Technology Application*. <https://doi.org/10.33050/corisinta.v1i2.29>

- Ciampi, F., Faraoni, M., Ballerini, J., & Meli, F. (2021). The co-evolutionary relationship between digitalization and organizational agility: Ongoing debates, theoretical developments and future research perspectives. *Technological Forecasting & Social Change*. <https://doi.org/10.1016/j.techfore.2021.121383>
- Cioppi, M., Curina, I., Francioni, B., & Savelli, E. (2023). Digital transformation and marketing: a systematic and thematic literature review. *Italian Journal of Marketing*. <https://doi.org/10.1007/s43039-023-00067-2>
- Cruz, R. N., & Rosário, A. T. (2025). Data-Driven Decision-Making in Marketing: A Systematic Literature Review of Emerging Themes and Research Gaps. *Systems*, 13(12), 1114. <https://doi.org/10.3390/systems13121114>
- Gong, C., & Ribiere, V. (2023). Understanding the role of organizational agility in the context of digital transformation: an integrative literature review. *VINE Journal of Information and Knowledge Management Systems*, 55(2), 351–378. <https://doi.org/10.1108/vjikms-09-2022-0312>
- Hadjielias, E., Christofi, M., Christou, P., & Hadjielia Drotarova, M. (2022). Digitalization, agility, and customer value in tourism. *Technological Forecasting and Social Change*, 175, 121334. <https://doi.org/10.1016/j.techfore.2021.121334>
- Kobets, D. (2024). Digitalization and its Impact on the Development of Contemporary Marketing Strategies. *Economic Affairs*, 69(2). <https://doi.org/10.46852/0424-2513.3.2024.26>
- Lestari, V. (2023). Strategic Approaches to Marketing Management in Contemporary Business Environments. *Advances*. <https://doi.org/10.60079/ajeb.v1i5.210>
- Lewnes, A. (2021). Commentary: The Future of Marketing Is Agile. *Journal of Marketing*. <https://doi.org/10.1177/0022242920972022>
- Madan, G. (2025). The Evolution of Marketing Strategies. *Economic Sciences*. <https://doi.org/10.69889/kmpc5362>
- Motwani, J., & Katatria, A. (2024). Organization agility: a literature review and research agenda. *International Journal of Productivity and Performance Management*. <https://doi.org/10.1108/ijppm-07-2023-0383>
- Mrugalska, B., & Ahmed, J. (2021). Organizational Agility in Industry 4.0: A Systematic Literature Review. *Sustainability*. <https://doi.org/10.3390/SU13158272>
- Muneesawang, P., Yawised, K., & Apasrawirote, D. (2025). From digital marketing to immersive marketing strategies: key enablers for effective immersive marketing abstract. *International Journal of Quality and Service Sciences*. <https://doi.org/10.1108/ijqss-07-2025-0158>
- Muthaluri, J. (2024). Optimizing Supply Chain Management And Marketing Strategies: AI And ML Integration For Competitive Advantage. *Educational Administration: Theory and Practice*. <https://doi.org/10.53555/kuey.v30i5.4494>
- Nesterenko, V., Miśkiewicz, R., & Abazov, R. (2023). Marketing Communications in the Era of Digital Transformation. *Virtual Economics*. [https://doi.org/10.34021/ve.2023.06.01\(4\)](https://doi.org/10.34021/ve.2023.06.01(4))
- Nnaji, U. O., Benjamin, L. B., Eyo-Udo, N. L., & Etukudoh, E. A. (2024). A review of strategic decision-making in marketing through big data and analytics. *Magna Scientia Advanced Research and Reviews*, 11(1), 084–091. <https://doi.org/10.30574/msarr.2024.11.1.0077>
- Pascucci, F., Savelli, E., & Gistri, G. (2023). How digital technologies reshape marketing: evidence from a qualitative investigation. *Italian Journal of Marketing*. <https://doi.org/10.1007/s43039-023-00063-6>
- Plangger, K., Grewal, D., de Ruyter, K., & Tucker, C. (2022). The future of digital technologies in marketing: A conceptual framework and an overview. *Journal of the Academy of Marketing Science*, 50(6), 1125–1134. <https://doi.org/10.1007/s11747-022-00906-2>
- Sheth, J. (2021). New areas of research in marketing strategy, consumer behavior, and marketing analytics: the future is bright. *Journal of Marketing Theory and Practice*. <https://doi.org/10.1080/10696679.2020.1860679>
- Suhairi, S., Nurhazizah, N., Syanda, S., & Nasution, R. A. (2024). Transformasi Digital Riset Pemasaran Global dengan Integrasi Teknologi Terkini untuk Menyusun Strategi Responsif terhadap Perubahan Pasar Global. *As-Syirkah: Islamic Economic & Financial Journal*. <https://doi.org/10.56672/syirkah.v3i2.175>
- Verhoef, P. C., Broekhuizen, T., Bart, Y., Bhattacharya, A., Qi Dong, J., Fabian, N., & Haenlein, M. (2021). Digital transformation: A multidisciplinary reflection and research agenda. *Journal of Business Research*, 122, 889–901. <https://doi.org/10.1016/j.jbusres.2019.09.022>
- Vesterinen, M., Mero, J., & Skippari, M. (2024). Big data analytics capability, marketing agility, and firm performance: a conceptual framework. *Journal of Marketing Theory and Practice*. <https://doi.org/10.1080/10696679.2024.2322600>
- Yawised, K., Apasrawirote, D., Chatrangsan, M., & Muneesawang, P. (2022). Turning digital technology to immersive marketing strategy: a strategic perspective on flexibility, agility and adaptability for businesses. *Journal of Entrepreneurship in Emerging Economies*. <https://doi.org/10.1108/jee-06-2022-0169>

