

**ASSESSING THE INNOVATION OF AGILE MARKETING INDEX
AS A MEASURE OF MARKETING EFFICIENCY**

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Abstract— In today's world, all organizations are facing the challenge of an unpredictable environment. These challenges often have unpredictable impacts and severity, including volatility, uncertainty, complexity, and ambiguity, it's called VUCA events. It requires different strategic management requirements between large and medium-sized enterprises (SMEs), especially in marketing strategy. The uncertainty of the changing landscape situation, in addition to the impact of VUCA, also includes the development of technological factors that changes in consumer demand, behavior and the connection between customers and brands. This has led to an increasing interest in Agile Marketing in the world today and the ability to make decisions based on useful data from various sources, including marketing knowledge. Thus, understanding the level of agility within an organization is crucial for firms to adapt, transform, and maintain their competitive advantage. This requires accurate assessment of the organization's agile capabilities across various dimensions. However, previous studies on Agile have focused on the agile assessment in the supply chain and manufacturing but there is a lack of studies in the marketing area. So, the results of this study have provided the assessment of agile for marketing sector which can support and leads to marketing team effectiveness. The contribution of this research is suitable for entrepreneurs and companies to utilize this index to assess the agility of marketing teams in the organization.

Index Terms—Agile Marketing, Marketing Strategy, Agile Assessment, Marketing Performance, Marketing Industry

INTRODUCTION

Competition in today's business world has become increasingly intense, driven by events such as the VUCA World or the world of volatility, uncertainty, complexity, and ambiguity [1,2]. The outbreak of the COVID-19 pandemic in 2019 has compelled many organizations to

reconsider their business strategies, aiming to foster adaptability and facilitate the transformation of their businesses to keep pace with the evolving circumstances. Nevertheless, this problem requires different strategic approaches between large organizations and small to medium-sized enterprises (SMEs) because of the resources gap such as financial and other (Brink, 2018). This has led to the argument that the key success factor to coping with dynamic world is agility which can be applied to large organizations [6] and small to medium organizations (SMEs) [3]

The concept of Agile Marketing is one of the key success factors that can help solve this problem. It is the ability to adapt and rapidly respond to opportunities based on customer centric and to create flexibility in coordinating the organization's resources with the changing needs and expectations of customers [4]. So Agile Marketing is like a catalyst that can increase market and customer demand [5]. Given the significance of marketing and the agile working concept, it has become increasingly prominent in both academic and business domains. Therefore, a mutual study has been conducted to examine these two factors, termed as

'Marketing Agility' or 'Agile Marketing. According to [6], Agile Marketing is a way of working that is characterized by speed, agility, and flexibility. It emphasizes the use of data to make decisions, and it allows for rapid changes in plans and strategies as needed. Agile Marketing is also characterized by a focus on collaboration and teamwork, and it encourages everyone in the organization to contribute to decision-making. [7] have studied and compiled agile marketing into 4 dimensions are marketing decision, sensemaking, iteration and speed. However, the implementation of Agile Marketing in marketing teams will benefit organizations by raising the standards of work, easier understanding and identification of problems, accuracy, flexibility to changing environments, and will ultimately lead to effectiveness of marketing team [8] as well as organization.

In the current business world, digital efficiency is being used to improve customer experiences. This has led to an increase in the number of ways to buy products and the amount of data available about customers. As a result, many organizations are now focused on developing customer journeys to provide the best possible shopping experience. This is because customer shopping behavior is constantly changing.

As a result, marketing teams are considered one of the most important departments in an organization and are required to adapt to change more than any other department. They must constantly adapt to changes in consumer behavior and shopping experiences, as well as monitor and assess external factors that may affect customer behavior. Therefore, it is essential for marketing teams to be able to create products and services, as well as communications, that meet the needs of customers; to deliver content that is interesting and relevant to the needs of customers in the current world; to build brands that are memorable to customers; and to understand customer behavior in order to create a competitive advantage in the current. Therefore, dynamic capability, defined as the organization's capacity to integrate, create, and

adapt internal and external resources in response to rapidly shifting environments, becomes an imperative for success in the modern business arena. [9]

Previous studies on Agile Marketing have focused primarily on the characteristics of marketing agility, but lack of research on Agile Marketing index.

The research question of this study is: What are the factors that contribute to the marketing agility index that measures the characteristics of Agile Marketing teams within organizations?

The purpose of this study is to investigate what is the factors that can influence and support the development of agile marketing characteristics in the organizations. The goal of this study is to develop indicators to measure the level of agile marketing in organizations which will allow them to assess their level of agile marketing and develop their competitive advantage.

METHODOLOGY

This study aims to investigate the factors and indicators that contribute to the development of agile marketing and its impact on marketing performance in the organization. The study was conducted in two phases: Phase 1: A review of the literature to identify the factors that influence agile marketing. Phase 2: To investigate the index that contributes to the development of agile marketing.

To develop the conceptual model of this study, the researcher conducted a review of the literature using a variety of sources, including research articles from databases such as ScienceDirect, Scopus, Emerald Management, and Wiley Online Library. The researcher used a systematic approach to the literature review, which allowed them to find information efficiently and cost-effectively. These research articles were highly reliable because it had been published in peer-reviewed journals also it was relevant to the study because mostly written by experts in the field of agile marketing.

RESULT

As the result of a review of literature review, it found the critical factors that can contribute to agile marketing total 3 factors.

Leadership: Good leaders can develop strategies and optimize the use of resources in the organization, which can lead to innovation. Younger leaders are more likely to be associated with innovation because they are more likely to understand market changes [10] and invest in research and development to build their capabilities in this area [11]. Education is also important. Studies have shown that innovative organizations are often led by leaders with high levels of education [12, 13]. Expertise in commercial of leader also can create growth and find new opportunities to the organization [19]

Team: Diversity, diverse teams can lead to faster work because they can exchange information in real time especially when the project involves technology [14]. Moreover, it can also solve complex problems creatively and reduce product development time [15, 16]. Empowerment, empowering teams to make decisions can help them to be more agile and adaptable to volatile situations. This supports agile marketing practices [17]. Information sharing: exchange of information within teams can help them to be more agile. This can reduce the time it takes to find information and promote innovative thinking [18].

Human Resources: The most important factor for a marketing team to be agile is “employees”, as well as the ability to develop themselves to be able to cope with the rapidly changing environment. Marketing technology is also an important factor in helping marketing teams become more agile. Many scholars have shown that human factors are key to assessing creative and innovative performance [20]. The Five Factor Model (FFM), a personality traits assessment model developed by Goldberg (1990), is a scientific tool that can measure a person's behavior and psychological characteristics in a comprehensive way [21]

Most outstanding employees typically have innovative behavior, which consists of two factors: 1) Innovative work behavior: This includes being aware of new technologies and often suggesting new ways to achieve organizational goals. This can also be seen as entrepreneurial behavior. 2) Personal initiative: This emphasizes proactive work, strategic planning, and finding opportunities from the surrounding environment [22]. In addition to innovative behavior, self-efficacy is another factor in creating innovation. It is the employees' characteristic who perceives their own capabilities [23].

Factors	Indicators	Authors
LEADERSHIP	- Fresh generation	[10, 11]
	- High Education	[12, 13]
	- Expertise in marketing	[19]
SQUAD	- Composition and Diversity	[14, 15, 16]
	- Empowerment	[17]
	- Information Sharing	[18]
PERSONEL	- Personal initiative	[22]

- Innovative work Behavior	[22]
- Self-Efficacy	[23]

TABLE I. FACTORS FOR INNOVATIVE AGILE MARKETING INDEX

Agile Marketing

The concept of Agile Marketing is to focus on agile work, quick decision-making, and as few rules as possible. It does not focus on working according to a plan, but rather on adapting the work along the way. It is a system of work in which everyone can quickly make decisions, emphasizing the use of data to help make decisions (Kotler et al., 2021). It helps to promote the use of online marketing in organizations (Digital Marketing) [24]. It emphasizes responding to opportunities quickly with customer centric concept [4]. It has more flexibility in coordinating the resources with the changing needs and expectations of customers [25] by minimizing resources usage but can affect to financial positive [26].

Marketing Agility Composition

[27] identified four components of Agile Marketing are market sensing, speed, flexibility, and responsiveness but [28] argued that the key to building international competitiveness is to focus on three processes of Agile Marketing: 1) agile logic, 2) agile learning, and 3) agile action. [5] suggested that the way to improve Agile Marketing is to create network marketing agility, the combination of marketing network and organizational agility. The network includes the skills and capabilities of agility, responsiveness, proactivity, firmness, and fast detection of market changes which is an integration of both internal and external organizations, partners, and networks. [29] found that Agile Marketing can unleash organizational capabilities through the use of agility strategic focus (ASF). [30] studied the components of Agile Marketing and found that all four components of Agile Marketing have a positive impact on crisis management by applying the theory of [31]: accessibility, decisiveness, swiftness and flexibility. [7] studied and concluded there are four constructs relevant to organization management are sensemaking, iteration, speed, and marketing decisions.

Thus, the study of relevant indexes that support Agile Marketing working concept, especially in the marketing industry, is still lacking study at present. This is an important index for the marketing industry especially in organizations and marketing leaders need to understand the overall context that supports Agile Marketing. Previous studies through in-depth interviews and literature reviews found that leadership, team, and personnel factors are the foundation and antecedents of Agile Marketing [31]. However, there is still a lack of academic evidence to support whether leadership, team, and personnel factors are important indexes to support Agile Marketing concept.

CONCLUSION

To create assessing the innovation of agile marketing index concept and to be an appropriate tool for organizations to understand their capabilities or what needs to be developed to fully adopt the Agile Marketing concept, especially in the marketing industry, there is still a research gap.

Thus, the researcher would like to present a conceptual framework that reflects the factors of Agile Marketing antecedents that will support Agile Marketing in the organization. It consists of three variables, namely leadership, squad, and personal variables, which will have a direct impact on Agile Marketing.

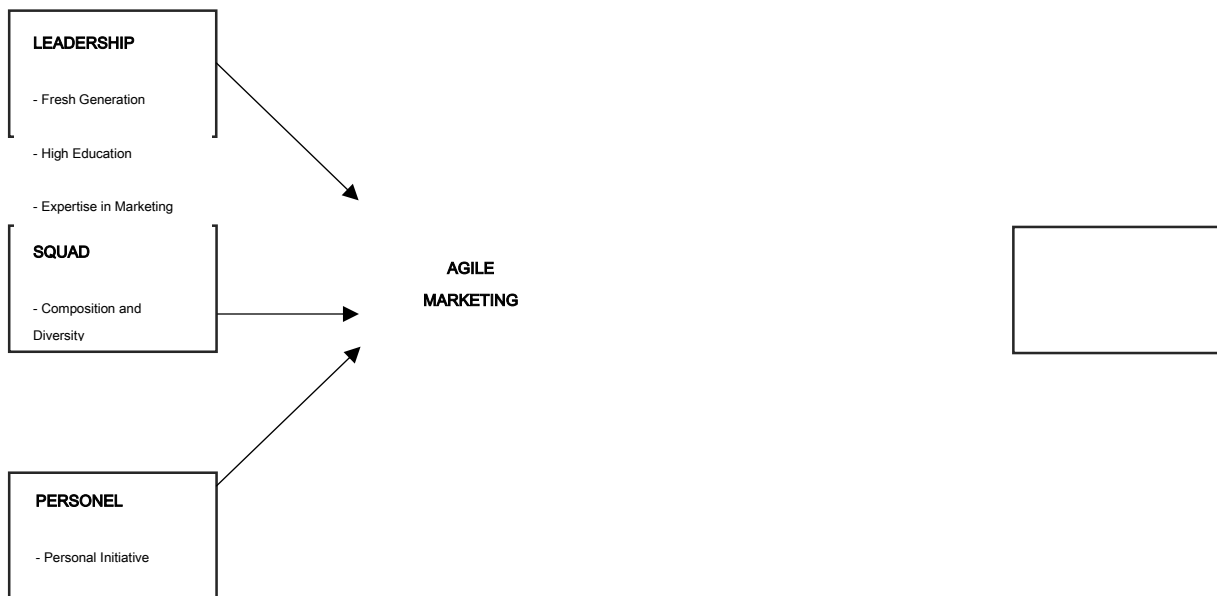


Fig. 1. Proposed Assessing the Innovation of

Agile Marketing Index model

This research has created knowledge and understanding of the Agile Marketing concept in a broader way, and to find other factors that will support the complete implementation of Agile Marketing and create positive marketing performance for organizations. Nevertheless, entrepreneurs in the Marketing Industry can apply these knowledge concepts to develop and evaluate Agile Marketing performance in the organization to create long-term competitive capabilities and sustainable profits for the organization.

For future research, the researcher recommends testing the reliability of this concept model. The study sample should be studied from questions by using a 5-level Likert scale as a tool to collect sample data through the analysis of Confirmation Factor Analysis (CFA), which is

one of the functions of SEM, to develop an innovative evaluation index model, or to create research using in-depth interviews with specific groups of samples, such as marketing agencies.

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