

# Marketing Agility – Does it Matter? A Systematic Review

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## ABSTRACT

The pandemic has taught various valuable lessons for businesses worldwide. Companies are demanded to be resilient and more flexible to remain stable and sustainable before the next crises arise. Similarly, the modern marketing landscape also necessitates an organizational culture to value agility due to increasing competition, success, failure, and the shifting global economy. This study attempts to comprehend Agile Marketing techniques, which have received increasing attention from professionals and academics since marketing skills are a competitive advantage for firms in today's unstable global markets. The need for companies to be flexible, rapid, and accessible has increased as the world economy has undergone a dramatic transformation. A systematic literature review (SLR) on Agile Marketing was carried out to understand this approach from a marketing perspective. A total of 26 articles from Scopus and Web of Science, published from 2006 to 2022 were included in the final review to provide an up-to-date overview of the topic. The PRISMA review protocol was applied, and the SPIDER tool was used to develop the research questions. This article explores agile marketing from a broad perspective, highlighting its significance in today's fast-paced digital landscape and the purpose was to identify the most recent and significant trends and recommendations on Agile Marketing. The thematic analysis of the SLR revealed four main themes: Agile Marketing Environment, Adoption, Dimension and Capabilities. In conclusion, flexibility is crucial in the marketing sector where agile marketing has purposefully moved away from trendy lingo in favor of a more open way of doing business. Therefore, it is recommended that companies adopt Agile Marketing. In addition, they must be flexible enough to take various actions and alter their operational strategy as necessary in order to remain in business.

**Keywords:** agile marketing, marketing agility, meta-analysis, qualitative research, systematic literature review

## Introduction

Technology has revolutionized marketing, email communication, content, and social media marketing. Agile marketing is a framework or strategy that applies the ideas and methods of agile approaches. This involves having cross-functional, self-organizing teams that work in numerous iterations while receiving ongoing feedback. It necessitates short-, medium-, and long-term marketing planning in addition to a strategic vision. Agile marketing encourages cross-functional collaboration, common goals, and empowered teams during pandemic and endemic phases. Digital media is replacing traditional media to enter the most advanced era. Many firms use multiple media outlets to promote their products and brands. According to a study by Geetha & Rekha (2019), ten organizational factors should be considered to substantiate the significance of organizational factors contributing to marketing agility. These factors are vision, mission, strategy, structure, systems, policies, infrastructure brand image, size, growth rate, and human resource capabilities. In marketing, agility means being able to respond to changing market conditions and customer needs in a timely, effective, and long-term manner. The Agile Manifesto, however, is a code of conduct. Thus, agile's success depends on mindset, cooperation, and customer participation, not software development approaches (Agile Alliance, 2001). According to the manifesto, self-organization has been shown to increase

creativity, innovation, and productivity in organizations (Reginaldo & Santos, 2020). Rapid organizational transformation is a key benefit of the Agile technique for company performance and consumer value (Laanti, 2017; Reginaldo & Santos, 2020).

Agile marketing improves speed, predictability, transparency, and reactivity to change and the marketing department to deliver results (Petersen, 2011). The Agile Marketing Method strengthens the marketing team. To meet high client demands, many marketing teams are using agile methods. The escalating demands of marketing departments have necessitated the exploration of novel methodologies for the management and execution of marketing activities. The implementation of agile methodologies in marketing has demonstrated the ability to improve productivity, enhance satisfaction with departmental organization, and achieve superior outcomes within compressed timeframes. Agile marketing emphasizes speed and quality, thus iteration cycles of "try, measure, arrange, and try again" may boost return on investment (Agile Alliance, 2001). The digital revolution has changed how companies discover, anticipate, and satisfy customers, as well as their business models, customer behavior, and routes to market.

The concept of agile marketing is characterized by its broad applicability across various fields and sectors. The concept revolves around the principles of adaptability, collaboration, evidence-based decision-making, willingness to embrace and engage in transformative processes, and trial-and-error approaches. By implementing an agile methodology in marketing, organizations can enhance their ability to promptly address customer demands, optimize operational productivity, and foster growth and innovation.

For example, Spotify employs agile marketing to consistently conduct testing and optimization of their advertising campaigns. The organization consistently engages in experimentation with various messaging, creative components, and targeting tactics to provide personalized and impactful advertisements to its user base (Almeida & Espinheira, 2021; Bäcklander, 2019; Campanelli & Parreiras, 2015; Dikert et al., 2016; Patil et al., 2016; Salameh et al., 2019; Schmitt & Hörner, 2020). Airbnb utilizes agile marketing too to promptly address market trends and cater to the demands of its customers. The company consistently enhances its website and application through the integration of user feedback and data analysis, thereby enhancing the user experience and maintaining a competitive edge (LeMay, 2019; Mohajeri et al., 2017; Quattrone et al., 2020).

The pandemic has compelled multinational corporations in Malaysia to embrace team agility and develop resilience in the face of change. Leaders must embrace the inherent unpredictability of their work and adopt a divergent mindset to effectively guide their teams. Strategic thinking in behavioral change is essential due to the unpredictable nature of the future. Multi-national corporations (MNCs) should provide their employees with the essential competencies required for efficient leadership and the ability to make prompt decisions during periods of swift market fluctuations. This will aid them in acclimating to the difficulties posed by the pandemic. (U-meng & Sapuan, 2021). According to Ee Ven & Sapuan (2021), Malaysia's digitalization progress was sluggish, as e-wallets, e-commerce, and online shopping were not widely embraced. The lockdown imposed during the pandemic resulted in various changes, such as escalated global logistical expenses, disruptions in supply chains, and hindered allocation of manpower. As a result, Malaysian retailers are reconsidering their business models and making adjustments to ensure their survival in the market. Organizations in Malaysia have embraced agility and resilience in response to the pandemic, enabling them to effectively navigate through periods of change. Businesses are strongly encouraged to embrace challenges to strive in a competitive edge market.

## Background Of Study

It should be noted that there are certain gaps in this review. Due to the limitations of the reading materials included in this essay, such as the limited locations, demographics, and industries, this literature review will admittedly be able to scratch the surface of the issue and not be as in-depth or knowledgeable in its details regarding agile marketing. Shedding light on agile marketing from this review, the situation was akin to opening a can of worms, with the complex topic lending itself to many subtopics, related topics, dimensions and many more.

The rationale behind conducting a Systematic Literature Review (SLR) on agile marketing stems from the predominant focus of the marketing literature on leveraging agility as a means to address the various obstacles associated with digital transformation. Until now, there has been a lack of scholarly focus on the explicit adaptation of marketing activities to a dynamic environment by scientists and researchers (Sachdeva & Kumar, 2022). Despite

the existence of diverse methodologies aimed at enhancing business processes, the task of aligning these processes with the rapidly evolving market and business environment has become progressively challenging. The issue in question is effectively addressed by agile approaches. Hence, both software development processes and business processes must derive advantages from the implementation of agile methodologies (Schmitt & Hörner, 2020). This systematic literature review (SLR) paper examines four distinct dimensions of Agile Marketing that necessitate organizational adaptation, anticipation of market needs, innovation, and meeting customer demands. These dimensions are specifically identified as the Agile Marketing Environment, Agile Marketing Adoption, Agile Marketing Dimension, and Agile Marketing Capabilities. These aspects are particularly relevant in highly competitive markets.

The agile method is not new in Malaysia, but researchers have paid too little attention to agile marketing. Agile methodology evolves with business and technical demands. However, few studies have examined how to get new firms to adopt agile principles, especially in Asia (Hamzah et al., 2019; Omar et al., 2010). Software management, information technology, supply chain management, manufacturing, knowledge management, and business sustainability are covered in most Malaysian journals. According to the literature, agility in marketing studies has been understudied, especially in Malaysia, where a marketing-oriented analysis and conceptualization of agility has yet to be developed and implemented. Despite the growing demand for organizations to develop more competitive marketing capabilities to manage ever-changing environments (Guo et al., 2018; Merrilees et al., 2011; Ong et al., 2019) and the widely acknowledged role of agility in positively affecting organizational performance, especially in turbulent and dynamic environments. Wiencierz et al. (2021), also noted that there has been little research on the role of agility in facilitating collaboration between departments, making it difficult to understand agile marketing's environment, dimension, adoption, and capabilities.

Given the wealth of information on this subject, it is advisable to stay focused on agile marketing and avoid delving too deeply into any of its numerous subfields. According to several writers, although many of the studies discussed here raise the same concern, there is still much to discover and document about agile marketing despite its comprehensive principles and follow-up segments. Thus, more research and discussion are needed in many areas.

## METHOD

This section discusses the data collection method and methodology that will be utilized to address the study's research questions. The PRISMA 2020 (Preferred Reporting Items for Systematic Reviews and Meta-Analysis) served as a framework for the study, guiding the author through the process of writing a thorough report of the systematic review (Moher et al., 2009). The purpose of the PRISMA is to provide researchers with a cue to make sure they provide enough information and depth when presenting systematic reviews (Page et al., 2021). The authors used the SPIDER tool to create relevant research questions for the review. Thus, this SLR started with this procedure going into detail on the methodical search strategy, which is divided into three steps: finding, screening, and deciding if the chosen journals are eligible for further consideration. After assessing the quality of the papers in this review, the data abstraction, analysis, and validation procedures were discussed and concluded.

### The Review Protocol – PRISMA

This study has chosen a systematic literature review technique, guided by the PRISMA declaration 2020 (Preferred Reporting Items for Systematic Reviews and Meta-Analysis) to understand the phenomena of concern and identify the major hindrances and enablers in Agile Marketing. The databases Scopus and Web of Science were used to search the academic literature. Both are Elsevier's well-established abstract and citation databases comprising well-known peer-reviewed journals, primarily in the social sciences, life sciences, physical sciences, and health sciences.

### Formulation of research questions

This study's research question formulation was guided by SPIDER (Cooke et al., 2012). SPIDER is a question framework tool that assists authors in formulating appropriate research questions for a review. In contrast to the PICO tool, Cooke et al., (2012) suggest that the SPIDER tool is a strong foundation for a search strategy tool that may be used more effectively with qualitative and mixed-methods research topics. SPIDER is based on five main concepts namely Sample, Phenomenon of Interest, Design, Evaluation and Research Type. Based on these concepts the author have included 5 main aspects in the review which are Omnichannel Retailers (Sample), Omnichannel Retailers' Capability and Adoption in an Agile Environment (Phenomenon of Interest), Various Research Methodologies such as surveys and interviews (Design), Experience (Evaluation) and lastly Qualitative Study (Research) which then guide

the author to formulate the two main research questions - How Omnichannel are retailers adopting Agile Marketing environment? and What are the key dimensions of the Agile Marketing Capability in Omnichannel retailing context?

### Systematic searching strategies

By using a systematic literature review (SLR), researchers are able to recognize commonalities amongst previous findings, grasp the breadth and depth of current understanding, and spot areas ripe for additional investigation (Mohamed Shaffril et al., 2020). In this SLT, the authors used a three-stage systematic review process of identification, screening and eligibility to sift through the enormous amount of literature to find the relevant articles. The years 2006 to 2022 were selected due to the notable proliferation of scholarly articles on agile marketing during this period. This choice is also attributed to the increasing popularity of the agile method, particularly during the pandemic. Below are the inclusion and exclusion criteria for selected articles in this systematic literature review;

**Table 1:** Inclusion and Exclusion Criteria

Criteria	Inclusion	Exclusion
Timeline	2006 - 2022	< 2006
Document type	Article journal	Article review, chapters in book, book series, book, conference proceeding
Language	English	Non-English

### Identification

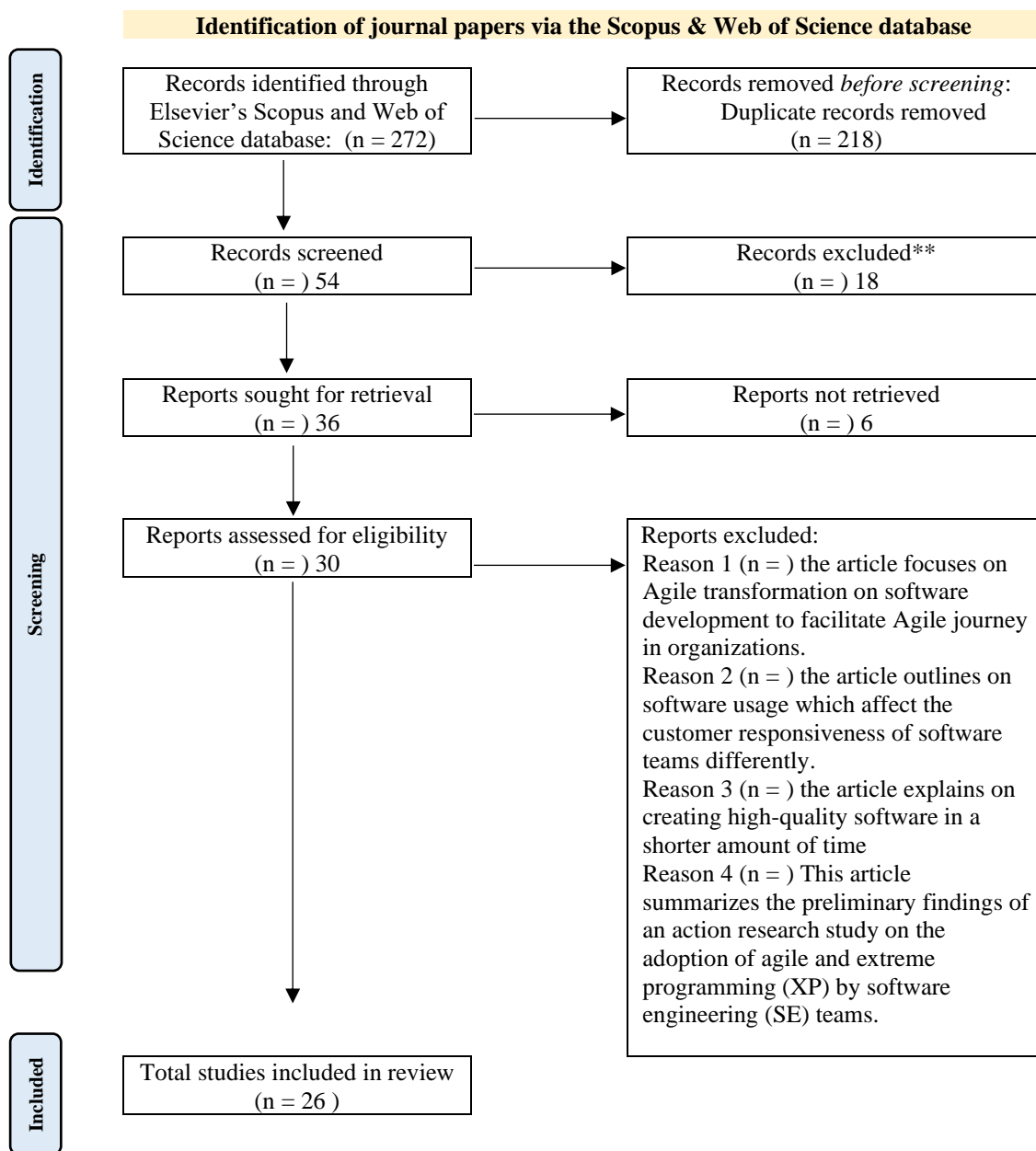
The review was conducted in June 2022. In the initial phase, keywords relevant to the phenomenon to be examined and the proposed research question were identified, and a search was conducted across both databases. The search phrases are a combination of the terms "Agile Marketing" and "Marketing Agility" entered into the Scopus and Web of Science databases to get relevant results. The review's articles were selected based on two criteria: a) a chronological order that began in 2022 and moved backward, and b) a variety of language, document format, and study contexts. In the initial phase, a total of 272 articles were uncovered, and 218 duplicate records were eliminated.

### Screening

The screening of the 54 articles was the second phase of the procedure. Only English-language journal papers were chosen for this systematic review. Other articles and publications such as book series, chapters, conference proceedings, and reports were removed. In addition to reviewing the titles and abstracts, potentially relevant papers were found. 36 articles were chosen for the subsequent phase.

### Eligibility

In the third screening phase, 36 articles were carefully examined and included if they were directly pertinent to Agile Marketing and Marketing Agility. Articles outside of the research area are excluded during this period. Upon completion of the screening procedure, 26 articles were selected for inclusion in this review. The summary of the selection process is as outlined in Figure 1.



**Figure 1:** The Systematic Review Process

### Quality appraisal

The author reviewed the remaining publications' abstracts, methods, and key results. According to Petticrew (2006), this process is necessary to ensure the quality of selected articles. Only papers with a high and moderate classification should be reviewed. The methodology utilized by the articles to rank their quality was the focus of the experts' attention (Mohamed Shaffril et al., 2021). 8 articles were rated as moderate, while 18 articles were rated as high using this process. All of the remaining articles were therefore qualified for review.

**Table 2: Quality Appraisal**

High quality articles	Moderate quality articles
(Nuseir & Aljumah, 2020), (Alford & Page, 2015), (Worthington, 2021), (Asseraf et al., 2019), (Moi & Cabiddu, 2021b), (Saputra et al., 2021), (Akter et al., 2022), (Zhou et al., 2019), (Madsen, 2020), (Hagen et al., 2019), (Gomes et al., 2020), (Kalaiganam et al., 2021), (Kouatli et al., 2020), (Homburg et al., 2020), (Khraim & Afaishat, 2021), (Poolton et al., 2008), (Khan, 2020), (Vaillant & Lafuente, 2019)	(Hughes & Chandy, 2021), (Yan, 2011), (Li et al., 2019), (Geetha & Rekha, 2019), (Poolton et al., 2006), (Breur, 2011), (Izvercianu et al., 2015), (Osei et al., 2019)

**Data abstraction and analysis**

This study provides a critical analysis of existing research on the topic, focusing on emerging themes and the authors' suggestions. The purpose of this SLR was to provide an up-to-date picture of current Agile Marketing research trends. Specifically, the author wanted to study the developing trends centered around Agile Marketing. Since the research problems necessitated the exploration and understanding of a central phenomenon, a qualitative research design was used in this study (Creswell & Cheryl, 2017), which include organizing the qualitative data, identifying and structuring thoughts and ideas, constructing themes, classifying and categorizing themes, connecting the data and its interpretation, and so on. The researcher reviewed the 26 publications thoroughly, focusing on the abstract, findings, and discussions parts. This research will employ a thematic analysis based on a deductive methodology. A thematic analysis examines data based on a set of recurring patterns within the data. Accordingly, these themes will be analyzed and recognized (Braun & Clarke, 2006).

**RESULTS AND ANALYSIS****Background of the selected articles**

The author collected 26 articles for the review. After going through the three-step procedures, the author concluded that reviewed articles can be categorized into the following domains. The thematic analysis led to the formulation of four overarching themes as depicted in Table 3:

**Table 3: The Themes**

Themes	Authors and Year of Publication
Agile Marketing Environment	(Poolton et al., 2006), (Yan, 2011), (Khan, 2020), (Akter et al., 2022), (Khraim & Afaishat, 2021), (Zhou et al., 2019), (Geetha & Rekha, 2019), (Hughes & Chandy, 2021), (Homburg et al., 2020)
Agile Marketing Adoption	(Breur, 2011), (Worthington, 2021), (Moi & Cabiddu, 2021b), (Nuseir & Aljumah, 2020), (Kalaiganam et al., 2021), (Alford & Page, 2015), (Kouatli et al., 2020), (Izvercianu et al., 2015), (Osei et al., 2019)
Agile Marketing Dimension	(Madsen, 2020), (Akter et al., 2022), (Asseraf et al., 2019), (Osei et al., 2019), (Gomes et al., 2020), (Moi & Cabiddu, 2021a), (Bespalko et al., 2019), (Hagen et al., 2019), (Khan, 2020), (Poolton et al., 2006, 2008)
Agile Marketing Capabilities	(Khan, 2020), (Asseraf et al., 2019), (Zhou et al., 2019), (Vaillant & Lafuente, 2019), (Saputra et al., 2021), (Li et al., 2019), (Osei et al., 2019)

Twenty-six articles were chosen for the review. In light of this thematic analysis, four overarching themes emerged: Agile Marketing Environment, Agile Marketing Adoption, Agile Marketing Dimension, and Agile Marketing Capabilities. In a sample of 26 articles, six studies were conducted in Europe, four in the United States, three in China, two in Africa, and one study was undertaken in the following nations: India, Jordan, United Arab Emirates, Israel, Indonesia, Lebanon, Romania, Pakistan and Spain. One study was conducted concurrently in Europe, the United States, and Spain whereas a different study was carried out simultaneously in Europe, Israel, Spain, China, Egypt, Africa, and Brazil. Among 26 chosen articles, one article was published in 2006, 2008 and 2022, two in 2011, two in 2015, seven in 2019, six in 2020, and last but not least 6 in 2021.

### **Theme 1: Agile Marketing Environment**

We live in a highly digitized, commercialized world where firms compete, and client demands must be met. According to Khan (2020), in Agile Marketing, companies should not only adapt to changing situations but also aim to be astute in handling rival companies and negotiating the intricacies of the constantly changing environment, keeping their adversaries at bay and their clients even closer by offering superior solutions. Poolton et al. (2006) characterized as business turmoil, including competition and changing client needs. Similar to a product's originality and worth, experts believe a comfortable position at the top of the market is ephemeral (Akter et al., 2022). Technological breakthroughs, changing consumer wants, or even worse, a competitor's market-satisfying product, make all the difference (Khraim & Afaishat, 2021). Agile marketing helps companies adapt to changing conditions, refocus, and innovate. These elements can make the market volatile and create a need for crucial information and products, which organizations can exploit to their advantage to survive (Zhou et al., 2019). This means competing businesses should do the same, upgrade their offers and designs to fit the new needs and reclaim their market and consumer share (Geetha & Rekha, 2019). This includes watching your competitors and looking for ways to do things better (Homburg et al., 2020). Thus, businesses must learn agility, adapt to the ever-changing market, and be more unexpected to keep customers coming in and maintain a place at the table with other competitors (Yan, 2011). After reading about agile marketing from many angles, it is clear that it's a timely research topic. The market environment is always evolving in step with technological developments, which allows us to change how we promote our goods and services to better match the changing market and client appetites (Hughes & Chandy, 2021).

### **Theme 2: Agile Marketing Adoption**

Digital transformation, which includes simpler processes and improved consumer experiences, is ushered in by retail digitization (Moi & Cabiddu, 2021b). In short, the Internet has become a playground for organizations that know how to exploit customer data, and social media offers another realm of potential for firms to grow and engage with customers (Worthington, 2021). The internet revolution provides ample opportunities for firms to be more agile, flexible as well as proactive in catering to their customers (Osei et al., 2019). This opens up fresh information to study and accommodate, and the issue now becomes making the most of what's available, including integrating new channels for the firm's usage (Breur, 2011). Digital marketing can help an improved company performance its products and services through a variety of electronic devices and channels, reaching as many potential customers as possible (Nuseir & Aljumah, 2020). It is comparable to agile marketing in that both are innovations of traditional marketing that are better suited to promote organizations and their products and services in a market of quick change and digitization that requires ongoing developments (Kalaigyanam et al., 2021). However, in an agile context, futuristic digital product innovation decision-making is crucial and difficult. Innovative industries need "Digital business agility" in all operations to quickly respond to risks and seize new market possibilities before competitors (Kouatli et al., 2020). For example, internet performance analysis features made internet business transparent thus, this engagement is unique to the times and especially common on social media, where businesses acquire important customer intelligence, maintain in touch with loyal customers, and learn more about their sector (Alford & Page, 2015). Agility in business means a corporation can swiftly adapt to market changes while maintaining productivity and cost-effectiveness (Izvercianu et al., 2015).

### **Theme 3: Agile Marketing Dimension**

The two separate dimensions of marketing agility are as follows: 1) Flexibility and 2) Adaptability (Akter et al., 2022; Asseraf et al., 2019; Gomes et al., 2020; Hagen et al., 2019; Khan, 2020; Osei et al., 2019; Poolton et al., 2006, 2008). Flexibility refers to a company's capacity to adapt and change strategy while entering a foreign market (Gomes et al., 2020). Adaptability is also crucial to surviving and thriving in a dynamic and complicated market that will see rapid technological and economic changes (Moi & Cabiddu, 2021a). In order to beat a firm's competitors, responsiveness requires timely, well-planned answers to an unpredictable market (Bespalko et al., 2019). According to Gomes et al., (2020), flexibility balances a firm's reactivity, thus these two aspects operate well together. Responsiveness and

flexibility are needed to understand and serve global markets and customers. Thus, this symbiotic marriage of the two qualities would empower firms to respond to changes in both domestic and international markets by quickly allocating resources and a concerted effort into smart manoeuvres and immediately calling off or undoing any previous marketing decisions that proved to be lacking or a complete setback of the firm's overall progress (Gomes et al., 2020). Flexibility helps a corporation avoid time and cost losses while entering international markets, notably in adaptation and growth decision-making. However, responsiveness will maximize change and adaption possibilities to offset any losses (Hagen et al., 2019). This draws attention to and necessitates the concept of agile marketing. Firstly, the word "agile" in of itself, has positive connotations attached to it. Naturally, appealing mental imagery like this would propel the concept into the business world, where managers want their companies to be as adaptable and fast (Madsen, 2020).

#### **Theme 4: Agile Marketing Capabilities**

To contextualize this concept, we must first define the fundamental word, "capacity," which means a firm's ability to use its resources to contribute to its organizational structure and achieve a desired result (Osei et al., 2019). According to theory put forward by Teece (2017), dynamic capabilities comprise organically feeling and finding market possibilities, developing a competitive edge and a more resistant business structure by modifying procedures to avoid complacency. This neatly leads into the description of the original word, "dynamic capabilities," which is the firm's ability to produce, integrate, and recalibrate its internal and external resources to adapt to the fast-paced, dynamic market environment (Osei et al., 2019). This function aligns with a dynamic capability's goal of improving organizations to better fit their environments (Asseraf et al., 2019). Dynamic capabilities include "sensing" opportunities in any scenario, including ones that are tough. "Seizing" the opportunity involves transferring resources and investing them. The corporation that emulates these traits would then sustain a constant state of renewal, executing transformations when needed (Zhou et al., 2019). It can then be postulated that dynamic capabilities are meant to empower firms to move beyond their everyday routines, in favor of long-term goals related to solving problems in market environments that are in a constant state of flux. Rapid technical advances like these, along with transforming market contexts and changing client requirements and preferences, necessitate disruptive frameworks like agile marketing. Much like how a customer doesn't want to be limited in their options and methods of obtaining goods and services, this feeling of dissatisfaction should also be representative of the retailer and by extension, the company's attitudes towards their management, especially if outdated, out-of-touch marketing efforts could result in the delivery of goods and services that don't meet customer expectations (Vaillant & Lafuente, 2019). Agile marketing should be concerned about this since satisfied customers and brand loyalty support a company (Saputra et al., 2021). With this insight, organizations should rush to innovate, adding new marketing techniques and technologies to further entice and retain existing customers while building a competitive edge that sets them apart from the competitors (Li et al., 2019).

## **DISCUSSION**

The thematic analysis developed four main themes on agile marketing is discussed as follows.

For businesses of any size, a solid marketing plan is crucial. Marketing plays a key role in ensuring the longevity and financial success of a company. The marketer once relied on tried-and-true approaches, but the introduction of new technologies has ushered in a plethora of revolutionary shifts in the industry. Agile marketing promotes department-wide collaboration, consensus-building, and team flexibility. The process of acquiring knowledge and skills rapidly enables progress toward objectives. Market environment can be defined as a setting significantly impacted by competitors' behavior and consumers' choices and perceptions. (Akter et al., 2022; Penrose, 2013).

Similar factors presumably caused management agility. Emerging market businesses have challenged dominant corporations, while small specialized market companies have entered the market quickly. Thus, adapting to a situation is one of the most important determinants of long-term success, especially in volatile markets, because it revolutionizes a company's operations and gives it the resilience to withstand a volatile environment. This digitization of retail signals an age of digital transformation, which describes the multitude of technological changes that are now necessarily present in a company's business model, inclusive of simplified operations and customer experiences that are significantly refined (Moi & Cabiddu, 2021b).

Given that the market is undergoing rapid change and digitization and necessitates ongoing innovation, these more recent iterations are more equipped to disseminate information about businesses as well as their goods and services (Kalaigianam et al., 2021). Whether these organizations like it or not, they have to embrace and adopt Agile Marketing



to stay relevant in the industry. In order for retailers to continue operating, they need to be flexible enough in variety of actions and switching out its mode of operations when deemed necessary. Responsiveness works as a bridge between the customer, the firm, and the market, representing a firm's technical competence in recognizing signals and preparing a response. This produces and exhibits value for the consumer and ensures long-term international market acceptance and business performance (Hagen et al., 2019).

To sustain a firm's performance and ensure its success, those in charge must utilise a two-pronged approach of using both its resources and capabilities in an effort to develop its business's competitive advantage, a tool that comes especially pertinent in a highly dynamic market environment (Osei et al., 2019). In such an unforgiving environment, a firm must rely on its talents to make full use of both components with the utmost astuteness, assuredness, speed, and flexibility to access and incorporate the most relevant data into future marketing strategy decisions. This leads to the definition of the original term, "dynamic capabilities," which is the firm's ability to produce, integrate, and recalibrate internal and external resources to handle changes in a fast-paced, dynamic market environment (Osei et al., 2019).

## **LIMITATION OF STUDY**

The systematic literature review methodology utilised in this study is fundamentally constrained by the quality and scope of the current research on Agile Marketing. The review's limitation to publications indexed in Scopus and Web of Science may have excluded pertinent studies published in alternative sources. The swift advancement of Agile Marketing practices indicates that certain reviewed studies may not represent the most recent developments in this field. The conclusions are exclusively derived from the current academic literature, which may inadequately reflect the intricacies and complexities of Agile Marketing implementation in actual organisational contexts. The study also emphasises the significance of flexibility and adaptability in contemporary marketing; however, it fails to explore the potential challenges or drawbacks of adopting Agile Marketing methodologies, which may represent a fruitful avenue for future investigation. Additionally, researchers limited publication to the English language, so we might have missed recent publications in languages of countries that may have generated substantial evidence.

## **CONCLUSION AND RECOMMENDATION**

While the medium via which customers get messages is essential, the rate at which businesses adapt to new strategies and obstacles is also crucial. Agile marketing has consciously abandoned fashionable jargon in favour of a more transparent method of operation. In a pandemic year, marketers are turning to Agile to manage their naturally shifting priorities, as well as to enhance their productivity and deliver their work to market more quickly. As the COVID-19 outbreak began as a public health emergency, it soon transformed into a global business disaster at a speed and scale that many firms have never experienced. As worldwide ripple effects continue to be felt, it is unlikely that the true impact of this pandemic will be measurable until the situation has restored to some form of normalcy. Agile marketing operates in a world of twists and turns, dynamic technologies, and customer desires. Instead of getting lost in these highly advanced landscapes, each concept makes the most of the tools now available to them due to advancements, changing and evolving in response to their surroundings and market needs.

After studying about Agile Marketing from many perspectives, it is indeed clear that Agile Marketing timely research topic. As mentioned, we live in a highly digitized, commercialized world where business competition is normal and customer demands are crucial (Khan, 2020). Agile marketing requires firms to be alerted to changing situations, perceptive to competition from similar businesses, and adept at navigating the complexity of the ever-changing environment, keeping enemies close and customers closer by providing better solutions.

Agile marketing is an influential instrument that can assist organizations in maintaining competitiveness within the contemporary, swiftly evolving marketplace. The adoption of an agile approach by companies has the potential to enhance marketing outcomes, as well as cultivate a team environment that is characterized by collaboration and productivity. It is advisable to engage with scholarly resources in order to acquire a more profound comprehension of agile marketing and how it might be utilized within organizations.

There are few recommended suggestions for future research avenues that are relevant to agile marketing such as studies on the role of technology in agile marketing to see the potential enhancements in marketing agility through the utilization of artificial intelligence (AI), machine learning, and automation; studies on the scalability of agile marketing through an analysis of its effective implementation in large organizations or across multiple marketing teams; studies

on the challenges that organizations encounter when implementing agile marketing practices to investigate the obstacles that impede the adoption of agile marketing within organizations; to analyze the cultural and organizational elements that impact the implementation and effectiveness of agile marketing strategies and last but not least studies to evaluate the long-term sustainability of agile marketing by analyzing the advantages and disadvantages associated with the adoption and maintenance of agile strategies and processes in marketing. However, it is necessary to tailor these suggestions to the particular context and goals of the research being conducted.

## IMPLICATION OF STUDY

The analysis suggests that businesses ought to highlight flexibility and adaptability in their marketing strategies to sustain competitiveness and viability. The systematic literature review in the study highlights the significance of Agile Marketing Environment, Adoption, Dimension, and Capabilities as key themes. The findings emphasize the imperative for companies to adopt Agile Marketing practices to adeptly manage volatile markets and global circumstances. Lastly, the study concludes that the implementation of Agile Marketing is essential for businesses to sustain their competitive advantage and advises organizations to prioritize agility in their marketing strategies to succeed in the changing economy.

## DECLARATION OF STATEMENT

The authors certify that the work they have submitted is unique and has not been published or submitted anywhere else. The author's investigation and analysis produced the data and information in this document. The author attests that the report presented in this manuscript is truthful, accurate, and transparent.

## AUTHOR CONTRIBUTION

AA conducted a comprehensive literature search, analyzed selected studies, and drafted the manuscript. NI provided essential guidance throughout the research process, offering critical feedback on the methodology and contributing to the interpretation of the findings. Both ensured a rigorous and insightful exploration of agile marketing practices.

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## CONFLICT OF INTEREST

The authors declare that there are no conflicts of interest in this study.

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