

CONCEPTUAL FRAMEWORK FOR MODELING THE AGILE MARKETING CAPABILITY

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ABSTRACT

This work aims to deepen how to cope with marketing challenges of XXI century, characterized by turbulent and dynamic environments. Specifically, it explores the theoretical underpinnings to develop an Agile Marketing Capability's framework and propositions. This study performs an in-depth literature review on IT and Dynamic Marketing Capabilities to provide the features, components, functions and types of an Agile Marketing Capability. Given the extreme innovativeness of this topic in marketing realm, it represents a first attempt to understanding the Agile Marketing Capability, which requires further theoretical and empirical contributions and refinements. The framework and propositions of this research may be useful for managers and decision makers to figure out the advantages of the Agile Marketing Capabilities' employment in current marketplaces.

Keywords: IT capabilities, dynamic marketing capabilities, agile marketing capability, literature review, theoretical framework

INTRODUCTION

To handle an era of “digital disruption” (Vassileva, 2017) and develop marketing competencies for stronger competitive advantage and performance (Barrales-Molina, Martínez-López, & Gázquez-Abad, 2014; Cacciolatti & Lee, 2016), firms need to adopt more agile approaches in marketing domain (Alford & Page, 2015). On the one hand, they should leverage on dynamic marketing capabilities (DMCs) to continuously reconfigure their business according to market changes (Barrales-Molina et al., 2014). On the other hand, they should exploit IT capabilities (ITCs) in terms of cross-functional integration and organizational flexibility as crucial drivers of these ends (Song, Nason, & Di Benedetto, 2008). In this context, Agile Marketing is the proper solution to design agile, quick and cost-effective responses to the marketplace (Lu, Ram, Ramamurthy, & Lubar, 2011). The importance of this topic is quite known in business and project management literature related to software and manufacturing (Miles, 2013; Poolton, Ismail, Reid, & Arokiam, 2006; Vinodh, Devadasan, Vasudeva Reddy, & Ravichand, 2010), whereas it is less explored by marketing scholars (Gren, Torkar, & Feldt, 2015; Hoogveld & Koster, 2016a, 2016b). Accordingly, it necessitates further theoretical and empirical attention (Hoogveld & Koster, 2016b; Potdar et al., 2017).

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Our aim is to contribute to this debate by examining the role of ITCs in DMCs in the context of Agile Marketing. By performing a systematic literature review of ITCs and DMCs, this study explores the theoretical underpinnings for the Agile Marketing Capability-generating process, and set the bedrocks for future marketing research towards this topic. Indeed, we try to answer to the research question: “what are the key theoretical underpinnings for an Agile Marketing Capability development?”. In section 2, we point out the theoretical background of the Agile Marketing approach; in section 3 and section 4, we accomplish an in-depth literature review on DMCs and ITCs; in section 5, we display a framework and key propositions for an Agile Marketing Capability; in section 6, we end with implications and conclusions.

A THEORETICAL BACKGROUND: THE AGILE MARKETING APPROACH

Agile Marketing approach arises from Agile Development practices on software realm to respond to customers’ needs (Ewel, 2013). In marketing, it implies the development of competencies in providing strategic responses which quickly, cost-efficiently, flexibly and proactively adapt to market changes (Hendrix, 2014; Poolton et al., 2006; Potdar et al., 2017). According to the literature, Agile Marketing firstly involves *omnichannel coordination* of departments and working teams to enhance communication (Chaffey & Allen, 2015), decision-making processes and timely customer information. It also requires the development of *e-marketing* and *digital capabilities* (Alford & Page, 2015) to build more user-centered business models and foster innovative and agile marketing practices (McGowan & Durkin, 2002). Moreover, *lean and agile practices* in manufacturing realm, to avoid waste and unnecessary production steps (Potdar et al., 2017), have been recently exported to marketing domain (Chaffey & Allen, 2015; Hoogveld & Koster, 2016b) to ensure systematic and continuous improvements in order to reduce waste and inefficiency, speed up production cycles and enhance expertise of people (Womack & Jones, 2010). Following the methodology of Webster & Watson (2002), we perform detailed concept matrices to understand how ITCs and DMCs interact, and identify the theoretical underpinnings for an Agile Marketing Capability. Inspired by the work of Barrales-Molina et al. (2014), the theoretical concepts are synthesized in terms of: *features* or key characteristics that distinguish a capability from the others; *functions* or role played by the capability and the expected effect on business; *components* or underlying processes under which the capability is developed; *types* or different typologies or ways through which the capability may display (see Table 1 and 2).

THEORETICAL UNDERPINNINGS OF DYNAMIC MARKETING CAPABILITIES AND IT CAPABILITIES

Dynamic marketing capabilities literature review

DMCs account for how dynamic capabilities (Eisenhardt & Martin, 2000; Teece, Pisano, & Shuen, 1997) or “firm’s ability to integrate, build, and reconfigure internal and external competences to address rapidly changing environments” (Teece et al., 1997; p. 516), have evolved into more cross-functional marketing capabilities (Barrales-Molina et al., 2014) to better “sense and seize, or respond to, new opportunities” (Orlandi, 2016; p. 2), and cope with high competitiveness (Ceric, 2016; Takata, 2016).

Table 1. Concept matrix of Dynamic Marketing Capabilities underpinnings.

Determinants Articles	Features		Functions		Components				Types			
	Market knowledge Cross-functional Stakeholder capability	Renewable resources/ Customer value Innovation	Absorptive capacity Knowledge management reconfiguring Organizational Entrepreneurial orientation Organizational	Development collaborative Branding Equity Internet Marketing IS and agility	Product Development collaborative Branding Equity Internet Marketing IS and agility	Product Development collaborative Branding Equity Internet Marketing IS and agility	Product Development collaborative Branding Equity Internet Marketing IS and agility	Product Development collaborative Branding Equity Internet Marketing IS and agility	Product Development collaborative Branding Equity Internet Marketing IS and agility	Product Development collaborative Branding Equity Internet Marketing IS and agility	Product Development collaborative Branding Equity Internet Marketing IS and agility	Product Development collaborative Branding Equity Internet Marketing IS and agility
(Barrales-Molina et al., 2014)	X	X	X	X	X	X			X	X		
(Brodie, Benson-Rea, & Medlin, 2016)											X	
(Bruni & Verona, 2009)	X	X						X	X			
(Cacciolatti & Lee, 2016)										X		
(Ciunova-Shuleska, Osakwe, & Palamidovska-Sterjadovska, 2016)											X	
(Costello & McNaughton, 2016)									X			
(Eng & Okten, 2011)				X						X		
Evers, Andersson, and Hannibal (2012)		X	X						X	X	X	
(Heirati & O’Cass, 2016)										X		
(Mathews, Bianchi, Perks, Healy, & Wickramasekera, 2016)											X	
(Jeng & Pak, 2016)				X								
(Johnson, Friend, & Lee, 2017)	X	X		X		X						X
(Kazadi, Lievens, & Mahr, 2016)		X										
(Konwar et al., 2017)	X	X		X		X						
(Lisboa, Skarmeas, &											X	

Saridakis, 2016)								
(Martin & Javalgi, 2016)								X
(Merrilees, Rundle-Thiele, & Lye, 2011)								X
(Mikalef & Pateli, 2017)								X
(Morgan, 2012)		X	X					X
(Najafi-Tavani, Sharifi, & Najafi-Tavani, 2016)								X
(Orlandi, 2016)								X
(Raymond, Bergeron, Croteau, & St-Pierre, 2015)								X
(Sharma, Davcik, & Pillai, 2016)	X							X X X
(Takata, 2016)								X
(Tarafdar & Qrunfleh, 2017)								X
(Trainor, Andzulis, Rapp, & Agnihotri, 2014)								X
(Tsai, 2015)					X			X X X
(Wang & Kim, 2017)					X			X
(Wang & Sengupta, 2016)		X						X X
(Wang, Hu, & Hu, 2013)					X			X X
(Wilden & Gudergan, 2015)								X
(Zhang, Jiang, Shabbir, & Du, 2015)								X

Source: own elaboration

As *features*, scholars point out: **market knowledge** or insights to implement new organizational processes (Konwar et al., 2017; Morgan, 2012), strategies and innovation initiatives (Bruni & Verona, 2009); **cross-functional marketing**, or internal and external involvement of transversal departments/roles (Bruni & Verona, 2009; Johnson et al., 2017; E. T. Wang et al., 2013); **stakeholders portfolio**, as key root of knowledge for innovation (Kazadi et al., 2016) and learning processes (Evers et al., 2012); **capability enhancement** or higher skills and expertise by steadily reconfiguring firm's resources (Morgan, 2012).

About *components*, literature emphasizes: **absorptive capacity** process of DMCs development (Najafi-Tavani et al., 2016) by exploiting external knowledge (Raymond

et al., 2015); **knowledge management** mechanism to convert knowledge into organizational routines (Konwar et al., 2017); **sensing and reconfiguring** processes of market patterns (Wilden & Gudergan, 2015) to foster firm's **organizational agility** (Mikalef & Pateli, 2017) in the management of market changes and growth opportunities (Lu et al., 2011); **entrepreneurial orientation** mechanism towards innovativeness, risk taking and proactiveness (Lisboa et al., 2016) to enhance performance and competitiveness (Martin & Javalgi, 2016); **e-learning** processes (Costello & McNaughton, 2016) through web-based applications to speed up learning mechanisms for superior DMCs, and to enhance **organizational responsiveness** (Orlandi, 2016) in acquiring knowledge and technologies, and responding to environmental changes.

Key *functions* played by DMCs, may be synthesized as: **renewal of resources and capabilities** to adapt internal/external resources and fit market requirements (Morgan, 2012); higher **customer value** by managing data, technology, customer knowledge and relationships across firm's network (Konwar et al., 2017); **innovation** (Johnson et al., 2017) to achieve positive outcomes, competitive advantage and profitability (Jeng & Pak, 2016).

Across literature, there are multiple ways or *types* through which DMCs may display, for instance: **new product development** (Barrales-Molina et al., 2014; Evers et al., 2012; Sharma et al., 2016; H.-M. D. Wang & Sengupta, 2016) and **R&D expenditure** (Sharma et al., 2016; Wang & Sengupta, 2016); **market orientation** (MO) or **collaborative networking capabilities** (Najafi-Tavani et al., 2016; Tsai, 2015); **brand equity** (Tsai, 2015) or **internet marketing capabilities** (Mathews et al., 2016); **Information Systems (IS) capability for agility** (Tarafdar & Qrunfleh, 2017; Tsai, 2015); **big data** (Johnson et al., 2017) or **social CRM capabilities** (Trainor et al., 2014; Z. Wang & Kim, 2017). (see Table 1).

IT capabilities literature review

According to the resource-based view (Wade & Hulland, 2004), ITCs are competitive resources to develop higher-quality IT products and services, achieve superior performance and market value (Saunders & Brynjolfsson, 2016), and improve decision-making process through information flows (Campos, 2016). As a combination of multiple elements like internal and external human resources, software applications, etc. (Debreceeny & Gray, 2013), they enable firms to be more agile in aligning strategies and information systems in order to promptly reconfigure resources and capabilities.

Table 2. Concept matrix of IT Capabilities underpinnings.

Determinants	Features		Components				Functions				Type						
	Flexibility - Agility	Coordination	Absorptive Capacity	IS project portfolio management	Organizational agility	Management commitment	Knowledge of applications	Outsourcing	Innovation	E-maintenance	Competitive positioning	IT Skills and competence	IS functional capabilities	NPD IT capabilities	Operational absorptive capacity capabilities	Big Data Analytics	Systematic capabilities
Articles																	
(Addas & Pinsonneault, 2016)													X				
(Ainin, Akma Mohd Salleh, Bahri, & Mohd Faziharudean, 2015)												X				X	
(Aral & Weill, 2007)												X					
(Arnold, Benford, Canada, & Sutton, 2015)	X	X															
(Bendoly, Bharadwaj, & Bharadwaj, 2012)		X											X				
(Bharadwaj, Bharadwaj, & Bendoly, 2007)		X															
(G. D. Bhatt, Grover, & GROVER, 2005)	X	X										X					
(G. Bhatt, Emdad, Roberts, & Grover, 2010)	X																
(Campos, 2016)									X								
(Cao, Duan, Cadden, & Minocha, 2016)																	X
(Cepeda-Carrion, Cegarra-Navarro, & Jimenez-Jimenez, 2012)			X														
(Cepeda-Carrión, Gabriel Cegarra-Navarro, & Leal-Millán, 2012)			X					X									
(Ceric, 2016)																	X

(Cheng, Wong, & Motwani, 2009)			X	
(Chen, Wang, Nevo, Benitez-Amado, & Kou, 2015)			X	
(Chen, Wang, Nevo, Benitez, & Kou, 2017)	X			
(Cui, Ye, Teo, & Li, 2015)	X	X	X	
(Dai, Kauffman, & March, 2007)	X			
(Daniel, Ward, & Franken, 2014)	X	X		
(Devece, Palacios-Marqués, Galindo-Martín, & Llopis-Albert, 2017)			X	
(Doherty & Terry, 2009)			X	
(Engelbrecht, Johnston, & Hooper, 2017)			X	
(Felipe, Roldán, & Leal-Rodríguez, 2016)		X X		
(Fernhaber & Patel, 2012)		X		
(Gupta & George, 2016)				X
(H.-S. Han, Lee, & Seo, 2008)			X	
(K. Han, Kauffman, & Nault, 2011)		X	X	
(Hernández-Perlines, Moreno-García, & Yáñez-Araque, 2016)		X		
(Koo, Lee, Heng, & Park, 2017)			X	
(Im & Rai, 2013)	X			
(Iyer, 2011)	X			
(Lee, Sambamurthy, Lim, & Wei, 2015)	X			
(Lu et al., 2011)	X		X	
(Bryan Jean, Sinkovics, & Kim, 2008)		X		
(Mauerhoefer, Strese, & Brettel,				X

2017)				
(Pan, Pan, & Lim, 2015)		X		
(Peppard & Ward, 2004)				X
(Plattfaut et al., 2015)			X	
(Quaadgras, Weill, & Ross, 2014)	X	X		
(Rai & Tang, 2010)	X			
(Ravichandran, 2017)		X		
(Reid, Hultink, Marion, & Barczak, 2016)			X	
(Roberts, 2015)		X		
(Roberts & Grover, 2012)	X			
(Saraf, Langdon, & Gosain, 2007)	X		X	
(Setia & Patel, 2013)		X		X
(Song et al., 2008)	X			
(Stoel & Muhanna, 2009)				X
(Tallon, 2008)	X			
(Tan, Tan, Wang, & Sedera, 2017)	X			
(N. Wang, Liang, Zhong, Xue, & Xiao, 2012)				X
(Y. Wang & Hajli, 2017)				X
(Weigelt, 2013)			X	
(Zhao, Zhao, Priporas, & Priporas, 2017)			X	

Source: own elaboration

As *features*, scholars identify: **flexibility and agility** or IT applications adaptability to environmental changes to ensure speed up in decision making and proactiveness to quickly respond to market trends (Quaadgras et al., 2014; Roberts & Grover, 2012); **coordination** to foster information sharing across different functions/departments (Bendoly et al., 2012; Bhatt et al., 2005), the specialization of competencies (Bharadwaj et al., 2007), synergies for interfirm relationships, knowledge sharing, operational routines etc. (Im & Rai, 2013; Saraf et al., 2007).

As *components*, scholars highlight: **absorptive capacity** process to monitor market trends and quickly exploit external knowledge (Cepeda-Carrion et al., 2012; Cepeda-Carrion et al., 2012; Pan et al., 2015; Setia & Patel, 2013) to improve offerings; **IS project portfolio management** to “reconfigure their resources and capabilities to

match changing market and economic conditions” (Daniel et al., 2014; p. 95) and to enhance **organizational agility** in capturing new business opportunities (Felipe et al., 2016); **management commitment** process to develop ITCs “as an explicit, specific, high-level agreement within an organization to operate in a given way” (Quaadgras et al., 2014; p. 115), by leveraging on specific **knowledge of applications** (Engelbrecht et al., 2017), that is, the way in which applications are developed within an organization.

ITCs *functions* may be synthesized as: **outsourcing** relationships (Han et al., 2008), to improve inter-firm relationships, reduce costs, access to skilled people etc. (Cheng et al., 2009; Zhao et al., 2017; Saraf et al., 2007) and achieve superior market knowledge and value (Han et al., 2011); **innovation**, since they facilitate the development of NPD projects particularly in turbulent environments, where it is necessary to be flexible in responding to market changes, and adapting to new market requirements (Devece et al., 2017; Lu et al., 2011); **e-maintenance** (Campos, 2016), which concerns the usage of technologies for organizational purposes, to improve firm’s **competitive positioning** (Doherty & Terry, 2009) in the marketplace.

Scholars stress the presence of many *types* of ITCs, such as: **IT skills and competencies** on IT field (Bhatt & Grover, 2005) as **IS functional capabilities** (Ainin et al., 2015); **New Product Development IT capabilities** (Addas & Pinsonneault, 2016; Mauerhoefer et al., 2017); **operational absorptive capacity capabilities** (Setia and Patel, 2013); **big data analytics capabilities** (Gupta and George, 2016) or **systematic capabilities** (Cao et al., 2016).

TOWARDS AN AGILE MARKETING CAPABILITY: A FRAMEWORK AND PROPOSITIONS

Working from the literature review presented above, we develop a theoretical model (figure 1), explaining the main dimensions for an Agile Marketing Capability in terms of features, functions, components and types. The model includes a series of propositions that explain the conditions under which the agile marketing capability could be developed.

Features

Flexibility or agility corresponds to firms’ ability to promptly react to market changes (Tallon, 2008). In doing so, firms improve market knowledge and information concerning their stakeholder portfolio (Evers et al., 2012) to perform proper business adjustments (Lu et al., 2011). The combination between flexibility or agility with market knowledge and stakeholder portfolio, determines the first feature of the agile marketing capabilities: the agile market management feature.

Pla: Agile market management will be affected by the combination of flexibility (or agility) with market knowledge and stakeholder portfolio.

P1b: The greater the levels of agile market management, the greater the level of agile marketing capabilities.

Internal and external coordination (Bhatt & Grover, 2005; Song et al., 2008), together with the development of cross-functional marketing capabilities among transversal departments and working teams (Bruni & Verona, 2009; Wang et al., 2013), foster

ongoing capability enhancement through learning and competitive benchmarks (Morgan, 2012). The combination between coordination with cross-functional marketing and capability enhancement, determines the second feature of agile marketing capabilities: the cross-functional coordination feature.

P1c: Cross-functional coordination will be affected by the combination of coordination with cross-functional marketing and capability enhancement

P1d: The greater the levels of cross-functional coordination, the greater the level of agile marketing capabilities.

Functions

Outsourcing enables to exploit external resources for superior performance and customer value (Han et al., 2011) and to carry out cross-functional processes for the ongoing renewal of resources and market expectations' fitting (Konwar et al., 2017). The combination between outsourcing with renewal of resources/capabilities and customer value, determines the first function of agile marketing capabilities: the outsourcing for higher customer value function.

P2a: Outsourcing for higher customer value will be affected by the combination of out-sourcing with renewal of resources/capabilities and customer value

P2b: The greater the levels of outsourcing for higher customer value, the greater the level of agile marketing capabilities;

Innovation activity for new products and services to fit new market conditions (Lu et al., 2011), driven by the use of IT tools for marketing (Alford & Page, 2015), fosters firms' competitive positioning (Doherty & Terry, 2009) and e-maintenance (Campos, 2016), that is, the exploitation of technology to perform more efficient collaboration, cooperation and learning processes. The combination between innovation and e-maintenance-competitive positioning, determines the second function of agile marketing capabilities: the ongoing innovation for competitiveness function.

P2c: Ongoing innovation for competitiveness will be affected by the combination of innovation and e-maintenance-competitive positioning

P2d: The greater the levels of ongoing innovation for competitiveness, the greater the level of agile marketing capabilities.

Components

Absorptive capacity of market knowledge and its management (Barrales-Molina et al., 2014) lowers waste and unnecessary steps, and foster marketing alignment with changing scenarios. In doing so, firms enhance organizational agility (Mikalef & Pateli, 2017) and even sensing and reconfiguring processes (Wilden & Gudergan, 2015) for managing their IS project portfolio according to environment (Daniel et al., 2014). The combination between absorptive capacity and knowledge management together with sensing and reconfiguring–organizational agility and IS project portfolio management–organizational agility, determines the first component of agile marketing capabilities: the absorptive organizational agility component.

P3a: Absorptive organizational agility will be affected by the combination of absorptive capacity and knowledge management together with sensing and reconfiguring–organizational agility and IS project portfolio management–organizational agility

P3b: The greater the levels of absorptive organizational agility, the greater the level of agile marketing capabilities.

The processes of knowledge of applications (Engelbrecht et al., 2017), and management commitment for ITCs (Quaadgras et al., 2014) affects learning mechanisms through IT tools and even firms' entrepreneurial orientation in managing marketing activities (Lisboa et al., 2016; Martin & Javalgi, 2016). and organizational responsiveness (Orlandi, 2016) in capturing environmental changes. The combination between knowledge of applications–management commitment with entrepreneurial orientation and e-learning–organizational responsiveness, determines the second component of agile marketing capabilities: the e-responsive management orientation component.

P3c: E-responsive management orientation will be affected by the combination of knowledge of applications–management commitment with entrepreneurial orientation and e-learning–organizational responsiveness

P3d: The greater the levels of e-responsive management orientation, the greater the level of agile marketing capabilities.

Types

R&D competencies foster innovation (Sharma et al., 2016), and continuous improvements of routines and processes through digital tools, that is, new product development capabilities (Bendoly et al., 2012). The combination between NPD-R&D expenditure and NPD IT capabilities, determines the first type of agile marketing capabilities: the IT-driven continuous improvements capabilities.

P4a: IT-driven continuous improvements capabilities will be affected by the combination of NPD-R&D expenditure and NPD IT capabilities

P4b: The greater levels of IT-driven continuous improvements capabilities, the greater the level of agile marketing capabilities

Big data–Social CRM capabilities facilitate the collection of multiple data towards firm's business environment (Johnson et al., 2017) generated from customer interactions through IT tools (Trainor et al., 2014), and foster market orientation–collaborative networking capabilities to exploit this knowledge and meet market requirements (Setia & Patel, 2013). The combination between big data–social CRM capabilities with big data analytics–systematic capabilities and MO or collaborative networking capabilities, determines the second type of agile marketing capabilities: the systematic market-oriented big data capabilities.

P4c: Systematic market-oriented big data capabilities will be affected by the combination of big data–social CRM capabilities with big data analytics–systematic capabilities and MO or collaborative networking capabilities

P4d: The greater the levels of systematic market-oriented big data capabilities, the greater level of agile marketing capabilities

Marketing trends require firms to develop proper IT skills and competencies, and also internet marketing capabilities to be proactive towards the marketplace (Wang et al., 2012) and better perform marketing activities like sales, market research etc. (Mathews et al., 2016). In doing so, they improve their brand equity (Brodie et al.,

2016) and competitive advantage (Barney, 2014) through the employment of higher capabilities relative to competitors (Tsai, 2015). The combination between IT skills and competencies with brand equity-internet marketing capabilities, determines the third type of agile marketing capabilities: the e-marketing for brand capabilities.

P4e: E-marketing for brand capabilities will be affected by the combination of IT skills and competencies with brand equity-internet marketing capabilities

P4f: The greater the levels of e-marketing for brand capabilities, the greater the level of agile marketing capabilities.

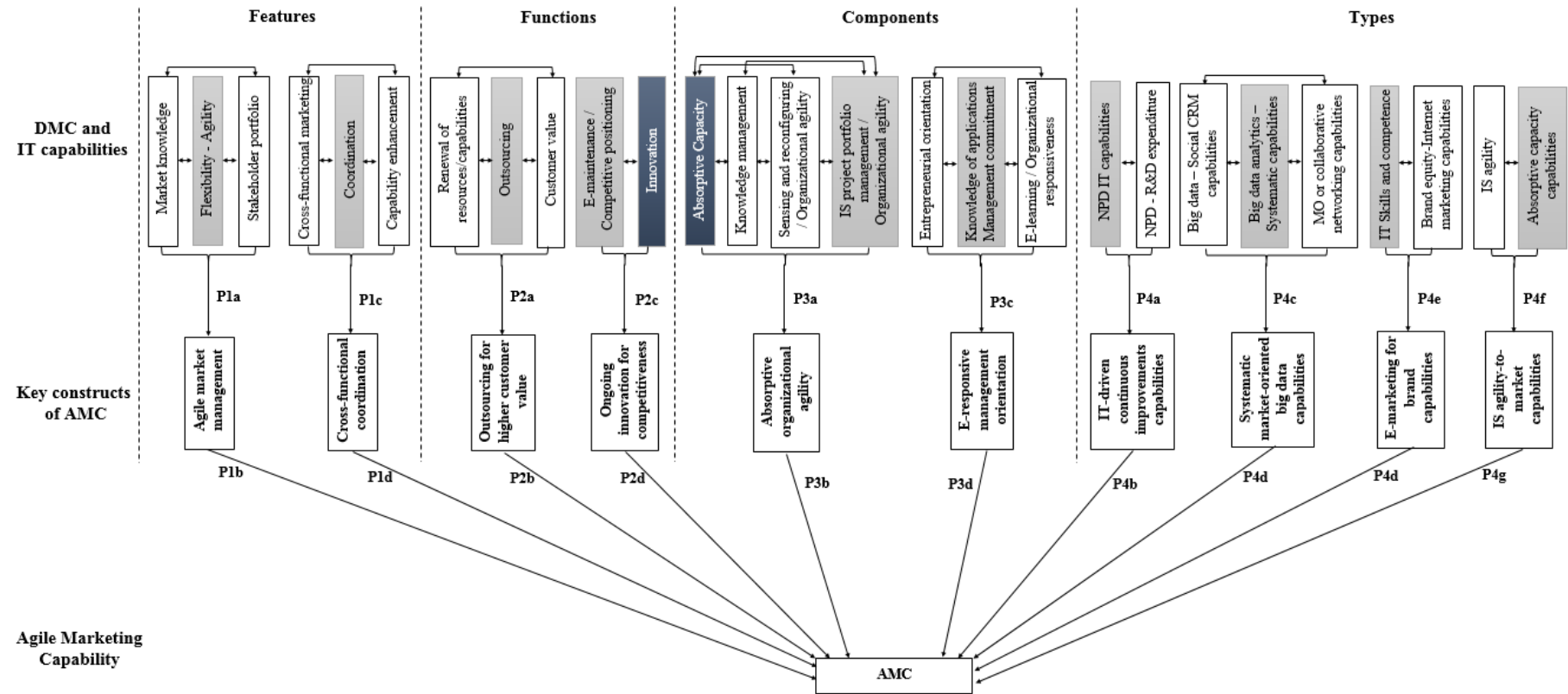
Operational absorptive capacity capabilities facilitate the fitting of market requirements (Setia & Patel, 2013), and strongly relates to Information Systems (IS) capability for agility (Tarafdar & Qrunfleh, 2017) through which they implement dynamic and continuous interactions to capture future scenarios of markets' needs (Tsai, 2015). The combination between operational absorptive capacity capabilities with IS agility, determine the fourth type of agile marketing capabilities: the IS agility-to-market capabilities.

P4g: IS agility-to-market capabilities will be affected by the combination of operational absorptive capacity capabilities with IS agility

P4h: The greater the levels of IS agility-to-market capabilities, the greater the level of agile marketing capabilities.

Drawing on the previous analysis, we define the Agile Marketing Capability as an organizational capability pointed towards outsourcing and continuing innovation activities to achieve superior customer value and competitiveness, by leveraging on agile market management and cross-functional coordination features. It originates from absorptive organizational agility and e-responsive management orientation processes, thanks to which it may display in multiple types of related capabilities, such as IT-driven continuous improvements, systematic market-oriented big data, e-marketing for brand, and IS agility-to-market (see Figure 1).

Figure 1. Framework of the Agile Marketing Capability.



Source: own elaboration

DISCUSSIONS AND CONCLUSIONS

Agile concept has recently shifted from software development and manufacturing fields (Gren et al., 2015) towards Agile Marketing realm (Accardi-Petersen, 2011; van den Driest & Weed, 2014), since differently from traditional marketing approaches, agile features allow to cope with changing scenarios, and to overcome practical issues as long product development cycles, wasted time and resources etc., and provide responses in an iterative and incremental manner, putting customer and market feedbacks at the centre (Ewel, 2013). Nevertheless, despite the importance of this topic in current contexts of turbulence, dynamism and high competitive rivalry, prior literature lacks of defining and deepening proper capabilities of Agile Marketing. By combining DMCs and ITCs theories, our study extends previous literature by identifying the main constructs of Agile Marketing approach, and develops key propositions for an Agile Marketing Capability development. Specifically, while prior research emphasized how DMCs employment fosters adaptability to dynamic contexts and how IT capabilities serve to achieve these aims (Barrales-Molina et al., 2014; Song et al., 2008), our study details the specific marketing mechanisms which generate the theoretical bedrocks of this specific capability. Future studies could further deepen new trends in marketing capabilities' domain, and even other types of capabilities which extend Agile Marketing understanding. Furthermore, while prior research emphasized the growing importance of agile theory in marketing domain (Gren et al., 2015; Hoogveld & Koster, 2016a, 2016b), our study explores the key dimensions (features, components, functions and types) under which an Agile Marketing Capability could be developed, that future research could further examine, as well as test the propositions developed. Finally, this study provides a first definition of the Agile Marketing Capability, which could be additionally extended by future researchers towards this field of studies.

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