

INTEGRATED MARKETING MANAGEMENT MODEL FOR IMPROVING BUSINESS AND MARKET PERFORMANCE OF CONTEMPORARY ENTERPRISES

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ABSTRACT

Marketing management in contemporary enterprises requires the integration of multiple functions in order to achieve sustainable competitive advantage in a digitally transformed business environment. This paper proposes an integrated marketing management model that combines brand management, content marketing, an omnichannel approach, customer orientation, and a flexible marketing strategy, linking these dimensions with key performance indicators (KPIs). The proposed framework emphasizes the role of digital tools and analytics in optimizing marketing activities and supporting data-driven decision-making. By systematically connecting strategic and operational marketing dimensions with measurable business and market outcomes, the model provides both a theoretically grounded and practically applicable guide for managers. The study contributes to a deeper understanding of integrated marketing management and establishes a foundation for future empirical research, particularly in industrial and B2B contexts.

Key words: Marketing management, Integrated marketing model, Brand management, Content marketing, Omnichannel strategy, Customer orientation, Business and market performance.

INTRODUCTION

Contemporary enterprises operate in an environment characterized by rapid technological change, intensified competition, and increasing customer expectations. Digital transformation has fundamentally reshaped the role of marketing, shifting it from a primarily promotional function toward a strategic, data-driven managerial discipline that directly influences business and market performance. As a result, marketing management has become a significant factor in achieving and sustaining competitive advantage.

Recent research emphasizes the importance of several key marketing dimensions, including brand management, content marketing, omnichannel strategies, customer orientation, and strategic flexibility. These elements enable enterprises to create consistent customer experiences, strengthen market positioning, and respond effectively to dynamic market conditions. However, existing studies often examine these dimensions in isolation, which limits their ability to explain how integrated marketing efforts contribute to measurable performance outcomes.

A significant challenge for contemporary enterprises lies in the lack of comprehensive frameworks that systematically connect strategic and operational marketing activities with key performance indicators (KPIs). Although digital tools and analytics provide unprecedented opportunities for data-driven decision-making, many organizations struggle to integrate these capabilities into a coherent marketing management system.

In response to these challenges, this paper aims to develop an integrated marketing management model that links core marketing dimensions with business and market performance indicators. By synthesizing insights from recent literature and emphasizing the role of digital technologies and analytics, the proposed model offers a structured approach to improving marketing effectiveness and competitiveness. The study contributes to the growing body of research on integrated marketing management and provides a conceptual foundation for future empirical investigations, particularly in industrial and B2B contexts.

LITERATURE REVIEW AND IDENTIFICATION OF THE RESEARCH GAP

Contemporary academic and professional literature in the field of marketing management increasingly emphasizes the need for a systematically integrated approach to managing marketing activities under conditions of digital transformation and growing competitive pressure. Studies published between 2020 and 2025 focus on several interrelated marketing dimensions that have a significant impact on business and market performance. In particular, brand management, content marketing, omnichannel approach, customer orientation, and flexible marketing strategy are identified as key determinants of enterprise competitiveness.

In order to systematize existing knowledge and identify dominant research directions, a thematic analysis of relevant sources was conducted. An overview of key studies, their main contributions, and identified limitations is presented in Table 1, followed by a more detailed interpretation across individual thematic areas.

Table 1: Literature Review by Thematic Areas, Key Contributions, and Identified Research Gaps

Thematic Area	Authors (Year)	Key Contribution	Identified Research Gap
Brand Management	Kumar, Ramachandran, & Kumar (2020); Trainor, Andzulis, Rapp, & Agnihotri (2020); Kabadayi & Gupta (2022)	Brand as a key differentiator; influences value perception, trust, and customer loyalty; strategic role in digital environments and B2B sectors.	Most studies examine brand in isolation; lack of models linking brand strategy with omnichannel approach, content marketing, and measurable indicators.
Content Marketing	Harmeling, Moffett, Arnold, & Carlson (2020); Herhausen, Miočević, Morgan, & Kleijnen (2020)	Promotes customer engagement, brand visibility, and digital interaction; educational and value-oriented content strengthens trust.	Focus on tactical aspects; insufficiently integrated into the strategic framework and measurable business outcomes.
Omnichannel Approach	Cai & Choi (2023); Gao & Su (2020); Thaichon, Quach, Barari, & Nguyen (2024); Rahman, Carlson, Gudergan, Wetzels, & Grewal (2025)	Channel synchronization improves customer satisfaction, retention, and sales outcomes; ensures a consistent customer experience.	Existing studies focus on operational aspects; lack of integration with brand management, content marketing, and flexible strategy.
Customer Orientation	De Keyser, Verleye, Lemon, Keiningham, & Klaus (2020); Lemon & Verhoef (2020)	Collection and use of customer data improves satisfaction and loyalty; personalization and analytics are central to decision-making.	Lack of models integrating customer orientation with other marketing dimensions and measurable KPI indicators.
Flexible Marketing Strategy	Kohtamäki, Parida, Oghazi, Gebauer, & Baines (2020); Trainor, Andzulis, Rapp, & Agnihotri (2020)	Enables adaptation to market changes and resource optimization; agile approaches for more efficient marketing activities.	Lack of empirically validated integrated models linking flexible strategy with brand management, content marketing, and the omnichannel approach.

Literature in the field of marketing management emphasizes the need for an integrated approach to managing marketing activities in the context of digital transformation and increasing competition (Kumar, Ramachandran, & Kumar, 2020; Trainor, Andzulis, Rapp, & Agnihotri, 2020). Research conducted between 2020 and 2025 indicates that the key marketing dimensions that significantly influence business and market outcomes include brand management, content marketing, an omnichannel approach, customer orientation, and a flexible marketing strategy (Cai & Choi, 2023; Gao & Su, 2020; Harmeling, Moffett, Arnold, & Carlson, 2020; Kabadayi & Gupta, 2022; Lemon & Verhoef, 2020; Jia, 2025; Gupta et al., 2025; Abboud et al., 2025).

The literature review presented in Table 1 systematizes the contributions of individual studies and identifies existing gaps. Although these elements are well-researched, most studies examine them in a fragmented manner. For example, brand management studies emphasize its impact on differentiation and customer loyalty but do not link brand strategy with omnichannel and content marketing activities (Kumar, Ramachandran, & Kumar, 2020; Kabadayi & Gupta, 2022). Content marketing is often analyzed from a tactical perspective focusing on customer engagement and digital visibility, while its integration into a broader strategic framework remains underexplored (Harmeling, Moffett, Arnold, & Carlson, 2020; Herhausen, Miočević, Morgan, & Kleijnen, 2020).

The omnichannel approach highlights the importance of channel synchronization for a consistent customer experience and increased sales; however, connections with brand management, content marketing, and flexible strategy are often missing (Cai & Choi, 2023; Gao & Su, 2020; Thaichon, Quach, Barari, & Nguyen, 2024; Rahman, Carlson, Gudergan, Wetzels, & Grewal, 2025). Customer orientation and data collection enable personalization and loyalty improvement but are frequently not integrated with other marketing elements and measurable performance outcomes (De Keyser, Verleye, Lemon, Keiningham, & Klaus, 2020; Lemon & Verhoef, 2020). Finally, a flexible strategy allows agile adaptation to market changes, yet empirically validated models linking it with other factors are lacking (Kohtamäki, Parida, Oghazi, Gebauer, & Baines, 2020; Trainor, Andzulis, Rapp, & Agnihotri, 2020).

These identified limitations point to a research gap in integrated marketing management and provide a foundation for the proposed systematically unified approach, which links key dimensions with measurable business and market performance outcomes.

METHODOLOGICAL RESEARCH APPROACH

The research in this paper is based on a qualitative approach, aiming to develop a conceptual marketing management model for improving business and market performance (Kumar, Ramachandran, & Kumar, 2020; Trainor, Andzulis, Rapp, & Agnihotri, 2020). The methodological framework includes a systematic review and significant analysis of literature from 2020 to 2025, focusing on relevant studies in marketing, digital business, and management (Kohtamäki, Parida, Oghazi, Gebauer, & Baines, 2020).

The research procedure was carried out through three interrelated phases:

1. Identification of key marketing management factors and accompanying variables with direct or indirect impact on marketing and business outcomes.
2. Comparative and significant analysis of the interdependencies among these factors, including linking marketing activities with performance indicators and identifying limitations of existing solutions.
3. Conceptual synthesis of the findings, based on which a proposed integrated approach was developed that connects key elements with KPI indicators and the role of digital tools and analytics.

This approach enables a theoretically grounded and systematic formulation of solutions, providing a foundation for future empirical research and practical application in modern business systems.

PROPOSED INTEGRATED CONCEPTUAL MODEL OF MARKETING MANAGEMENT

Based on the literature review and the identified research gap, a proposed integrated conceptual model of marketing management is suggested for improving business and market performance, linking key marketing elements with measurable performance indicators (Cai & Choi, 2023; Kabadayi & Gupta, 2022; Kohtamäki, Parida, Oghazi, Gebauer, & Baines, 2020).

The proposed approach integrates five dimensions: brand management, content marketing, an omnichannel approach, customer orientation, and a flexible marketing strategy, which function as interrelated components through data exchange and feedback.

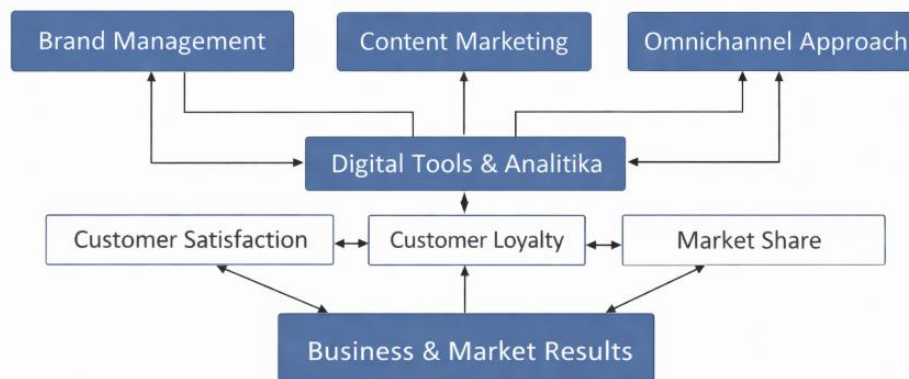


Figure 1: Integrated Conceptual Model of Marketing Management

Brand management and content marketing form the communication foundation of the model, contributing to trust building and brand recognition (Herhausen, Miočević, Morgan, & Kleijnen, 2020; Trainor, Andzulis, Rapp, & Agnihotri, 2020).

The omnichannel approach enables a consistent customer experience across multiple channels and increases the efficiency of marketing activities (Gao & Su, 2020; Cai & Choi, 2023).

Customer orientation coordinates marketing activities based on data regarding customer needs and behavior (De Keyser, Verleye, Lemon, Keiningham, & Klaus, 2020; Harmeling, Moffett, Arnold, & Carlson, 2020).

A flexible strategy allows for rapid adaptation to market changes and optimization of activities (Rahman, Carlson, Gudergan, Wetzels, & Grewal, 2025; Thaichon, Quach, Barari, & Nguyen, 2024). Digital tools and analytics function as an integration mechanism for monitoring KPI indicators and optimizing marketing decisions (Kumar, Ramachandran, & Kumar, 2020; Lemon & Verhoef, 2020). The model represents an interconnected system of dimensions that collectively influence marketing and business performance, providing a theoretically grounded and practically applicable framework for improving marketing management.

DISCUSSION

The results of the literature analysis and conceptual synthesis indicate that contemporary marketing management requires an integrated and systematic approach to key dimensions: brand management, content marketing, an omnichannel approach, customer orientation, and a flexible strategy. Previous research most often examines these dimensions in isolation, while their combined impact on firm market performance remains underdeveloped (Cai & Choi, 2023; Kabadayi & Gupta, 2022; Kohtamäki et al., 2020; Jia, 2025; Gupta et al., 2025; Abboud et al., 2025).

The proposed approach addresses the identified research gap by linking strategic and operational marketing elements with measurable indicators (De Keyser et al., 2020; Trainor et al., 2020). Digital tools and analytics function as an integration mechanism, enabling continuous monitoring and optimization of marketing decisions. This concept extends existing approaches to marketing management through multidimensional integration and a clear connection between marketing functions and business performance.

A limitation of this study is that the model is conceptual in nature and based on literature analysis, without empirical validation. Future research should include quantitative testing and the operationalization of the integrated framework in real business systems.

Suggestions and Guidelines for Improving Competitiveness of Enterprises

Based on the proposed integrated marketing management model, several key suggestions can be formulated to improve the competitiveness of contemporary enterprises. These guidelines emphasize the strategic integration of core marketing dimensions and the use of digital tools and performance indicators.

Enterprises should approach brand management as a strategic resource that ensures consistent positioning and differentiation across all marketing channels. Aligning brand identity with content marketing and omnichannel activities strengthens customer trust and market visibility.

Content marketing should be strategically planned and focused on delivering value to customers rather than short-term promotional effects. Integrating content activities with broader marketing objectives and monitoring their performance through analytics enables continuous improvement and stronger customer engagement.

An effective omnichannel approach requires coordination of all communication and distribution channels to provide a consistent customer experience. Enterprises should invest in technologies that enable data integration and support real-time monitoring of customer interactions across channels.

Customer orientation should be strengthened through systematic use of data and analytics to understand customer needs and behaviors. These insights should inform personalization, segmentation, and strategic decision-making, while customer-related metrics should be linked to overall marketing performance indicators.

Finally, enterprises should adopt flexible and adaptive marketing strategies that allow timely responses to market changes. Continuous performance measurement using KPIs supports strategic alignment and improves long-term competitiveness.

CONCLUSION

Contemporary business conditions, characterized by digital transformation, competition, and changing customer behavior, require an integrated and adaptive approach to marketing management. Traditional partial approaches are no longer sufficient for achieving sustainable business and market performance.

Based on the literature review, key dimensions of marketing management have been identified as dominant factors influencing business outcomes. The lack of a comprehensive integrated framework confirms the existence of a research gap. The proposed conceptual model integrates marketing management dimensions with digital tools and analytics, enabling a more systematic connection of activities with measurable results and the improvement of strategic and operational decision-making.

The contribution of this study lies in the conceptual integration of contemporary marketing approaches and in providing a theoretical foundation for further empirical research across different industrial and market contexts.

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