

## **Platform Success in the International Marketplace: Reconfiguring Digital Resources for Marketing Agility**

### **Abstract**

**Purpose** – This paper explores how platforms reconfigure versatile digital resources to achieve marketing agility in international markets.

**Design/methodology/approach** – We draw on a case study of a Chinese digital platform to explore the processes and mechanisms of reconfiguring during marketing agility development. Data from different sources are collected, including interviews, informal dialogue, and archival data.

**Findings** – Versatile digital resources create productive applications for previously less amendable marketing and nonmarketing resources to be malleable, editable, and reconfigurable in marketing agility development. This study identifies and clarifies three versatile digital resource-enabled reconfiguration activities in marketing agility building: recombining digital artifacts, repurposing human capital, and cross-pollinating markets.

**Originality** – We provide a process model that specifies how platforms reconfigure versatile digital resources to achieve marketing agility in international markets. Furthermore, we provide novel insights into the literature on marketing agility in international markets and localization.

**Keywords:** Marketing agility, internationalization, reconfiguring, versatility, digital innovation, digital platform

**Paper type:** Research paper

## 1. Introduction

Digital platforms, defined as internet-based interfaces for user interactions, provide digital offers with no borders and allow faster and easier entry into global markets (Monaghan *et al.*, 2020). The success of digital platforms' internationalization is primarily shaped by the development of marketing agility, defined as the ability to swiftly adapt to shifting market dynamics, customer preferences, and emerging trends (Zhou *et al.*, 2019) to create a new local user network (Chen *et al.*, 2019). Marketing agility has been seen as part of a firm's dynamic capability (Asseraf *et al.*, 2019; Khan, 2020), and the extant literature has viewed marketing agility as an important driver of firm growth (Homburg *et al.*, 2020; Özsomer *et al.*, 2023), wherein a firm's existing digital resources contribute to "sensing and seizing" new international business opportunities (Verbeke, 2022).

Extensive literature has been dedicated to understanding marketing agility with respect to market-sensing and opportunity-seizing activities, in which sensing and seizing have been conceptualized as sensemaking and marketing decisions (Kalaignanam *et al.*, 2021). In the realm of international markets, market-sensing revolves around gaining insights into local know-how, sociocultural complexity, and evolving marketing dynamics (Boojihawon *et al.*, 2021; Özsomer *et al.*, 2023), and opportunity-seizing involves strategic actions, such as differentiating product offerings to effectively cater to the diverse needs of international customers (Asseraf *et al.*, 2019; Özsomer *et al.*, 2023). Scholars have also noted that the benefits of marketing agility depend on the application "for the right reasons, in the right places, and in the right way" (Ahlback *et al.*, 2018), implying the need to understand further how firms' "resources" are utilized to afford such benefit. Penrose (1995) suggested that all resources are not equally beneficial for businesses because their usefulness depends on the extent to which the resources are versatile. Versatile resources are assets that can be adapted to different purposes; they "increase a firm's combinative possibilities and, thus, expand its productive opportunity set" (Nason and Wiklund, 2018, p. 36).

In this vein, Teece (2007) also pointed out that apart from sensing and seizing, another capability that allows firms to be "versatile" is reconfiguration. Emerging research has advocated reconfiguration as adapting organizational resources to achieve marketing agility (Gomes *et al.*, 2020). The present studies on marketing agility in internationalization have emphasized reconfiguration efforts through the acquisition of new marketing resources, referring to product- or market-specific assets (Albaum and Peterson, 1984), such as new product offerings and marketing plans in international markets (Asseraf *et al.*, 2019; Tarn and Wang, 2023); and nonmarketing resources, encompassing assets that are not directly associated with marketing activities or functions (Gnizy, 2016), such as the recruitment of new employees and suppliers (Osei *et al.*, 2019). Although they have contributed to our understanding of resource reconfiguration, such resources are less versatile because they lack the ability to offer a wide range of potential services that can be reused and recombined in innovative manners. This relatively low versatility of resources constrains the scale and scope of resource reconfiguration and may lead to higher adjustment costs and longer periods of

marketing agility development. In this study, drawing on research by Teece (2007) and Karim and Capron (2016), we define reconfiguration as a reconstruction or rearrangement of versatile digital resources, as well as of digital resources-enabled marketing and nonmarketing resources. We suggest versatile digital resource reconfiguration roots in the three characteristics of digital innovation—namely generativity, re-programmability, and convergence (Yoo *et al.*, 2010; Nambisan *et al.*, 2017). While digital innovation, with its unique features, creates combinative possibilities to proactively seize new market opportunities with heterogeneous actors (Huang *et al.*, 2017; Huang *et al.*, 2022), there remains a need to explore the processes and mechanisms of versatile digital resource-based marketing and nonmarketing resource reconfiguration activities in marketing agility development. Consequently, we take an exploratory approach, asking: *How do digital platforms reconfigure their versatile resources to achieve marketing agility in international markets?*

This research involves a single case study of a Chinese digital platform called GoGlobal (a pseudonym) to explore the processes and mechanisms by which platforms develop marketing agility in international markets. By leveraging advanced technologies, GoGlobal continuously encompasses platform development activities by aligning resources with strategic decisions to adapt and innovate. For example, GoGlobal has continuously updated its platform functioning and collaborated with stakeholders, such as nonprofit organizations and technology firms, to push its innovation and satisfy users. By doing so, GoGlobal has achieved rapid integration into global markets and high popularity. Thus, the platform provides an excellent setting to answer the research question.

The contributions are threefold. First, we contribute to the marketing agility literature by providing a process model depicting how platforms reconfigure versatile resources to develop marketing agility. This study positions reconfiguration as central to marketing agility and unpacks it as three interrelated processes—recombining digital artifacts, repurposing human capital, and cross-pollinating markets. Second, we expand the breadth of the marketing agility concept by introducing the notion of versatile resources and explaining how such versatility allows for previously less amendable marketing and nonmarketing resources to be malleable and edible in marketing agility development. Finally, we contribute to the international marketing literature by providing two novel localization pathways. International firms can draw on versatile digital artifacts to flexibly remix global sociocultural elements with local adaptations, or decentralize content production and distribution in local markets, thus developing innovative glocal and local market offerings.

The next section comprises a literature review of related concepts. This is followed by research methodology and findings. The results are discussed with reference to a proposed process model, and the theoretical contributions and managerial implications are also outlined. We finally conclude the paper and offer future research directions.

## **2. Literature review**

## 2.1 Marketing agility in international markets

Research has suggested that the success of digital platforms' internationalization is largely influenced by their ability to create a new local user network in the targeted international market (Chen *et al.*, 2019). Scholars have also stated that developing a local user network is primarily impacted by marketing agility—that is, the dynamic capability of quickly responding to user needs and market change to achieve marketing excellence and drive growth (Gomes *et al.*, 2020; Kalaignanam *et al.*, 2021). The present marketing agility literature (Table 1) has predominantly focused on sensing and seizing. Sensing refers to market sensemaking and has been examined with reference to different themes, such as understanding local know-how (Özsomer *et al.*, 2023). Seizing is conceptualized as implementing marketing decisions to seize opportunities, such as differentiated product offerings (Tarn and Wang, 2023). For instance, Osei *et al.* (2019) investigated how a company engaged in international expansion within the fruit juice industry achieved marketing agility. The firm accomplished this by understanding the intricate dynamics of international markets, including factors such as competition and customer preference, and subsequently adapting its marketing mix and partnership approaches to capitalize on emerging opportunities. Recent studies have emphasized the importance of resource reconfiguration to achieve the benefits of marketing agility, and have primarily investigated the reconfiguration approaches of adding new employee and supplier resources to fulfill international customers' needs (Osei *et al.*, 2019; Moi and Cabiddu, 2021).

However, these resources are characterized by relatively low versatility, which constrains the size (scale) and variety (scope) of resource reconfiguration activities in marketing agility development. Indeed, scholars have suggested that resources inherently differ in their versatility—that is, their ability to be altered for different purposes (Kalaignanam *et al.*, 2021; Penrose, 1995). For instance, certain marketing resources (e.g., sociocultural elements like customs and consumer lifestyle) and nonmarketing resources (e.g., human capital, such as employee insights and skills) are less amenable to rapid and flexible adjustments during the development of marketing agility across diverse markets (Kalaignanam *et al.*, 2021). We suggest that the degree of resource versatility with respect to reconfiguring is key to achieving marketing agility. Versatile resources increase firms' combinative and redeployment possibilities for adapting to the firm's requirements—expansion and modification, as the firm responds to the market environment (Huang *et al.*, 2017; Huang *et al.*, 2022). IS scholars have suggested that technologies, with their unique characteristics, are highly versatile (Huang *et al.*, 2022), providing great potential to expand the scale and scope of marketing and nonmarketing reconfiguration activities in marketing agility development. Drawing on the concept of technical versatility from Penrose (1959) and the definition of reconfiguration from Teece (2007), we define reconfiguration as a reconstruction or rearrangement of versatile digital resources, as well as of digital resources-enabled marketing and nonmarketing resources. However, work in the marketing agility domain has largely omitted versatile digital resource-based

reconfiguration from consideration. Therefore, we suggest revisiting reconfiguration in the marketing agility context by considering versatile digital resources.

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## 2.2. *How versatile digital resources influence marketing agility*

Versatile digital resources are grounded in the three underlying characteristics of digital innovation: (a) generativity, referring to the ability of technologies to become self-reinforced and malleable for creating unprompted innovations (Henfridsson and Bygstad, 2013; Yoo *et al.*, 2012); (b) re-programmability, which is the ability of technology to add and modify new features and functions (Yoo, 2010); and (c) convergence, which brings previous separate user experiences and industries together (Yoo *et al.*, 2012). We suggest that versatile digital resources create combinative possibilities for productive opportunities, potentially disrupting reconfiguration in marketing agility development in two respects.

First, versatile digital resources expand the scale and scope of marketing and nonmarketing resource reconfiguration in marketing agility–building. Scale refers to the extent of the market reconfiguration activity organizations can implement (Chliova and Ringov, 2017)—for example, whether resource reconfiguration activities occur at a regional or a global scale. Versatile digital resources comprise independent modules and “encapsulate a strand of capabilities and functionalities that can be developed and refined individually” (Huang *et al.*, 2022, p. 294). This enables the reuse of digital resources with different purposes to serve customers on a global scale. Scope relates to the variety of reconfiguration activities (Tallon *et al.*, 2019) in marketing agility–building. Digital resources, rooted in digital innovation’s unique features, widen the scope of reconfiguration in two ways. Digital resources potentially transforms previously less likely amendable marketing and nonmarketing resources to be malleable, editable, and transferable (Mandler *et al.*, 2021). This creates possibilities to reconfigure these resources for different purposes in international markets, thus expanding the scope of reconfiguration in marketing agility development. Digital innovation also enlarges the scope of reconfiguration by blurring the boundary of predefined product concepts to develop innovative digital market offerings continuously (Nambisan *et al.*, 2017). For instance, search and machine learning algorithms allow a constant trial-and-error process of problem–solving matching in expanding platform functioning in response to customers’ evolving needs. Second, versatile digital resources improve the time and cost efficiency of reconfiguration. The design flexibility and scalability of digital innovation enable international firms to effortlessly reproduce and reuse digital artifacts to perform different business activities in parallel (Huang *et al.*, 2022). For instance, client managers and channel managers can concurrently recombine digital artifact components to achieve different goals with a low adjustment cost. Consequently, the present study explores the process and

mechanism by which platforms reconfigure versatile digital resources to achieve marketing agility in international markets.

### **3. Methodology**

We adopt the extreme case design, which is particularly relevant and appropriate to unearth the complexity that allows us to capture a better story, move back and forth, and match the theoretical framework with our empirical findings (Eisenhardt and Graebner, 2007; Yin, 1994).

#### *3.1 Research context*

The research focuses on GoGlobal<sup>1</sup>, a Chinese digital platform launched in 2016. GoGlobal, a widely embraced entertainment and e-commerce platform, enables users to generate, share, explore content, and purchase products and services. The platform's sophisticated algorithm actively customizes content to align with individual user interests. Renowned for its user-friendly interface and an extensive range of creative tools and features, it has rapidly gained worldwide popularity. The relevance of this context to the present research can be explicated with regard to the following two aspects. First, the company has achieved stellar growth in the international market and is widely recognized as being responsive to local users' needs. After launching its international version, it quickly gained traction in international markets with its contextualized offerings, covering countries such as Thailand, Japan, Brazil, Indonesia, Vietnam, and Australia. Moreover, the company has reconfigured its and external stakeholders' resources in various domestic markets. For instance, powered by its self-developed digital innovations, using tools such as big data and search algorithms, GoGlobal has efficiently learned changes in local user needs and reconfigured digital resources to update and optimize its digital functionalities. As a result, with the marketing agility afforded by digital innovation, the company has ultimately snowballed into the most popular app in international markets and increased its market share year-on-year.

#### *3.2 Data collection*

This data were primarily collected through semi-structured interviews, informal dialogue, and archival data, as illustrated by Table 2. By adopting purposive and snowball sampling (Easterby-Smith *et al.*, 2015), 38 semi-structured interviews were conducted with 22 interviewees (see Table 3), yielding approximately 320 pages of interview data. Participants held positions including product manager, data engineer, business development manager, marketing manager, operational manager, and project manager. Managers working in the international markets with rich experience were recruited since these participants are rooted in the internationalization process. Each interview lasted from 45 minutes to 1 hour. In order to reduce retrospective sense-marking, which can lead to bias (Eisenhardt and Graebner, 2007; Turner and Rindova,

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<sup>1</sup> GoGlobal is a pseudonym

2012), all interviews were recorded and transcribed. In addition, given the emergent nature of the qualitative study, we use informal dialogue, such as follow-up consultations conducted via WeChat, to encourage participants to discuss their opinions regarding agile marketing in international markets. Archival data collected from GoGlobal’s official website, business reports, and social media accounts were also adopted to triangulate the primary data. We stopped collecting data after we had reached thematic saturation (Corbin and Strauss, 2008).

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### 3.3 Data analysis

This research involved four steps, following the iterative approach highlighted by Corbin and Strauss (2008) and Gioia *et al.* (2013). The first step required us to become familiar with all the data and develop a holistic picture of the story. During this stage, extensive data evaluations are based on the preliminary theoretical lens and research question. The next step was open coding, which involves grouping similar events and happenings under a common heading or classification (Corbin and Strauss, 2008). For instance, we coded and summarized activities such as “*combine relevant operating systems and components to develop small-scale services*” and “*a video editing module consists of functions like effects, colors, stickers, and filters*” as integrating. Open coding was followed by axial coding, and similar categories were thematically grouped and collapsed. During this process, extensive tracing back and forth, alternating between our empirical findings and prior literature, was conducted to interrogate the data and develop our findings (Locke, 2001). After that, we performed selective coding, wherein we considered how our emerging theoretical categories related to each other and developed an overarching theoretical framework. To further enhance the validity of the study, we conducted a series of internal authorship discussions and checked with key informants where necessary. After all key theoretical underpinnings had been considered, we ensured our theoretical framing was robust and theoretical saturation had been reached (Eisenhardt and Graebner, 2007; Turner and Rindova, 2012). The results of the data analysis are illustrated in Figure 1.

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Insert Figure 1 about here

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## 4. Findings

This section presents our findings regarding the three versatile digital resource-based reconfiguration mechanisms: recombining digital artifacts, repurposing human capital, and cross-pollinating markets. The empirical observations and theoretical themes are described in detail.

### 4.1 Recombining digital artifacts

“Recombining digital artifacts” refers to the process of *realigning and refining digital artifact components to fulfill various international business requirements and address market problems*. It consists of two conceptual themes: integrating and renewing.

Integrating refers to a combination and synergy of heterogeneous digital resources into existing international business perspectives to achieve the best digital value. Two aspects of integrating were identified in our empirical observations. Consistent with Huang *et al.*'s (2022) study, GoGlobal combines separate digital artifacts into reusable modules and microservices: “*A video editing module consists of functions like effects, colors, stickers, and filters. We further adopt containerization technology to package these software components and operations systems [to] allow for quick reuse in the various markets*” (Data engineer). GoGlobal also promotes compatibility and interoperability across systems by standardizing and connecting different technologies and software applications to communicate and exchange data: “*GoGlobal adopts middleware, data transformation tools, and standards and protocols to allow compatibility of different systems [and enable them] to understand and communicate with each other. This facilitates information- and knowledge-sharing and growth.*” (Data engineer). Such approaches enable intra-organizational and inter-organizational collaboration for greater productivity and capitalizing on new opportunities in international markets.

Renewing captures the activities of adding and replacing digital elements to improve market offerings and address the complexity and dynamics of customer needs. We observed that GoGlobal constantly revisits digital product concepts by identifying new market problems and adding novel digital components to capture new international market opportunities: “*We publish at least three versions (of the app) monthly that [incorporate] the latest digital functionalities, such as adding new stickers, transition effects, and filters to the videos*” (Product manager). Increased computerized knowledge, expertise, and best practices were also reported, such as “*expanded advertising-related knowledge and best practice in the video hub system*” (Marketing manager), leading to improved problem-solving and innovation within the international workforce. The platform also replaces some digital elements with new ones to optimize functionality and adapt to the local markets: “*The [user interface] design varies across markets. For instance, we replace the Friends icon by adding a cosmic icon in the Korean market that represents Discovering, to encourage users to explore new content*” (Operational manager). Consequently, renewing enables the platform to update and optimize its digital functionalities.



#### 4.2 Repurposing human capital

We use the term “repurposing human capital” to denote the *process of using digital artifacts to retrain, redirect, and reassign the international workplace to satisfy the varying needs and purposes of international business projects*. Repurposing human capital increases the scope of reconfiguration activities in agile marketing via multitasking and flexible role redirecting.

First, the multitasking theme represents GoGlobal’s commitment to leveraging digital artifacts to improve employees’ skills, knowledge, and abilities to take on multiple tasks in different international projects: *“I am occupied with several tasks in different projects simultaneously. I frequently communicate with my colleagues in the East Asia markets through video conferencing and electric messaging tools to monitor the start-to-finish execution of festival-related events. Simultaneously, [we are] incubating a new culture-related event with the help of project management applications to specify the campaigns, measurable key performance indicators, and objectives and key results.”* (Marketing manager). The data also show that GoGlobal streamlines its workflows to enable smooth and quick switch between tasks: *“The project planning and scheduling system and documentation and information management system help us streamline the project process and management. By defining the tasks, tracking the progress, and sharing project-related documentation, the system creates agility at the workplace, and new team members can quickly onboard the team and land on their feet quickly.”* (Operational manager). Therefore, digital artifact-enabled multitasking helps organizations manage various tasks in parallel and limits global costs of preparation and maintenance of multiple task sets.

Second, we noticed that GoGlobal leverages digital artifacts to flexibly redirect the existing workforce into new roles. The platform quickly re-skills the workforce according to the new role demands, which enables the firm to meet critical international business priorities: *“There are a lot of lateral moves and internal transfer opportunities. We have many product managers that come from a variety of backgrounds, like engineers and data scientists. Our e-learning system provides training and learning modules, ranging from data analytics and digital marketing to relationship management. This helps the fresh quickly onboard the new role.”* (Product manager). GoGlobal also de-professionalizes skills and expertise, which allows employees to juggle multiple roles in international teams: *“My major responsibility is to maintain relationships with entertainment companies and artists, as well as product analysts, publicists, and admin. I use the knowledge management system to address some professional questions, like detailed product attributes. This helps me offer professional support without necessitating the acquisition of specialized knowledge.”* (Business development manager). Hence, redirecting entails an expansion of skill inventory and allows for flexible and agile redeployment of existing workforces to reduce global costs and adapt to fast-changing markets.

#### 4.3 Cross-pollinating markets

“Cross-pollinating markets” represents the *digital artifact-enabled activities of quickly mobilizing and integrating heterogeneous marketing resources to develop novel digital market offerings to achieve marketing agility*. The data reveal that cross-pollinating increases the scope and scale of market reconfiguration through remixing sociocultural elements to develop glocal market offerings and varying localized market offerings through decentralizing content production and distribution.

In the quest for international market competitiveness, international firms are progressively embracing a “glocal” approach. This strategy, which entails offering products and services with a dual emphasis on both global and local relevance, leverages global availability and considers local features (Guo *et al.*, 2019; Özsomer, 2012). The first theme of remixing captures the activities of restructuring and reintegrating global sociocultural elements with local elements to develop glocal market offerings. The module and microservice-based designs enable GoGlobal to quickly diffuse digitalized sociocultural content into proximate sociocultural markets: *“We replicate and spread Christmas modules across markets, such as some music clips, hashtag challenges, and Christmas-related stickers and effects. This reduces our operational costs, and it is good to see global involvement enhance user experiences by creating a sense of connectivity and bringing new sociocultural experiences. This naturally leads the marketing campaign to go viral.”* (Marketing manager). The transferred data, operations, and software convey global appeal with lower adjustment costs and operational risks. This enables continuous digital content reorchestration by adding sociocultural components to adapt to the local markets: *“Christmas-related digital content in Japan differs from European markets. In Japan, Christmas is often seen as a romantic holiday rather than a family-focused celebration. People often eat fried chicken rather than turkey or ham. Hence, we add some unique content, such as romantic music clips and fried chicken stickers.”* (Operational manager). The data also suggests that the platform prunes some digital sociocultural elements to fit the local market: *“In the Christmas project, we remove some components, such as alcohol and drinking behavior, in video and graphic modules in some Middle East markets.”* (Operational manager). Hence, remixing enlarges the scope and scale of reconfiguration by flexibly redeploying sociocultural elements at a global scale.

The second theme captures the activities of developing inclusive local market offers by decentralizing content production and distribution. Rather than primarily relying on mainstream influencers and celebrities, GoGlobal incubates online niche communities and public participation in local markets to facilitate distributive content production: *“We redefine the mainstream by nurturing subgroup communities, such as cosplay and gaming communities, and provide various channels for them to share their passions and interests. We believe this approach can widely engage ordinary people to participate in the platform.”* (Project manager). The platform also takes on multiple trials of diversified content distribution in the system to offer distinctive and inclusive content in local markets: *“We adopt a mixture of machine learning algorithms to provide multiple rounds of content promotion opportunities for everyone, creating a relatively equitable and inclusive content distribution process.”* (Marketing manager).

This widens the scope and scale of reconfiguration by simultaneously allowing distributive local content development in various markets.

## **5. Discussion**

### *5.1 A process model of marketing agility development through digital resource-based reconfiguration*

We propose a process model (Figure 2) that exhibits how digital platforms reconfigure versatile digital resources to achieve marketing agility. We explain the three key mechanisms and their relationships in the following. Driven by the strategic decision of internationalization, platforms constantly recombine digital artifacts by integrating and renewing to update, exchange, and synergize various digital artifacts to satisfy various business requirements and potentially address market problems. The recombined digital artifacts serve as the basis for reconfiguration activities of nonmarketing (repurposing human capital) and marketing (cross-pollinating markets) resources. Digital artifacts augment human capital by flexibly repurposing the existing workforce, which involves multitasking, swift task-switching, and taking on multiple roles. Repurposing allows for the quick redeployment of existing workforces to achieve flexibility and flux in team coordination to satisfy complex and dynamic international market requirements. Additionally, with the support of flexible workforce coordination, platforms recondition the digital artifacts to address the distinctiveness and diversity in various international markets. This generates a process of cross-pollinating markets in which platforms digitally connect heterogeneous marketing resources, such as sociocultural elements, to form different novel combinations to develop glocal and localized market offerings. Finally, the findings reveal a cyclical feature of versatile digital resource-based reconfiguration in marketing agility-building. Specifically, the platform converts the learned international operational experience and data from the reconfiguration in marketing agility-building to digital systems for further recombination.

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Insert Figure 2 about here

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### *5.2 Implications for theory and practice*

Our study contributes to the marketing agility and localization literature in several ways. First, responding to calls by Gomes *et al.* (2019) and Kalaigananm *et al.* (2021) for more research on how organizations achieve the benefits of marketing agility, we augment the marketing agility literature by providing a process model that explains how versatile digital resource-based reconfiguration contributes to marketing agility. The process model unpacks three interrelated versatile digital resource-based reconfiguration processes: recombining digital artifacts, repurposing human capital,

and cross-pollinating markets. These processes facilitate a valuable understanding of how organizations recombine and utilize digital artifacts in novel ways to provide more possibilities for human-capital and international-market reconfiguration activities, through which platforms develop innovative and inclusive digital market offerings.

Second, our research extends the breadth of the marketing agility concept. In this study, we introduce the concept of versatile digital resources to the literature on marketing agility in internationalization (Gomes *et al.*, 2020). We emphasize versatility in terms of the range of productive applications that digital resources can provide to international marketing and nonmarketing reconfiguration activities. We elucidate how versatile digital resources allow previously less amendable marketing and nonmarketing resources to be malleable and edible in reconfiguration activities, which potentially helps firms address their lack of resources, skills, and capabilities that are required by multicultural international markets. Findings suggest that rather than solely relying on seeking new resources, it is plausible for international firms to assess their underutilized resources and seek creative ways to reuse them. For example, while recruiting new employees during internationalization is vital (Osei *et al.*, 2019), we suggest that, assisted by digital artifacts, firms can repurpose the existing workforce, such as via multitasking and flexible job redirecting to satisfy dynamic international business requirements with lower adjustment costs.

Finally, we contribute to the international marketing literature by highlighting two distinct localization pathways for international platforms. As pinpointed by international marketing scholars (Demangeot *et al.*, 2015), global firms can adopt glocalization or localization approaches to align with local preferences. While the present studies on glocalization have provided important insights (Schmidt-Devlin *et al.*, 2022; Soderberg, 2015), few studies explore it in a digital context (Mandler *et al.*, 2021). Our research uncovers a novel glocal approach in which platforms leverage versatile digital artifacts to diffuse digitalized sociocultural content into proximate sociocultural markets and adapt them through adding and removing. Additionally, localization scholarship highlights organization-initiated approaches, such as product redesign (Roscoe *et al.*, 2022), staff localization (Bai *et al.*, 2022), and culture pricing (Westjohn *et al.*, 2017). However, despite the increasing acknowledgment of users' proactive involvement in service creation, little is known about user-initiated localization activities. Against this background, our work advocates for a decentralized approach facilitated by digital artifact, involving a broader user base in the proactive creation of inclusive local content.

## **6 Limitations and suggestions for further research**

This study explores how digital platforms reconfigure versatile digital resources to achieve marketing agility in international markets. Given that this study builds theory from a single case, a key issue revolves around the generalizability of the findings to various contexts. Despite the strengths of this illuminating case, future research could investigate the extent to which these insights can be applied to other organizational settings, for example, the manufacturing industry. Also, it might be promising for future

studies to identify the “right” organizational culture, beliefs, and values (Stokes *et al.*, 2016) to support marketing agility development in international markets. For example, does an agile culture or belief necessitate quick adaptation to the local markets? Do digital platforms still require a more traditional marketing culture? Moreover, a potential avenue for expanding this study involves exploring the challenges of adopting digital artifacts to develop marketing agility in international markets (Kalagignanam *et al.*, 2021; Osei *et al.*, 2019). Digital innovation-based marketing agility entails the adoption of various data collection and analysis technologies. A crucial issue surrounding this form of marketing agility relates to how digital platforms can balance/manage marketing agility alongside data security and privacy across various markets. It is also plausible for future scholars to investigate the marketing approaches implemented by international firms to achieve marketing agility while communicating social responsibility to stakeholders simultaneously.

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**Table 1.** The research stream on marketing agility

Stream	Sensing	Seizing	Reconfiguring	Reconfiguring (this study)
Description	Making sense of the marketing environment	Implementing marketing decisions	Restructuring social, human, and physical resources	Rearranging versatile digital resources
Key activities	<ul style="list-style-type: none"> <li>Understanding local technology, regulations, sociocultural elements, and customers</li> <li>Understanding market problems</li> </ul>	<ul style="list-style-type: none"> <li>Offering differentiated products</li> <li>Quickly changing products and prices</li> <li>Standardizing marketing programs</li> </ul>	<ul style="list-style-type: none"> <li>Adding suppliers worldwide</li> <li>Recruiting employees</li> <li>Reconfiguring physical assets—e.g., opening/closing physical stores</li> </ul>	<ul style="list-style-type: none"> <li>Using versatile digital resources as the basis for marketing and nonmarketing resource reconfiguration with different purposes</li> </ul>
Selected studies	Boojihawon <i>et al.</i> (2021); Hagen <i>et al.</i> (2019); Khan (2020); Osei <i>et al.</i> (2018); Moi and Cabiddu (2021); Özsomer <i>et al.</i> (2023); Tarn and Wang (2023); Zhou <i>et al.</i> (2019)	Asseraf <i>et al.</i> (2019); Boojihawon <i>et al.</i> (2021); Hagen <i>et al.</i> (2019); Khan (2020); Moi and Cabiddu (2021); Osei <i>et al.</i> (2018); Özsomer <i>et al.</i> (2023); Zhou <i>et al.</i> (2019)	Asseraf <i>et al.</i> (2019); Boojihawon <i>et al.</i> (2021); Hagen <i>et al.</i> (2019); Moi and Cabiddu (2021); Osei <i>et al.</i> (2018)	N/A
Problems in understanding marketing agility	Only pinpointing the importance of specific resources for marketing agility development, but leaving unexplored how resources should be appropriately used to achieve the benefits of marketing agility.		The relatively low versatility of resources constrains the scale and scope of resource reconfiguration and may lead to higher adjustment costs to achieve marketing agility.	Exploring versatile digital resource-based reconfiguration processes and mechanisms in marketing agility development.

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**Table 2.** Type of data and use

Source	Type of data	Use in the analysis
Semi-structured interviews	<p>Data collection: Spring 2021–Autumn 2022</p> <ul style="list-style-type: none"><li>• A total of 38 interviews with 22 participants, including participants such as the general manager, the international market growth manager, the product manager, the operational manager, etc., lasting between 45 minutes to one hour for each</li><li>• Participants' demographic details (see Table 3)<ul style="list-style-type: none"><li>-Age (range: 25–42)</li><li>-Experience in current position (years) (range: 1–5)</li><li>-Gender (female/total: 40.9%)</li></ul></li><li>• Appropriately 320 pages of transcript</li></ul>	Gather detailed and rich information about the specific resource configuration and marketing agility development process
Informal dialogue	<p>Data collection: Spring 2021 to Winter 2022; a total of 121 pages of fieldnotes were generated.</p> <ul style="list-style-type: none"><li>• Informal talk after interviews</li><li>• Follow-up WeChat consultation</li></ul>	Record nonverbal signals and atmospheric influences to improve the validity of insights.
Archival data	<p>Data collection: Spring 2021 to Winter 2022; a total of 400 pages of archival data were generated.</p> <ul style="list-style-type: none"><li>• Internal meeting minutes</li><li>• Firm official websites</li><li>• Local and international press</li><li>• Posts published on social media such as Facebook, Twitter, blogs, etc.</li></ul>	Gather information to support the interpretation and triangulation of verbal explanations by interviewees.

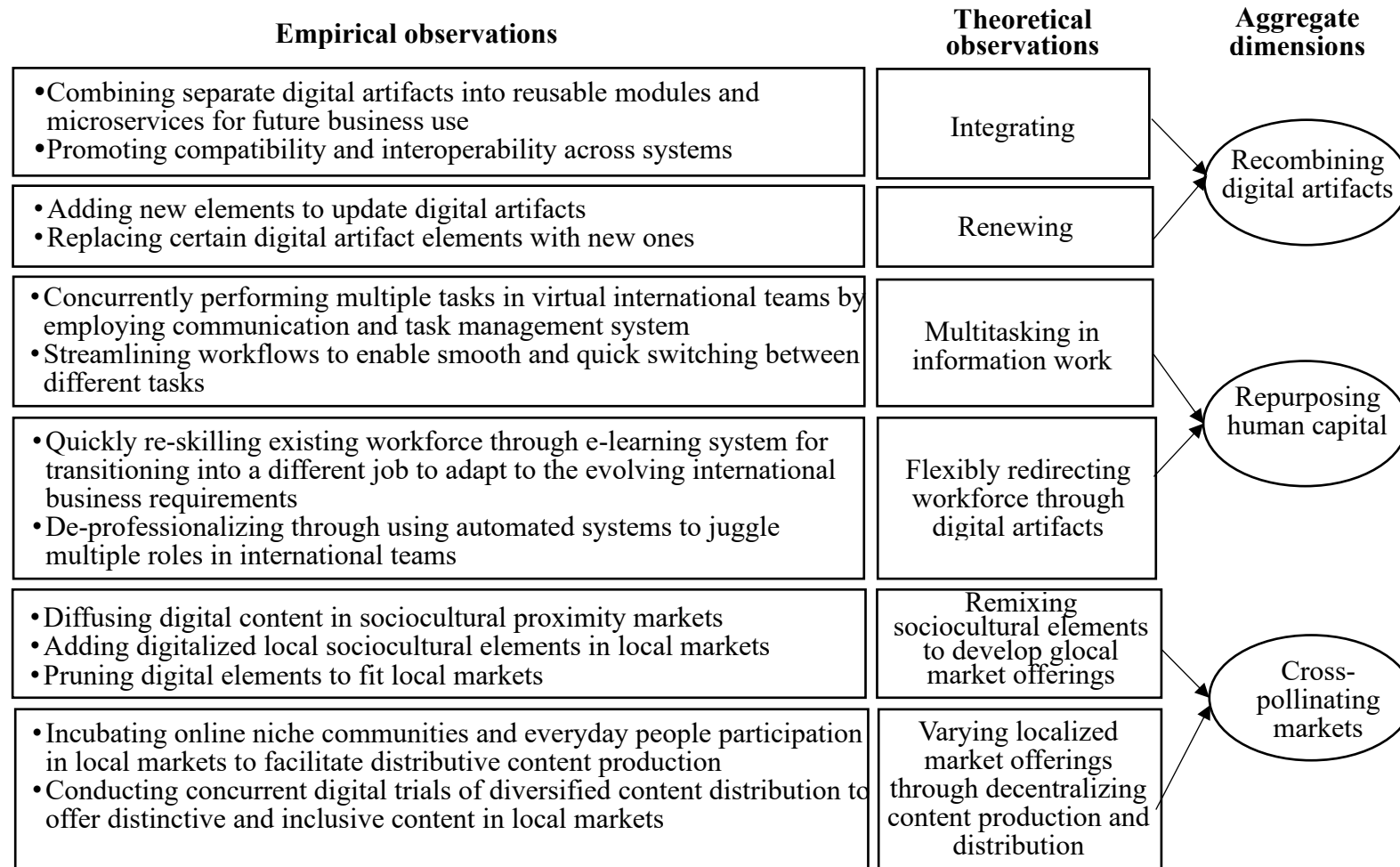
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**Table 3.** Interviewee profiles

Position	Gender	Age	Experience in current position (years)	Number of interviews	Position	Gender	Age	Experience in current position (years)	Number of interviews
Vice general manager International market	Male	42	5	1	Project manager A	Male	37	2	2
growth manager A	Male	38	3	1	Project manager B	Male	38	4	2
International market growth manager B	Male	36	2	1	Business development manager A	Male	29	2	2
Global vendor manager A	Female	35	1	2	Business development manager B	Male	27	3	3
Global vendor manager B	Female	37	4	1	Business development manager C	Female	32	5	2
Product manager A	Male	30	3	2	Data engineer A	Female	30	1	1
Product manager B	Female	31	2	2	Data engineer B	Male	27	3	3
Product manager C	Female	28	3	2	Data engineer C	Male	28	4	2
Operational manager A	Male	33	4	2	Creator manager A	Male	33	1	1
Operational manager B	Male	32	2	1	Creator manager B	Female	25	1	2
Operational manager C	Female	34	1	1		Female	27	3	2

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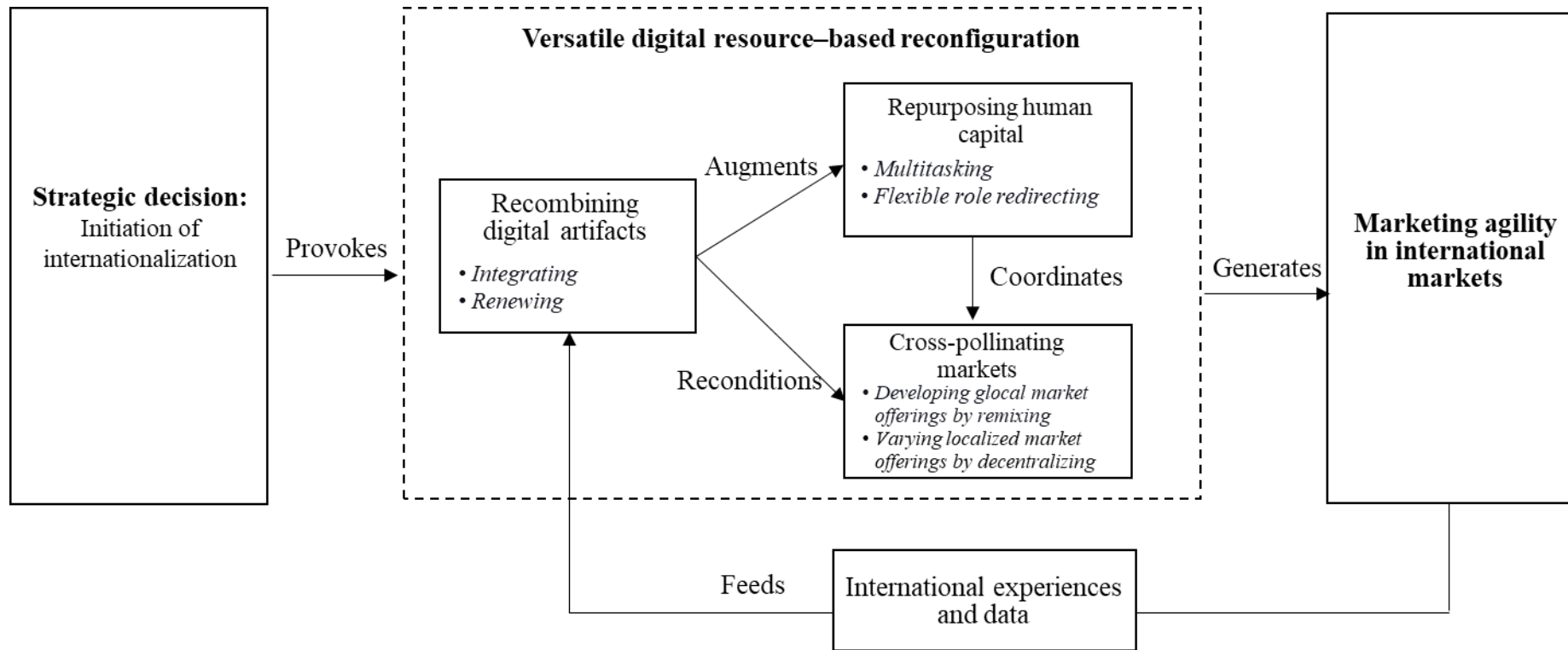
**Figure 1.** Data structure



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**Figure 2.** A process model of marketing agility through versatile digital resource–based reconfiguration



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