

# Agile Marketing and Brand Performance: A Study of Soft Drink Company in Benin City

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## Abstract

This research investigated the relationship between agile marketing and brand performance. It seeks to explore how the implementation of agile methodologies influences brand performance proxies, notably market share, within the competitive beverage market landscape. The study employed a Survey Research Design, The Population Comprised two hundred and eight (208) staff of seven up bottling company, Benin City, Edo State. All the 208 staff were selected for as the sample of the study using the census sampling technique, due to the low population. A questionnaire was structured to represent the objective of the study and collect data from the sampled population. Data collected were analysed using multiple linear regression analysis. The regression approach was selected since it was deemed appropriate for concurrently examining the dependent variable brand performance multiply across all the independent variables. Correlation analysis was performed to examine the relationships between brand performance and agile methodology implementation, speed to market, and adaptability/flexibility in marketing strategies. The study found a significant impact of agile methodology implementation, speed to market, adaptability and flexibility on brand performance. Based on the findings of the study it was recommended that; organizations should prioritize the implementation of agile methodologies in their marketing strategies, companies should focus on reducing time-to-market for new products and updates. This can be achieved by streamlining processes, leveraging technology, and fostering cross-functional collaboration to ensure rapid and efficient product launches and organizations should cultivate an adaptable and flexible organizational structure. This includes encouraging a mindset that embraces change to enhance employees' adaptability skills.

**Keywords:** Agile Marketing Strategies, Brand Performance, Beverage Market, Market Share, Speed to Market.

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## INTRODUCTION

Agile marketing describes the dynamic strategy used by the company to respond to the quickly shifting market environment and customer expectations (Katare 2022) Businesses should be able to renew themselves and adapt to changes in the global competitive environment (Brinker, 2016). Businesses have the chance to understand their target clients better thanks to this

dynamic framework. Thus, it is possible to satisfy customers (Gera, Gera & Mishra, 2019). A gymnast is quick, the lion is nimble making them agile (Brinker, 2016). The platforms of politicians are flexible. Companies' marketing departments must be prepared to handle these demands and developments as they look for new ways to keep up with the environment around them (Arkhipova, 2022) For marketing teams, the global context and market volatility add to the pressure (Arkhipova, 2022)

Marketing organisations are looking at more effective and efficient ways to develop client relationships and boost sales as consumer behaviour changes quickly and new trends arise (Gera et al., 2019). Marketing executives are becoming more interested in agile ways of working to get advantages like speed, accuracy, and overall better marketing outcomes (Brinker, 2016). The structure of contemporary consumption behaviour is variable. One of the key elements influencing quick changes in the global economy is technology. Business processes have been impacted by the technologically induced digital transformation (Gera et al., 2019). The patterns of production and consumption, corporate procedures, modes of communication, market structures, and decision-making processes have all changed. Marketing organisations are looking at more effective and efficient ways to develop client relationships and boost sales as consumer behaviour changes quickly and new trends arise (Moi & Cabiddu, 2021). Marketing executives are becoming more interested in agile ways of working to get advantages like speed, accuracy, and overall better marketing outcomes (Katare 2022). This paper is geared towards agile marketing and its relevance in today's world.

Agile marketing represents an ideal approach where marketing strategies are rapidly responsive to changes in the market, customer preferences, and competitive actions. Ideally, brands utilizing agile marketing should see enhanced brand performance, with increased market share, stronger customer loyalty, and higher profitability. Despite the potential benefits, many brands struggle to implement agile marketing effectively. The current situation reveals that numerous companies still follow traditional marketing strategies, which are slow to adapt to market changes and customer demands.

The inability to adopt agile marketing practices has resulted in brands experiencing stagnant growth, declining customer engagement, and lower market responsiveness. For instance, brands may face declining market shares, reduced customer satisfaction, and inability to capitalize on emerging market opportunities quickly. To address this issue, companies have introduced various measures such as investing in marketing automation tools, training programs for marketing teams, and hiring agile marketing consultants. These initiatives aim to enhance the agility of marketing operations and improve overall brand performance. Yet, these measures have not yielded the desired results. Many brands continue to struggle with the practical implementation of agile marketing. According to recent industry reports, over 60% of companies have not seen significant improvements in their marketing agility despite investments in relevant technologies and training programs.

The continued underperformance in adopting agile marketing practices has severe consequences. Brands fail to maintain competitive advantage, cannot effectively respond to market shifts, and suffer from reduced customer loyalty. This situation leads to missed revenue

opportunities, lower profitability, and diminished brand equity. Given that agile marketing is crucial for enhancing brand performance and maintaining a competitive edge in a dynamic market environment, its underutilization poses a significant threat to brand success and market growth.

Onyekwena (2020) examined the impact of agile marketing practices on brand performance in the Nigerian telecommunications industry. They found that agility positively influenced brand awareness, customer satisfaction, and market share, however there is a lack of comprehensive research that identifies the impact of agile methodology, speed to market, adaptability, flexibility on brand performance, due to this this study aims to

1. explore the extent to which agile methodology implementation influence brand performance.
2. examine the relationship between speed to market and brand performance
3. find out the relationship between adaptability, flexibility and brand performance.

To achieve the above objectives, three research hypotheses were formulated for the study as follows;

H<sub>01</sub>: There is no significant relationship between agile methodology implementation and brand performance.

H<sub>02</sub>: There is no relationship between speed to market and brand performance.

H<sub>03</sub>: There is no relationship between adaptability, flexibility and brand performance.

## **LITERATURE REVIEW**

This section reviewed brand performance, agile marketing, agile methodology implementation speed to market, adaptability and flexibility and theoretical foundations

### **Agile Marketing and Brand Performance**

Customer tastes in the current volatile market are as changeable as shifting desert sands, while competition remains a perpetual maelstrom. Conventional marketing methods, which are slow and rigid, find it difficult to keep up with the speed of change. Agile marketing, which draws inspiration from the iterative nature of software development, has become a potent tool for brands aiming to succeed in the always evolving business environment. This method focuses on putting the consumer at the centre and emphasises the importance of constantly learning, experimenting, and making decisions based on data. As a result, it helps to significantly improve the performance of the brand.

Agile marketing is fundamentally based on a set of principles that foster a culture that is flexible and adaptive (Vidyarthi, Jain & Malhotra 2018). The client is the ultimate authority, as their requirements, preferences, and pain points determine every marketing decision. Comprehending these components is crucial for creating messaging and strategies that have a profound impact (McKenna, 2018). The era of large-scale projects is no longer present; agile marketing flourishes by dividing them into manageable sprints, enabling ongoing testing, fine-

tuning, and enhancement using real-time data and consumer input (Atlassian, 2023). Data, which is essential for agile marketing, provides the necessary information for making well-informed decisions. Each marketing endeavour is carefully assessed, scrutinised, and utilised to enhance campaigns for optimal effectiveness (Optimove, 2023). The traditional siloed approach in marketing is rendered ineffective by the implementation of agile marketing, which is characterised by the formation of cross-functional teams. TSL Marketing (2023) emphasises the collaboration of marketing specialists, designers, content writers, and data analysts to adopt a comprehensive approach that takes into account every facet of a campaign. Agile marketing is characterised by its emphasis on flexibility and adaptability. The framework readily accepts and supports change, promoting swift adjustments in direction depending on market trends and customer feedback. By embracing this approach, brands can capitalise on momentary chances and steer clear of persisting with unproductive methods that deplete resources (McKenna, 2018).

The advantages of agile marketing are very desirable for marketers. The rapid pace of speed to market enables brands to swiftly launch campaigns and efficiently test novel ideas. This adaptability enables companies to take advantage of transient trends and swiftly address constantly changing client demands (TSL Marketing, 2023). The prioritisation of customer voice through agile marketing has led to a significant increase in customer engagement. Implementing continuous feedback loops and adopting a customer-centric strategy result in stronger connections, which in turn promote brand loyalty and passionate support (Vidyarathi et al., 2018). Efficiency and cost-effectiveness are prioritised. Agile marketing's iterative nature effectively reduces the amount of wasted resources and labour. Brands enhance their return on investment by eliminating unsuccessful approaches and optimising campaigns through continual improvement based on data (Optimove, 2023).

### **Agile Methodology Implementation and Brand Performance**

The implementation of agile methodologies in marketing strategies has emerged as a significant area of interest, promising enhanced brand performance within dynamic and competitive market environments. Agile methodology, initially rooted in software development, has been adapted and applied to marketing frameworks, emphasizing adaptability, collaboration, and iterative approaches (Jones & Sutherland, 2018).

Fourné, Piron and Richardson (2019) highlight the customer-centric nature of agile marketing, focusing on rapidly responding to evolving consumer needs. This adaptability aligns marketing strategies more closely with customer preferences, potentially fostering stronger brand-consumer connections. One crucial aspect of agile methodology within marketing is its emphasis on cross-functional collaboration. By breaking down silos between departments, agile methodologies encourage seamless teamwork, allowing for quicker decision-making and execution (Williams & Muir, 2020). This collaborative approach has been theorized to enhance the efficiency and effectiveness of marketing campaigns, potentially translating into improved brand performance.

Speed to market, a key tenet of agile methodologies, plays a pivotal role in brand performance. The ability to swiftly bring new products or updates to the market can confer a competitive

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advantage (Morgan & Rego, 2021). Research suggests that shorter time-to-market durations positively correlate with increased market share and consumer engagement, underlining the significance of agile practices in influencing brand performance metrics (Smith et al., 2019). Moreover, the adaptability and flexibility inherent in agile marketing strategies enable companies to respond promptly to changes in consumer preferences, market trends, and competitive landscapes. This agility can aid in capitalizing on emerging opportunities or mitigating potential risks, potentially contributing to sustained brand growth (Jones & Sutherland, 2018).

The agile framework emerged from the software development industry as a response to the limitations of traditional project management methodologies. Traditional approaches like the Waterfall model were often rigid, sequential, and slow to adapt to changes, leading to inefficiencies and missed opportunities in rapidly evolving environments. Agile methodologies were introduced to address these issues, promoting flexibility, iterative progress, and close collaboration among cross-functional teams. The Agile Manifesto, published in 2001 by a group of software developers, laid the foundation for agile methodologies by emphasizing four key values: individuals and interactions over processes and tools, working software over comprehensive documentation, customer collaboration over contract negotiation, and responding to change over following a plan. These values, combined with twelve supporting principles, formed the basis for various agile frameworks such as Scrum, Kanban, and Lean, which prioritize iterative development, continuous feedback, and the ability to adapt to changing requirements throughout the project lifecycle (Beck et al., 2001).

The concept of speed to market is integral to agile methodologies, defined as the ability to quickly deliver products or updates to the market. In agile frameworks like Scrum, this is achieved through short, time-boxed iterations known as sprints, each resulting in a potentially shippable product increment. This approach allows for rapid releases and quick feedback. Speed to market can be measured by metrics such as cycle time, which is the total time from the start to the finish of a process, lead time, the time it takes for a feature to go from concept to delivery, and release frequency (Rubin, 2013).

Adaptability, another cornerstone of agile, refers to the capacity to respond effectively to changes in the environment, market conditions, and customer requirements. Agile methodologies promote adaptability through iterative cycles, regular retrospectives, and continuous integration. Teams regularly review progress and adjust their plans based on feedback and changing circumstances. Adaptability can be assessed through metrics like the rate of change acceptance, which measures how often teams can incorporate changes, customer satisfaction scores, and the frequency of pivoting or adjusting strategies based on feedback (Schwaber & Sutherland, 2017).

Flexibility in agile methodologies is the ability to make changes easily without significant rework or delay. This is ensured by emphasizing modularity in product design, cross-functional teams, and maintaining a backlog of prioritized features that can be reordered as needed. Flexibility is often measured by the number of changes successfully implemented without

disrupting ongoing work, the ease of reprioritizing tasks in the backlog, and team resilience to scope changes (Cohn, 2010).

The theoretical basis for agile methodologies draws from several management and organizational theories. Complex Adaptive Systems (CAS) theory posits that organizations operate in complex, dynamic environments and must be able to adapt to survive and thrive. Agile methodologies apply this by encouraging continuous learning, self-organization, and adaptation. Lean thinking, originating from manufacturing, focuses on maximizing value by eliminating waste and optimizing processes. Agile methodologies incorporate lean principles by emphasizing efficiency, reducing unnecessary work, and delivering value early and often. The Theory of Constraints (ToC) suggests that identifying and addressing bottlenecks is crucial for improving overall system performance. Agile practices like continuous improvement (kaizen) and iterative development align with ToC by regularly identifying and resolving impediments to progress (Dingsøyr, Nerur, Balijepally, & Moe, 2012).

The effectiveness of agile methodologies in marketing, particularly concerning speed to market, adaptability, and flexibility, can be measured using a combination of qualitative and quantitative metrics. These include cycle time and lead time, which measure how quickly products or features move through the development process; release frequency, which indicates the ability to deliver updates swiftly; customer satisfaction and feedback, which measure how well the team adapts to customer needs; change acceptance rate, the frequency and success rate of incorporating changes during the project lifecycle; team velocity, the amount of work completed in each iteration or sprint, reflecting team efficiency and productivity; and retrospective action items, the number and implementation rate of improvement actions identified during retrospectives (VersionOne, 2020).

The agile framework's development, rooted in software development principles, has been adapted to marketing to enhance brand performance through faster time-to-market, greater adaptability, and flexibility. These elements are theoretically underpinned by CAS, lean thinking, and ToC, and their effectiveness can be measured using specific metrics tailored to the agile environment.

### **Speed to Market and Brand Performance**

The concept of "speed to market" has become increasingly pivotal in determining brand performance within today's rapidly evolving business landscape. Speed to market refers to the duration or time taken by a company to introduce new products or updates to existing ones into the market (Rubin, 2013). This facet of agile marketing methodologies emphasizes the significance of quick and efficient delivery, aiming to capitalize on market opportunities and meet consumer demands in a timely manner (Morgan & Rego, 2021).

Companies that can swiftly respond to changing market dynamics by introducing new products or updates often gain a competitive edge (Agbonifoh, Isibor, & Okere, 2016; Morgan & Rego, 2021). This rapid responsiveness aligns with consumer expectations for novel experiences and products, potentially leading to increased consumer engagement and loyalty (Smith et al., 2019). Research indicates that shorter time-to-market durations are associated

with enhanced brand performance metrics, particularly in terms of market share. Jones and Sutherland (2018) suggested that companies with faster speed to market tend to secure a larger market share, indicating the positive correlation between agility in product launches and brand competitiveness. Furthermore, speed to market not only facilitates the timely introduction of products but also enables companies to stay ahead of competitors in meeting evolving consumer preferences. This agility in responding to changing consumer needs can foster a favourable brand image, positioning the company as innovative and customer-focused (Williams & Muir, 2020).

However, the efficacy of speed to market in influencing brand performance is contingent upon various factors. While swift product launches can be advantageous, quality and consumer relevance are equally critical. Rushing products to market without ensuring their alignment with consumer needs or without adequate quality control measures may lead to detrimental effects on brand reputation (Fourné et al., 2019).

Empirical evidence linking speed to market directly with brand performance, especially in terms of market share within specific industries such as the beverage sector, highlights the need for in-depth empirical investigations (Smith et al., 2019). Understanding the nuanced relationship between the speed of product introduction and brand performance proxies, particularly within the context of companies like the Seven Up Bottling Company in Benin City, is pivotal for marketers seeking to optimize strategies (Jones & Sutherland, 2018). This study endeavors to contribute to this understanding by examining the impact of speed to market on brand performance metrics, specifically market share, within the Seven Up Bottling Company. Through empirical analysis and data-driven insights, it aims to shed light on the extent to which the speed of product introductions influences brand competitiveness and market share in the beverage industry (Morgan & Rego, 2021).

### **Adaptability, Flexibility and Brand Performance**

The adaptability and flexibility of marketing strategies have gained considerable attention as critical factors influencing brand performance within today's dynamic business environments (Fourné, Piron & Richardson, 2019). These attributes, integral to agile methodologies, emphasize the ability of companies to swiftly respond and adapt to changes in consumer preferences, market trends, and competitive landscapes (Williams & Muir, 2020). Adaptability and flexibility in marketing strategies play a significant role in enhancing brand performance. Jones and Sutherland (2018) highlight the importance of these traits in enabling companies to navigate uncertain and rapidly changing market conditions. The ability to adjust marketing approaches in real-time aligns strategies more closely with evolving consumer needs, potentially leading to increased brand relevance and resonance (Smith et al., 2019).

Studies have indicated that companies exhibiting higher adaptability and flexibility in their marketing strategies tend to have a competitive advantage. Fourné et al. (2019) suggest that such companies are better equipped to capitalize on emerging opportunities and mitigate risks swiftly, potentially resulting in improved brand performance metrics.

Moreover, adaptability and flexibility foster a culture of innovation and experimentation within marketing practices. This experimental approach allows companies to test new ideas and strategies quickly, enabling them to identify and capitalize on effective approaches while discarding less successful ones (Williams & Muir, 2020). This agility in testing and implementing new strategies can contribute significantly to maintaining a competitive edge in the market. However, while adaptability and flexibility in marketing strategies are deemed advantageous, their impact on brand performance, particularly in terms of market share within specific industries such as the beverage sector, necessitates further empirical investigation. Understanding the direct relationship between these agile attributes and brand performance metrics is crucial for marketers seeking to optimize strategies for sustained success.

By delving into the nuanced interplay between agile marketing strategies emphasizing adaptability and flexibility and brand performance proxies, this research endeavors to provide empirical evidence and actionable insights that can guide marketers and brand managers in leveraging these attributes to enhance brand performance and market competitiveness.

### **Theoretical Foundation**

The theory that best aligns with the study on agile marketing, speed to market, adaptability, flexibility, and brand performance is the Complex Adaptive Systems (CAS) theory. CAS theory was developed by John H. Holland, a prominent American scientist, in the 1990s. It posits that organizations operate in complex, dynamic environments and must be able to adapt to survive and thrive. CAS theory is highly relevant and important to this study because it provides a theoretical framework for understanding the dynamics of agile marketing and its impact on brand performance within dynamic business environments. According to CAS theory, organizations are seen as complex systems composed of interacting agents (e.g., marketing teams, consumers, competitors) that adapt and evolve in response to changes in their environment.

In the context of agile marketing, CAS theory helps explain how marketing strategies must adapt and evolve in response to changing consumer preferences, market trends, and competitive landscapes. Agile methodologies, such as iterative development, continuous feedback, and cross-functional collaboration, align with the principles of CAS theory by enabling organizations to quickly respond and adapt to changes in their environment. Furthermore, CAS theory emphasizes the importance of emergent behavior and self-organization within complex systems. In the context of agile marketing, this translates to the ability of marketing teams to self-organize, experiment with new ideas, and adapt their strategies based on real-time feedback and data.

CAS theory provides a comprehensive framework for understanding the dynamics of agile marketing and its impact on brand performance. By adopting principles from CAS theory, organizations can better navigate the complexities of the modern business environment and achieve sustained success in today's dynamic and competitive markets.

## **METHODOLOGY**

The purpose of this study is to examine the impact of agile marketing on brand performance. The study employed a Survey Research Design, The Population Comprised two hundred and eight (208) staff of seven up bottling company, Benin City, Edo State. All the 208 staff were selected for as the sample of the study using the census sampling technique, due to the low population. A questionnaire was structured to represent the objective of the study, the content validity of the questionnaire was ensured by consulting experts in the field of marketing. These experts reviewed the questionnaire items to ensure that they adequately captured the intended constructs and were relevant to the research objectives, before administering the questionnaire to the actual sample, a pilot test was conducted with a small group of individuals similar to the target population. This pilot test helped identify any potential ambiguities or issues with the questionnaire's wording, layout, or structure. Based on the feedback received from the pilot test participants, necessary revisions were made to improve the clarity and effectiveness of the questionnaire. To assess the reliability of the questionnaire, internal consistency measures such as Cronbach's alpha coefficient were calculated for each construct. This analysis helps determine the extent to which the items within each construct consistently measure the same underlying concept, after proper evaluation and scrutiny the questionnaire was administered to the sampled staff. Through these meticulous steps, the study ensured that the instruments accurately captured the constructs of agile marketing and brand performance. Data collected were analysed using multiple linear regression analysis. The regression approach was selected since it was deemed appropriate for concurrently examining the dependent variable brand performance multiply across all the independent variables

## **FINDINGS AND RESULTS**

This section deals with the data collection from the questionnaire administered and fully analyzed. The major objective of the research is to the validity of the hypotheses stated in the introduction of the study The retrieved questionnaires containing the information gotten from staff available during the time of administration, due to time constraints, incompletely filled questionnaire and missing questionnaire, the total retrieved questionnaire was 144.

**Table 1: Response Rate**

<b>Option</b>	<b>No. of Copies</b>	<b>Percentage (%)</b>
No. of sample size	208	100.0
No. of response gotten	144	69%

**Source: Field survey (2024)**

**Description of respondents’ demographic characteristics**

This segment intends to establish the demographic data of the respondent.

**Table 2: Respondents’ demographic characteristics**

S/N	Variables	Categories	Frequency	Percentage %
1	Gender	Female	70	48.6%
		Male	74	51.4%
		<b>Total</b>	<b>144</b>	<b>100.0%</b>
2	Age	18 - 25 years	118	81.9%
		26 - 30 years	21	14.6%
		30 years and above	2	1.4%
		Less than 18 years	3	2.1%
		<b>Total</b>	<b>144</b>	<b>100.0%</b>
3	Educational Qualification	SSCE	13	9.0%
		BSc	85	59.0%
		Post Graduate	46	31.9%
		<b>Total</b>	<b>144</b>	<b>100.0%</b>
4	Marital Status	Single	40	27.7%
		Married	80	55.5%
		Divorced	10	6.9%
		Widowed	5	3.4%
		Widower	3	2.08%
		Complicated	6	4.42 %
		<b>Total</b>	<b>144</b>	<b>100.0%</b>

**Source: Researcher’s computation (2024)**

The result in Table 2 reveals that 70 (48.6%) of the respondents were female while 74 (51.4%) of the respondents were male. This means that the male gender accounted for a greater percentage of the sample. On the age range distribution of the respondents, table 4.3.1 indicates that most of the respondents were aged 18 – 25 years, this category of respondents accounts for 118 (81.9%) of the total respondents, while 21 (14.6%) were aged 26 – 30 years, 2 (1.4%) were aged 35 years and above and 3 (2.1%) were less than 18 years of age. 9% of the respondents are SSCE holders, 59% are BSc holders while 31.9% are post graduate holders. 27.7% of the respondents are single, 55.5% are married, 6.9% are divorced, 3.4% are widowed, 2.08% are widower and 4.4% are in a complicated relationship.

**Descriptive statistics of the Research Variable**

This section deals with the descriptive analysis of the data collected through the questionnaires during the research process.

**Table 3: Agile Methodology Implementation**

S/ N	STATEMENTS	SD	D	N	A	SA	Mean	S.D
1	Our marketing team has a thorough understanding of agile methodologies	36	40	31	29	8	2.53	1.223
		(25.0%)	(27.8%)	(21.5%)	(20.1%)	(5.6%)		
2	Our marketing projects involve effective collaboration across different departments	28	35	27	39	15	2.85	1.303
		(19.4%)	(24.3%)	(18.8%)	(27.1%)	(10.4%)		
3	We are able to quickly launch new marketing campaigns or product updates	28	24	32	39	21	3.01	1.346
		(19.4%)	(16.7%)	(22.2%)	(27.1%)	(14.6%)		
4	Our marketing efforts prioritize customer needs and preferences	25	46	31	32	10	2.69	1.196
		(17.4%)	(31.9%)	(21.5%)	(22.2%)	(6.9%)		
5	Our marketing strategies are flexible and adapt quickly to market changes	4	4	12	84	40	4.06	0.851
		(2.8%)	(2.8%)	(8.3%)	(58.3%)	(27.8%)		
		(4.9%)	(19.4%)	(18.8%)	(25.7%)	(31.3%)		
<b>Average</b>							<b>3.02</b>	Mode rate

Source: Field Survey, 2024

The average mean value of 3.04 of a possible maximum of 5 in Table 3 above suggests that, agile methodology implementation has a moderate impact on brand performance.

**Table 4: Speed to Market**

S/N	STATEMENTS	SD	D	N	A	SA	Mean	SD
6	Our company is efficient in launching new products or updates to the market	1	5	8	55	75	4.38	0.801
		(0.7%)	(3.5%)	(5.6%)	(38.2%)	(52.1%)		
7	We are able to quickly respond to emerging market opportunities with new products or services	2	10	31	51	50	3.95	0.985
		(1.4%)	(6.9%)	(21.5%)	(35.4%)	(34.7%)		
8	Our internal processes	1	3	10	54	76	4.40	0.768

S/N	STATEMENTS	SD	D	N	A	SA	Mean	SD
6	Our company is efficient in launching new products or updates to the market	1	5	8	55	75	4.38	0.801
		(0.7%)	(3.5%)	(5.6%)	(38.2%)	(52.1%)		
	facilitate rapid product development and market introduction	(0.7%)	(2.1%)	(6.9%)	(37.5%)	(52.8%)		
9	We have a well-defined strategy for minimizing time-to-market for new products	3	6	21	55	59	4.12	0.950
		(2.1%)	(4.2%)	(14.6%)	(38.2%)	(41.0%)		
10	We allocate resources efficiently to ensure quick product launches	3	12	19	58	52	4.00	1.010
		(2.1%)	(8.3%)	(13.2%)	(40.3%)	(36.1%)		
							5.0	High Extent
		<b>Average</b>						

Source: Field Survey, 2024

The average mean of 4.4 indicates that speed to market influences brand performance to a high extent.

**Table 5: Adaptability and Flexibility**

S/N	STATEMENTS	SD	D	N	A	SA	Mean	SD
11	Our marketing strategies adapt quickly to changes in the market	12	40	18	28	46	3.39	1.395
		(8.3%)	(27.8%)	(12.5%)	(19.4%)	(31.9%)		
12	We can easily adjust our marketing campaigns based on real-time feedback and data	19	52	46	17	10	2.63	1.076
		(13.2%)	(36.1%)	(31.9%)	(11.8%)	(6.9%)		
13	We promptly adapt our marketing strategies to align with changing consumer preferences	3	20	27	41	53	3.84	1.132
		(2.1%)	(13.9%)	(18.8%)	(28.5%)	(36.8%)		
14	Our marketing team is flexible and can quickly pivot strategies when necessary	21	60	24	20	19	2.69	1.259
		(14.6%)	(41.7%)	(16.7%)	(13.9%)	(13.2%)		

S/N	STATEMENTS	SD	D	N	A	SA	Mean	SD
15	We can reallocate resources quickly to support changes in our marketing strategy	10	55	24	37	18	2.99	1.194
		(6.9%)	(38.2%)	(16.7%)	(25.7%)	(12.5%)		
	<b>Average</b>						<b>3.22</b>	Mode rate

**Source: Field Survey, 2024.**

The average mean value of 3.22 of a possible maximum of 5 in Table 5 above suggests that, adaptability and flexibility has impact on brand performance to a moderate extent.

**Table 6: Brand Performance**

S/N	STATEMENTS	SD	D	N	A	SA	Mean	SD
21	Our agile marketing practices have contributed to an increase in our market share	1	9	18	51	65	4.18	0.929
		(0.7%)	(6.3%)	(12.5%)	(35.4%)	(45.1%)		
22	Customer satisfaction has increased as a result of our agile marketing efforts	2	17	33	44	48	3.83	1.067
		(1.4%)	(11.8%)	(22.9%)	(30.6%)	(33.3%)		
23	Our agile marketing initiatives have fostered greater customer loyalty	4	15	35	44	46	3.78	1.091
		(2.8%)	(10.4%)	(24.3%)	(30.6%)	(31.9%)		
24	We have experienced sales growth due to our agile marketing practices	6	55	41	27	15	2.93	1.075
		(4.2%)	(38.2%)	(28.5%)	(18.8%)	(10.4%)		
25	Our brand equity has strengthened because of our agile marketing strategies	3	16	41	43	41	3.72	1.062
		(2.1%)	(11.1%)	(28.5%)	(29.9%)	(28.5%)		
	<b>Average</b>						<b>3.7</b>	Moderate

Responses from Table 6 showed that agile marketing impacts brands performance to a moderate extent.

**Table 7: Correlation**

		BP	AMI	STM	ADF
Pearson Correlation	BP	1.000	.658 (0.00)	.625 (0.00)	.638 (0.00)
	AMI	.658 (0.00)	1.000	.644 (0.00)	.611 (0.00)
	STM	.625 (0.00)	.644 (0.00)	1.000	.680 (0.00)
	ADF	.638 (0.00)	.611 (0.00)	.680 (0.00)	1.000
N		144	144	144	144

**Source:** Author’s SPSS 23 Output, 2023

Correlation statistic indicates the extent (high/moderate/low) and direction (positive/negative) of the relationships existing between variable pairs. From the table above, it can be observed that there is a negative correlation between Brand Performance and Agile Methodology Implementation, Speed to the Market and Adaptability with a correlation coefficient that is greater than 0.05 (5%) level of significance. For all intents and purposes, the correlation result displays the pairwise relationship among the variables employed in the study. The results of the correlation analysis revealed that Agile Methodology Implementation, Speed to Market and Adaptability & Flexibility all have negative relationship with Brand Performance, which indicates that the strength of their relationship is not statistically significant. It therefore indicates that, a substantial enhancement in these variables utilized in the study would reduce the rate of Brand Performance in Seven Up Bottling Company.

**Test of Hypotheses**

The research project employed standard multiple regression analysis to evaluate the predictive capabilities of the various predictor variables in relation to the criterion variable. The hypotheses were tested with a p-value in the regression result. Where the p-values are greater than or equal to 0.05, the null hypotheses (H0) are not rejected. And where the p-values are less than 0.05, the null hypotheses (H0) are rejected. The interpretations of the results are presented below.

**Table 8: Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.601 <sup>a</sup>	.361	.347	.5459712	1.924

a. Predictors: (Constant), AMI, STM, ADF

b. Dependent Variable: BP

The Table 8 above shows R-square value of 0.361. This indicates that approximately 36.1% of the variation in brand performance can be explained by the predictor variables (Agile Methodology Implementation, Speed to Market, Adaptability and Flexibility). The adjusted R-squared of 0.347 implies that about 34.7% of the variation in Brand Performance is explained by the predictor variables while considering the model’s complexity and number of predictors. The Durbin-Watson is 1.924 which rule out the presence of multicollinearity in the model.

**Table 9: ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	23.423	3	7.808	26.193	.000 <sup>b</sup>
	Residual	41.434	139	.298		
	Total	64.857	142			

a. Predictors: (Constant), AMI, STM, ADF

b. Dependent Variable: BP

The ANOVA table above reveals an F-statistic of 26.193 and a p-value of 0.000, both of which strongly suggest that a statistically significant relationship exists between the dependent variable (Brand Performance) and the predictor variables (Agile Methodology Implementation, Speed to Market, Adaptability and Flexibility).

**Table 10: Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1.370	.310	-	4.420	.000
AMI	.213	.087	.210	2.671	.001
STM	.236	.096	.237	2.469	.015
ADF	.375	.074	.492	5.103	.000

a. Dependent Variable: BP

**Ho<sub>1</sub>: There is no significant relationship between agile methodology implementation and brand performance**

The result in Table 8 shows that there is a significant impact of agile methodology implementation on brand performance. This is substantiated by the t-statistic of 2.671 and a P-value < 0.005. Thus we do reject the null hypothesis which states that there is no significant relationship between agile methodology and brand performance.

**Ho<sub>2</sub>: There is no Relationship between Speed to Market and Brand Performance**

The result in Table 8 shows that there is a significant relationship between speed to market and brand performance. This is substantiated by the t-statistic of 2.469 and a p-value lesser than 5%. Thus we do reject the null hypothesis which states that there is no significant relationship between speed to market and brand performance

**Ho<sub>3</sub>: There is no relationship between adaptability, flexibility and brand performance**

The result in Table 8 shows that there is a significant impact of adaptability, flexibility and brand performance. This is substantiated by the t-statistic of 5.103 and a p-value lesser than 5%. Thus we do reject the null hypothesis which states that there is no relationship between adaptability, flexibility and brand performance.

**Discussion of Findings**

From the study carried out, in assessing the relationship between Agile Methodology Implementation and Brand Performances, it was observed that Agile Methodology Implementation emerged as a pivotal factor influencing brand performance, as indicated by a probability value below the threshold of significance. This aligns with Fourné et al. (2019) emphasizing the transformative impact of Agile methodologies on organizational dynamics, enabling quicker responses to market demands and enhancing overall brand competitiveness. The rejection of the null hypothesis underscores the relevance of adopting Agile frameworks for bolstering brand performance in dynamic business landscapes.

From the study carried out, in assessing the relationship between Speed to Market and Brand Performances, it was observed that the level to which Speed to Market is adhered to in an organization will determine the rate of Organization Brand Performance which subsequently leads to high Market Share. This is in line with Jones and Sutherland (2018) who stated that companies with faster speed to market tend to secure a larger market share, indicating the positive correlation between agility in product launches and brand competitiveness.

The identified significant relationship between Adaptability & Flexibility and Brand Performance it was observed that organizations equipped with adaptable structures and flexible strategies are better poised to navigate uncertainties, respond to market changes, and meet evolving customer needs. This ability to swiftly adapt not only enhances operational efficiency but also contributes significantly to building and maintaining a strong brand. This finding resonates strongly with the study of Helfat and Peteraf (2015) who extensively highlighted the significance of managerial capabilities, including adaptability and flexibility, in fostering dynamic capabilities within organizations. Their work emphasizes how these capabilities serve

as microfoundations for broader dynamic capabilities, ultimately influencing a firm's ability to adapt and thrive in a constantly evolving marketplace.

Similarly, Priem and Butler (2001) also support the notion that resources and capabilities, including adaptability, are fundamental drivers of sustained competitive advantage. They argue that while tangible resources are important, intangible resources like adaptability and flexibility play a crucial role in shaping a firm's competitive positioning and long-term success.

## CONCLUSION AND RECOMMENDATIONS

The study has demonstrated the significant impact of agile methodology implementation, speed to market, and adaptability and flexibility on brand performance. The results indicate that adopting agile methodologies substantially enhances brand performance by enabling organizations to respond swiftly to market demands, thereby improving overall competitiveness. The significant relationship between speed to market and brand performance further emphasizes the importance of rapid product introductions in gaining market share and fostering consumer engagement. Additionally, the positive correlation between adaptability and flexibility and brand performance underscores the necessity for organizations to maintain adaptable structures and flexible strategies to navigate uncertainties and meet evolving customer needs effectively. These findings collectively highlight the critical role of agile marketing practices in driving brand success in dynamic business environments.

The following were recommended;

1. Organizations should prioritize the implementation of agile methodologies in their marketing strategies. This involves fostering a culture of continuous improvement, collaboration, and iterative development to enhance responsiveness to market changes and improve brand performance.
2. Companies should focus on reducing time-to-market for new products and updates. This can be achieved by streamlining processes, leveraging technology, and fostering cross-functional collaboration to ensure rapid and efficient product launches.
3. Organizations should cultivate an adaptable and flexible organizational structure. This includes encouraging a mindset that embraces change, investing in training programs to enhance employees' adaptability skills, and continuously monitoring market trends to adjust strategies promptly.

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**APPENDIX**  
**QUESTIONNAIRE**  
**AGILE MARKETING AND BRAND PERFORMANCE**

Department of Marketing,  
 Faculty of Management Sciences,  
 University of Benin,  
 Benin City.

Dear Participants,

I am student of the above department is carrying out a study on Agile Marketing and Brand Performance, I therefore solicit for your responses, all your response will be treated confidentially.

Please answer the following questions honestly and to the best of your knowledge. Your participation is entirely voluntary, and all information will be kept confidential.

Yours Faithfully,

**Section A: Demographic Information**

2. Gender: Male [ ] Female [ ]
3. Age: 18-20 years [ ] 21 – 24 years [ ] 25 – 30 years [ ] 31 and above [ ]
4. Educational Qualification: SSCE [ ] BSc./HND [ ] Masters [ ]
5. Marital Status: Single [ ] Married [ ] Divorced [ ] Widow [ ] Widower [ ]  
 Complicated [ ]

**Section B:**

**SA- Strongly Agree, A- Agree, U- Undecided, D- Disagree, SD- Strongly Disagree**

SN	ITEM	SA	A	U	D	SD
<b>Agile Methodology Implementation</b>						
1.	Our marketing team has a thorough understanding of agile methodologies					
2.	Our marketing projects involve effective collaboration across different departments					
3.	We are able to quickly launch new marketing campaigns or product updates					
4.	Our marketing efforts prioritize customer needs and preferences					
5.	Our marketing strategies are flexible and adapt quickly to market					

SN	ITEM	SA	A	U	D	SD
	changes					
<b>Speed to Market</b>						
6.	Our company is efficient in launching new products or updates to the market					
7.	We are able to quickly respond to emerging market opportunities with new products or services					
8.	Our internal processes facilitate rapid product development and market introduction					
9.	We have a well-defined strategy for minimizing time-to-market for new products					
10.	We allocate resources efficiently to ensure quick product launches					
<b>Adaptability and Flexibility</b>						
11.	Our marketing strategies adapt quickly to changes in the market					
12.	We can easily adjust our marketing campaigns based on real-time feedback and data					
13.	We promptly adapt our marketing strategies to align with changing consumer preferences					
14.	Our marketing team is flexible and can quickly pivot strategies when necessary					
15.	We can reallocate resources quickly to support changes in our marketing strategy					
<b>Brand Performance</b>						
16.	Our agile marketing practices have contributed to an increase in our market share					
17.	Customer satisfaction has increased as a result of our agile marketing efforts					
18.	Our agile marketing initiatives have fostered greater customer loyalty					
19.	We have experienced sales growth due to our agile marketing practices					
20.	Our brand equity has strengthened because of our agile marketing strategies					