

Comparative Analysis of Marketing Models: Integrating Marketing Principles, Business Process Management, and Business Performance

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Abstract: Marketing models offer organizations structured ways of comprehending the consumer, developing strategies in the market, building value, and enhancing business performance. Nevertheless, different marketing models give more emphasis to different dimensions of marketing, and there might be some difficulties on the part of the organizations in establishing which approaches are suitable for their strategy and operations. This research seeks to come up with a comparative integrated framework with which to analyze six different marketing approaches: 4Ps Marketing Mix, 7Ps Marketing Mix, STP, AIDA, Relationship Marketing, and Digital Marketing. The research will also integrate these approaches with marketing principles and Business Process Management (BPM) in order to establish how marketing strategies can help enhance business performance. Quantitative survey will be carried out in a cross-sectional study using structured Likert-type scales to measure the implementation of marketing model, marketing principles, BPM, and business performance. Descriptive, reliability, correlation, regression, and comparative analyses will be conducted. The illustrative results from an arbitrary dataset show that Digital Marketing, Relationship Marketing, and 7Ps have the potential to exhibit relatively more significant relationships with firm performance compared to the 4Ps approach. The results also show that marketing philosophy and BPM are critical tools through which marketing theories and strategies are translated into organizational outcomes. This paper asserts that marketing approaches do not have to be viewed as competing approaches, but rather can be used complementarily to address different dimensions of markets such as market selection, value generation, communication, customer engagement, relationship development, and services delivery.

Keywords: Marketing Models, Marketing Mix, 4Ps, 7Ps, STP, AIDA, Relationship Marketing, Digital Marketing, Business Process Management, Business Performance

I. INTRODUCTION

Marketing has evolved from being a business function focused on products to a more strategic function which involves creating customer value, relationship management, digital marketing, customer experience, and organization performance. The advancements in technology, the dynamics of competition, consumer behavior, and modes of communication have added complexity in marketing decisions. Consumers have access to products and price comparisons, information in digital media, communications with businesses through different channels, and influence other consumers through reviews and social media. Thus, systematic approaches are required for meeting customer needs, choosing the

right market, crafting value proposition, communicating and managing customer relationships.

Marketing models give conceptual frameworks to guide firms in carrying out these tasks. The well-known and much-used 4Ps Marketing Mix framework, including product, price, place, and promotion, is one of such models. The extended 7Ps Marketing Mix model adds to this framework such elements as people, process, and physical evidence and is especially applicable to the service sector and customer experience management. The Segmentation–Targeting–Positioning (STP) model concentrates on the right segmentation of the target audience and positioning in the market. The AIDA model pays attention to the process of building customer response through attention, interest, desire, and action.

Relationship Marketing is aimed at ensuring customer satisfaction, trust, loyalty, retention, and value. The Digital Marketing model is focused on the usage of digital media and tools.

Even though these models are usually considered separately, there are organizations that apply a number of them at the same time. It is quite possible that the organization uses the STP model to determine its target market, the 4Ps/7Ps model for the creation of the company's marketing strategy, AIDA for its promotion communication, Digital Marketing to reach customers using the Internet, and Relationship Marketing to build relationships with them. This fact implies that the models could be better perceived as complementary parts of the marketing system.

Another problem has to do with the relationship between marketing strategy and organizational execution. Marketing operations will not ensure sustainable performance unless there are effective internal processes to support the provision of customer value. A good promotion will raise customer demand, but the firm has to have sufficient processes for ordering and delivering goods, dealing with inquiries, complaints, and maintaining customer relations. BPM is a structured methodology for design, execution, control, measurement, and improvement of business processes. Thus, BPM ensures the link between marketing strategy and performance.

In the current research, the comparative analysis framework is created that brings together marketing models, marketing principles, BPM and business performance. Instead of trying to determine which one of them can be viewed as generally better marketing model, the roles and importance of various marketing models are explored, as well as their potential implementation in connection with organizational performance. The main idea here is that marketing success relies not only on choosing the right marketing model, but also on the firm's ability to implement marketing principles and business processes.

A. Problem Statement

Many organizations use marketing techniques without first making sure that the chosen technique is suited for their particular customer segment, industry, resources, capabilities, and strategy. While the 4Ps model still enjoys popularity due to its simple nature and general applicability, current approaches focus

more on relationship with customers, interactions in the digital environment, segmentation, and experience of the customer. In view of such combinations of techniques used by organizations in their marketing strategies, there arises the need for a model that could clarify the differences between those approaches and the ways they could be combined.

Another challenge is connected with the gap between strategy and implementation in marketing. Marketing activities can set up the expectations of customers regarding product quality, availability, time of delivery, customization, communication, and services. If organizational processes do not meet these expectations, the marketing activities themselves cannot lead to creating value. For instance, a successful digital marketing campaign can lead to higher demand, but ineffective order management or customer service can decrease customer satisfaction and loyalty.

This means that a comparative approach should be used that includes marketing models along with the theory and process of implementing marketing strategies. This comparative approach will help us gain a better understanding of how marketing strategy influences business performance.

B. Research Objectives

Main purpose of this research will be the development of a comprehensive model for the comparison of major marketing theories and their interrelation with business performance. In particular, the research will aim at the comparison of features and strategic significance of the 4Ps, 7Ps, STP, AIDA, Relationship Marketing, and Digital Marketing models; analysis of the interrelation between the implementation of marketing theory and business performance; analysis of the contribution of marketing theories to the business performance; analysis of the interrelation between the integration of BPM and business performance; and creation of a comprehensive model illustrating the interconnection.

C. Research Questions

These four research questions form the core of the research investigation. These include: How are the chosen marketing models different in terms of their strategic approach and application? What is the link between marketing model execution and business performance? What is the link between marketing fundamentals and business performance? Does BPM

integration enhance business performance and marketing strategies' effectiveness?

D. Research Hypotheses

The study proposes four main hypotheses:

H1: Marketing-model implementation has a significant positive relationship with business performance.

H2: Marketing principles have a significant positive relationship with business performance.

H3: BPM integration has a significant positive relationship with business performance.

H4: Marketing principles and BPM integration strengthen the positive relationship between marketing-model implementation and business performance.

The marketing model six are thus regarded as dimensions of the larger marketing model concept. Their individual impacts can be compared using descriptive, correlation and regression techniques without developing different hypotheses for each marketing model.

II. LITERATURE REVIEW

A. Marketing Models and Strategic Marketing

Marketing models make complex marketing decisions easy through provision of conceptual models to assist organizations understand the customer, the market, value proposition, communication, and relationships among others. This model is useful depending on the context it is used in. Instead of using the model that is best, organizations should be able to choose and use various models depending on the market environment, characteristics of the customer, and the organization.

4Ps Marketing Mix model is still one of the most important marketing management models in marketing. Product is the good or service offered to customers while price is the value exchange for the product. Place is about distribution and accessibility while promotion is about communication and persuasion. The strength of the 4Ps marketing mix model is its simplicity and practicality.

Nevertheless, the growing significance of services and experiences has created more inclusive interpretations of the marketing mix. For instance, the 7Ps framework includes people, process, and physical evidence, alongside other elements. These factors take into account the notion that the customer experience is

affected not only by the basic product and promotion but also by people, process, and physical evidence.

The STP model offers another viewpoint since it concerns customer selection strategically. Specifically, segmentation refers to dividing the larger market into segments; targeting involves choosing certain segments the organization will target, while positioning refers to creating a unique value offer for target customers. The concept of STP is especially important when the organization is faced with diverse customer demands and scarce resources.

The AIDA model concentrates mainly on the communication and response of the customer. This model provides a sequence of steps consisting of Attention, Interest, Desire, and Action. The use of this model helps in comprehending the effect of promotion communication on customers who go from being aware to making purchase decisions. While the AIDA model is good for communication and conversion, its application is narrow compared to other models that incorporate product, process, customer relationship, and organization execution.

Relationship Marketing takes the attention away from transactions and directs the focus towards the establishment of customer relationships. Satisfying the customer, gaining their trust, commitment, loyalty, retention, and personalized interaction constitute Relationship Marketing. Relationship marketing appreciates the fact that existing customers have the capacity to repeat purchases, refer and provide feedback and long-term customer value.

Digital Marketing allows organizations to communicate and interact with customers through an extensive number of means. Such means include websites, search engines, social media, e-mail, online advertising, content marketing, mobile applications, and digital analytics. The importance of Digital Marketing lies in the fact that digital activities are measurable through engagement rate, clicks, conversion rates, customer acquisition cost, among others.

But Digital Marketing is not an alternative to basic principles of marketing. Digital tools can enhance communication and metrics, but cannot solve the problem of bad product, wrong pricing, faulty distribution, or poor customer support. Thus, Digital

Marketing works best when it is combined with other aspects of marketing.

B. Marketing Principles and Business Performance

Marketing principles refer to the underlying practices that enable organizations to deliver value to customers. The main elements in marketing principles include customer orientation, value creation, market responsiveness, communication, relationships, differentiation, and continuous improvement.

Similarly, business performance is also multidimensional. Measures like growth in revenue, growth in sales, and profitability are key, although not all effects of marketing can be captured by these measures. Some other effects of marketing may be reflected in measures like customer satisfaction, customer retention, market competitiveness, brand performance, and effectiveness in operations. Marketing can affect business performance directly by raising sales or indirectly through customer satisfaction and loyalty.

C. Business Process Management and Marketing

The Business Process Management offers a process-oriented perspective to organization management. BPM consists of designing, executing, monitoring, measuring and improving business processes. The relevance of BPM to marketing is in the notion that marketing commitments need to be fulfilled through the processes of the organization. An

organization might make a commitment about fast delivery in their promotional communication. This needs to be fulfilled by working together of inventory management, order processing, logistic services, payment system and customer service. Likewise, the Relationship Marketing needs a set of processes to obtain information about customers, respond to their complains, monitor satisfaction and retain customers.

BPM can hence be understood as an enabling mechanism for turning marketing strategies into tangible results. Marketing without effective process execution can result in short-term demand but no real value for the customers.

D. Comparative Analysis of Selected Marketing Models

The six marketing models in table 1, vary from one another through their major aims and focus points. The 4Ps offers the base management structure for the coordination of product, price, place and promotion. The 7Ps adds additional aspects like people, process, and physical evidence to the mix and thus becomes quite suitable for service organizations. The STP concentrates on selection and positioning of markets. The AIDA concentrates on customers' responses and communication. The RM is based on long-term relationships with customers. The DM stresses digital means of communication.

TABLE I. COMPARATIVE ANALYSIS

Model	Core Components	Primary Focus	Major Strength	Major Limitation
4Ps	Product, Price, Place, Promotion	Marketing mix	Simple and broadly applicable	Limited explicit focus on relationships and processes
7Ps	4Ps + People, Process, Physical Evidence	Services and customer experience	Strong service and process orientation	More complex than the 4Ps
STP	Segmentation, Targeting, Positioning	Market selection	Strong customer and strategic focus	Limited direct attention to operational execution
AIDA	Attention, Interest, Desire, Action	Communication and conversion	Useful for promotional planning	Limited long-term relationship perspective
Relationship Marketing	Trust, satisfaction, loyalty, retention	Long-term customer relationships	Strong customer-retention orientation	Requires sustained customer management
Digital Marketing	Digital channels, content, analytics, engagement	Digital customer interaction	Measurable, scalable, and interactive	Requires technological and analytical capabilities

The analysis above shows that the two marketing frameworks do not necessarily need to be considered alternatives, but their strengths can be integrated. The Strengths, Threats, Opportunities, and Profits model (STP) could help identify the target customers, while the 4Ps and 7Ps frameworks would develop a value delivery process. In turn, AIDA would help communicate and convert, digital marketing would help deliver channels and measurements, and relationship marketing would help retain and build loyalty.

E. Conceptual Framework

The framework suggests that marketing models will function as strategic inputs which impact the application of marketing principles. Marketing principles will act as the customer-focused input needed for creating value, and BPM integration will be the operational input needed to deliver that value effectively. Business performance will be the organizational output generated from this framework.

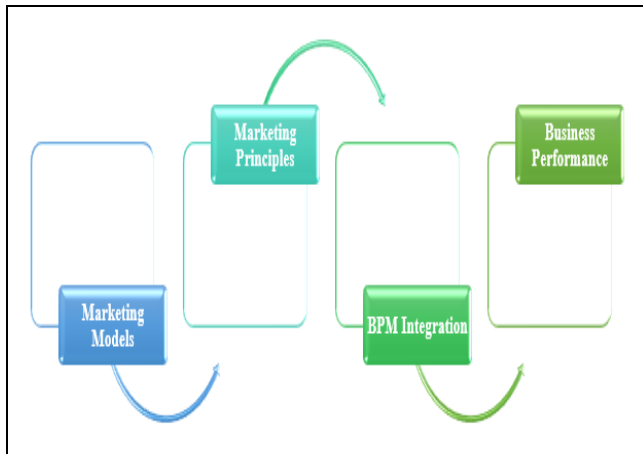


Fig. 1. Integrated Marketing-BPM Framework

The link does not need to be seen as a purely linear process. Marketing models will impact the performance process, while marketing principles and BPM will at the same time play the enabling roles. Customer feedback and performance will at the same time impact the decisions made in the marketing process. According to this framework, choosing a marketing model is just the first step towards the marketing-performance process. Organizational needs to apply proper marketing principles and have process capability to make marketing into customer value.

III. METHODOLOGY

3.1 Research Design

An approach that would be taken to investigate the relationships among the implementation of the marketing models, marketing concepts, BPM, and the business performance is the use of quantitative research method. A cross-sectional survey design may be used in this case since it helps gather data at a certain point in time. This design is relevant in studying the relationships between the research variables. The study participants will consist of business owners, managers, marketing specialists, and people who make decisions regarding marketing and operation in the firm. Small and medium-sized enterprises (SMEs) are especially important as they face resource limitations and thus need to know which marketing methods are most valuable for their business.

3.2 Population and Sampling

The target population is organizations conducting marketing operations. A sample of 200 to 400 organizations could be used to conduct a statistically significant study based on the research environment, population, sampling strategy, and eventual modeling process.

Purposive or stratified sampling techniques might be applied in the situation where the researcher wants to be assured of representation from all industries. Sampling technique will depend on the nature of the population and respondents.

3.3 Research Instrument

Data collection may involve the use of structured survey questions based mainly on 5-point Likert scale items from 1 for Strongly Disagree to 5 for Strongly Agree.

The marketing model implementation may be measured using various measures that represent the essential features of each model. For instance, 4P implementation may comprise the aspects of product development, pricing strategy, distribution activities, and promotion. 7P implementation may also comprise employees, processes of service delivery, and physical evidence. The STP approach may be assessed using market segmentation, target market selection, and positioning strategy. The AIDA may comprise the aspects of gaining attention, customers' interest, creation of customers' desires, and conversion. The Relationship Marketing approach may be assessed

using customer satisfaction, trust, loyalty, retention, and personalized interaction. Digital Marketing may comprise website activities, social media activities, digital content, customer online communication, and marketing analytics.

Principles of marketing may be examined using customer orientation, value creation, responsiveness, communication, relationships, and improvement. BPM integration may be examined using process design, process standardization, process monitoring, process measuring, process improvement, and cross-functionality. Business performance may be evaluated using both financial, customer, market, and operational performance measures.

The survey instrument needs to be reviewed by subject experts, and wherever possible, pilot tested prior to collecting data. Validity and reliability steps should be conducted prior to testing hypotheses.

3.4 Measurement and Reliability

Each major construct should be represented by multiple questionnaire items. Composite scores can then be calculated for each marketing model, marketing principles, BPM integration, and business performance. Internal consistency can be assessed using Cronbach's alpha:

$$\alpha = \frac{k}{k-1} \left(1 - \frac{\sum_{i=1}^k \sigma_i^2}{\sigma_T^2} \right) \quad (1)$$

where k represents the number of items, σ_i^2 represents the variance of each individual item, and σ_T^2 represents the variance of the total score. A coefficient of approximately 0.70 or higher is commonly considered an acceptable indication of internal consistency, although interpretation should take into account the number of items and the characteristics of the research context.

3.5 Data Analysis

Descriptive statistics, including means and standard deviations, can be used to describe the reported implementation of the marketing models and other study variables. Pearson correlation analysis can then be used to examine the strength and direction of relationships between marketing-model implementation, marketing principles, BPM integration, and business performance. Multiple regression analysis can be applied to examine the

relative contribution of the six marketing models to business performance:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5 + \beta_6 X_6 + \epsilon \quad (2)$$

where Y represents business performance, X1 through X6 represent the six marketing models, β_0 represents the regression constant, β_1 through β_6 represent the regression coefficients, and ϵ represents the error term. A further regression model can examine the contribution of marketing principles and BPM integration:

$$Y = \beta_0 + \beta_1 M + \beta_2 P + \beta_3 B + \epsilon \quad (3)$$

where M represents the overall marketing-model implementation measure, P represents marketing principles, and B represents BPM integration.

To examine H4 more directly, an interaction term can be included in the regression model. This would allow the researcher to determine whether stronger marketing principles and BPM integration change the strength of the relationship between marketing-model implementation and business performance.

IV. FINDINGS AND RESULTS

The following results are hypothetical and are provided only to demonstrate how the empirical findings could be presented in table 2.

4.1 Descriptive Results

TABLE II. DESCRIPTIVE RESULTS

Variable	Mean	SD
4Ps Marketing Mix	3.72	0.61
7Ps Marketing Mix	3.81	0.58
STP	3.68	0.65
AIDA	3.59	0.67
Relationship Marketing	3.87	0.56
Digital Marketing	4.02	0.53
Marketing Principles	3.94	0.51
BPM Integration	3.76	0.59
Business	3.83	0.55

Performance		
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The descriptive illustration shows that Digital Marketing has the highest implementation score among the six marketing methods used, then come Relationship Marketing and the 7Ps framework. AIDA is the method with the lowest average score. This might be an indication that firms are giving much priority to digital communication and relationships. It is important to note that implementation does not necessarily imply effectiveness; hence, these findings need to be analyzed using correlation and regression techniques.

4.2 Reliability Results

TABLE III. RELIABILITY RESULTS

Construct	Number of Items	Cronbach's Alpha
4Ps	8	0.84
7Ps	10	0.88
STP	6	0.82
AIDA	8	0.85
Relationship Marketing	8	0.90
Digital Marketing	10	0.91
Marketing Principles	8	0.89
BPM Integration	8	0.87
Business Performance	8	0.90

The illustrative reliability coefficients are above the commonly used threshold of 0.70, suggesting acceptable internal consistency. Digital Marketing and Relationship Marketing demonstrate the highest illustrative reliability coefficients.

4.3 Correlation Results

TABLE IV. CORRELATION RESULTS

Marketing Variable	Business Performance (r)	Interpretation
4Ps	0.48**	Moderate positive
7Ps	0.59**	Moderate-to-strong positive
STP	0.55**	Moderate positive
AIDA	0.44**	Moderate positive
Relationship Marketing	0.66**	Strong positive

Digital Marketing	0.71**	Strong positive
Marketing Principles	0.69**	Strong positive
BPM Integration	0.64**	Strong positive

Note: $p < 0.01$; illustrative values only.

The illustrative correlation analysis shows a positive correlation between each variable studied and business performance. Digital Marketing is the variable which shows the strongest correlation with business performance, followed by Relationship Marketing, Marketing Principles, and BPM Integration. The 4Ps and AIDA approaches also show a positive correlation with business performance; however, their illustrative correlation coefficients are lower.

Based on these findings, it could be expected that business success can be achieved more effectively if marketing processes will be focused on digital aspects, customer relations, customer-oriented principles, and effective process integration. However, correlation does not equal causation.

4.4 Multiple Regression Results

TABLE V. REGRESSION RESULTS

Predictor	Standardized β	p-value
4Ps	0.11	0.084
7Ps	0.18	0.021
STP	0.15	0.037
AIDA	0.08	0.176
Relationship Marketing	0.27	<0.001
Digital Marketing	0.31	<0.001

$R^2=0.62$, Adjusted $R^2=0.60$, $p<0.001$.

The illustrative regression results indicate that Digital Marketing and Relationship Marketing have the strongest unique positive relationships with business performance when the six marketing models are considered simultaneously. The 7Ps and STP models also demonstrate statistically significant positive coefficients. The 4Ps and AIDA coefficients are not statistically significant at the 0.05 level in this hypothetical model.

These findings should not be interpreted as evidence that the 4Ps or AIDA models are ineffective. The weaker coefficients may reflect overlap among the marketing approaches. The 4Ps may provide

foundational marketing decisions that are also captured by broader models, while AIDA may function primarily as a communication framework within a wider marketing strategy.

V. DISCUSSION

The comparison brings out the difference between the use of the marketing model and marketing effectiveness. The reason why a company uses a marketing model can be because it is familiar, easy, and widely taught in school. It does not necessarily mean that the marketing model that the company is using has the highest correlation with business performance.

The 4Ps is still an important framework of marketing management because of product, price, place, and promotion. But in the current organizational environment, there is more competition based on service quality, customer experience, interactions with the customers, processes, digital interaction, and relationships. In this case, the 7Ps is better.

Digital Marketing has the best illustration of a relationship with business performance. Some of its strengths include scalability, accessibility, interaction, and measurability. Digital media can help with awareness, engagement, conversions, feedback, and retention. Through digital marketing, organizations are able to access the information for assessing marketing activities.

On the other hand, the significance of Digital Marketing does not imply that organizations should overlook other marketing approaches. Communication using digital technology cannot compensate for inferior products, wrong pricing, inefficient distribution channels, or ineffective customer services. Digital technology can only work best if there are good marketing practices as well as efficient operations in place.

It becomes clear how BPM plays a critical role because marketing claims have to become reality for customers. For instance, if an organization makes promises of fast deliveries, personalized services, hassle-free returns, or quick answers, then BPM can become a mechanism that will convert marketing strategies into real value creation.

A. Theoretical Implications

The study has contributed to theoretical literature in several ways. First, the study has introduced a comparative perspective that integrates six main marketing paradigms instead of looking at them separately. This perspective allows understanding the reasons why different models fulfill their own unique role.

Second, the framework introduced in this study is linked to Business Process Management (BPM). While marketing theories focus on customers and markets, BPM concentrates on organizational processes. Linking these two perspectives implies that customer value results from both processes occurring inside and outside the organization.

Third, the framework introduced in this study views business performance as a multi-faceted construct. Customer satisfaction, loyalty, competitive advantage and effectiveness may serve as the outcomes of marketing strategy

Finally, the framework provides a basis for future empirical research examining whether combinations of marketing approaches produce stronger outcomes than individual approaches and whether BPM and marketing principles explain part of the relationship between marketing activities and business performance.

B. Managerial Implications

Therefore, one marketing model should not be considered as the best. Models serve different purposes and should be chosen depending on the organization's goals.

STP can help managers choose target customers and develop a proper positioning strategy. The 4Ps and 7Ps frameworks can help structure the marketing mix, where the 7Ps framework is especially useful where services play an important role. AIDA framework can be used to manage communication process and conversions. Relationship Marketing becomes crucial when it comes to retention, loyalty, satisfaction, and repeat purchases. Digital Marketing can improve marketing efforts through reach, engagement, measurability, and responsiveness. What is more important, marketing promises should correspond to the organization's ability to deliver them.

There are some limitations that should be taken into account. First of all, the survey design involves self-reporting data that is subject to response and common method bias. Secondly, a cross-sectional research design identifies relationships only at one point in time and cannot prove causality. Thirdly, different models of marketing can work better in different industries, companies' sizes, market situations, capabilities. Marketing campaigns should not create unrealistic expectations that will be impossible to meet with organizational processes. Integrating marketing decisions with BPM can help organizations coordinate sales, customer service, inventory, logistics, finance, and other processes required to deliver customer value.

C. Limitations

A number of considerations have to be made. First, the suggested survey technique involves self-reporting answers that can bring response and common method biases. Secondly, cross-sectional research design reveals relationships at a certain period of time and cannot prove any causality. Thirdly, there might be differences in the effectiveness of marketing models depending on the industry, organization size, market situation, customers, and technology used.

Fourthly, the study includes only six major marketing models and thus cannot consider all possible marketing models. Fifthly, besides marketing techniques, business performance is affected by a range of other factors such as economic situation, competition, financing, managerial skills, and technology development.

VI. CONCLUSION AND FUTURE RESEACH

The current research offers a comparative framework in which six marketing models can be considered: 4Ps Marketing Mix, 7Ps Marketing Mix, STP, AIDA, Relationship Marketing, and Digital Marketing. This study shows that each of these models highlights the distinct side of marketing. For instance, the 4Ps model gives a basis for creating the marketing mix consisting of product, price, place, and promotion. The 7Ps framework expands the previous framework, giving more attention to such aspects as people, process, and physical evidence. The STP model helps

in selecting and positioning the market, AIDA focuses on communication and customer conversion, Relationship Marketing – on value creation and retention, and Digital Marketing – on customer engagement.

The core point of the current research is that these models should not necessarily be considered alternative approaches but rather can be viewed as the complementing parts of the whole marketing approach. For example, STP will help in identifying the target customer, 4Ps and 7Ps in structuring the creation and delivery of value, AIDA – in communications, Digital Marketing – in customer engagement and measurement, and Relationship Marketing – in customer retention.

The inclusion of BPM contributes an important element to this framework because marketing approaches set expectations, whereas the organizational process will determine whether the expectations can be fulfilled. Thus, for sustainable business performance, not only must one choose the right marketing models, but one must also use the right principles of marketing and have processes in place that can deliver what is promised.

The hypothetical outcomes show that the following marketing models can have relatively high relationships with business performance: Digital Marketing, Relationship Marketing, and the 7Ps model. It is important to note that these are only the hypothetical outcomes and should not be taken as the empirical data.

The next step in the research of the topic might include extending the framework by conducting empirical research and testing whether there are differences in the relationship between the marketing-model implementation and business performance for manufacturing, retail, hospitality, finance, education, and technology companies.

The role of BPM as a mediator between marketing-model implementation and organizational performance can also be explored in future researches. The use of such analysis will give more convincing evidence about the extent to which marketing strategy affects organizational performance, due to the fact that the marketing strategy either improves or relies on

organizational processes. Moreover, factors such as the size of an organization, the technological level, the turbulence of the market, or the type of the industry can be examined as moderators.

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