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Digital Transformation in Marketing: From Marketing 3.0 to Marketing 5.0

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Digital transformation has become a key driver of change across nearly every industry, including marketing. Modern marketing is shifting from the Marketing 3.0 approach, which focuses on building emotional connections and human values, to Marketing 5.0, where technology plays a crucial role in enhancing consumer experience and well-being in digital spaces. This paper examines this transformation, covering aspects such as product digitalization, customer relations, and new technology-based business models. The study also explores the role of human resources and workplace culture in supporting digital transformation, supplemented with real-world examples from global companies. These findings aim to provide insights for academics and practitioners to understand the importance of human-centered technology in modern marketing.

1. Introduction

Technology has reshaped how companies operate and interact with consumers. According to Kotler, Kartajaya, & Setiawan (2021), marketing has undergone three main stages of transformation in the last two decades: from Marketing 3.0, which focused on human values, to Marketing 4.0, which integrates digital elements, and now Marketing 5.0, where technology is used for humanity and social value enhancement. In this era, technologies such as big data, artificial intelligence (AI), and augmented reality (AR) are not just tools but strategic forces that impact every aspect of business.

In recent years, digital transformation has fundamentally reshaped the marketing landscape, shifting traditional approaches and pushing companies to adopt new technologies that align with changing consumer behaviors and technological advancements. The concept of Marketing 3.0, which focuses on values and emotional connections with customers, has evolved into Marketing 4.0, where digital integration became central to engaging customers in an increasingly online world (Kotler et al., 2017). Today, Marketing 5.0 builds on these foundations, emphasizing the use of advanced technologies such as artificial intelligence (AI), data analytics, and automation to provide highly personalized, seamless customer experiences that meet the demands of the modern digital economy (Kotler et al., 2021). This progression reflects a growing emphasis on understanding consumers not just as buyers but as co-creators who actively shape brand experiences through interactions across multiple digital platforms (Lemon & Verhoef, 2016).

Despite the excitement surrounding Marketing 5.0, significant gaps remain in understanding its practical application, especially in comparison to previous marketing approaches. While extensive research has explored the characteristics of Marketing 3.0 and Marketing 4.0, few studies have directly examined the transition to Marketing 5.0 and its implications for businesses striving to stay competitive in a rapidly evolving digital environment (Kumar, 2021). This research gap highlights the need for a comprehensive analysis of how digital transformation has impacted marketing practices, from values-based approaches to customer-centric, data-driven models. By addressing this gap, this study aims to provide insights into how companies can successfully adapt to and thrive in a Marketing 5.0 framework, where technological proficiency and customer personalization are paramount.

The urgency of examining digital transformation in marketing lies in the accelerating pace of technological advancements and their impact on consumer expectations. With the rise of big data, AI, and machine learning, businesses are now equipped with tools to deliver highly targeted marketing strategies, yet many organizations struggle to implement these

technologies effectively due to resource limitations and knowledge gaps (Rust, 2020). As digital transformation becomes a necessity rather than an option, understanding how to leverage Marketing 5.0 to maximize customer engagement and drive growth is crucial for businesses of all sizes, particularly in competitive and tech-driven sectors (Verhoef et al., 2021).

Previous research has explored various facets of digital transformation in marketing, such as the role of social media, data analytics, and the shift from traditional advertising to digital platforms (Chaffey & Smith, 2017). However, the transition from Marketing 4.0 to 5.0 has brought forth new challenges and opportunities, emphasizing the importance of intelligent technology, human-centric innovation, and ethical considerations in marketing practices (Kotler et al., 2021). Unlike earlier marketing paradigms, which largely focused on customer reach and engagement, Marketing 5.0 encourages marketers to adopt advanced technologies that foster a deeper, more personalized understanding of customers while addressing ethical issues related to privacy and data security (Wedel & Kannan, 2016).

This study offers a novel perspective by investigating the shift from Marketing 3.0 and 4.0 to Marketing 5.0, focusing on how organizations can strategically utilize advanced technologies to enhance customer experience and build sustainable competitive advantages. By examining the strategies, tools, and challenges associated with Marketing 5.0, this research provides a roadmap for companies looking to navigate the complexities of digital transformation and optimize their marketing practices for a digital-first world.

The primary goal of this research is to analyze the evolution of digital marketing from Marketing 3.0 to Marketing 5.0, identifying key changes in consumer engagement strategies and technological applications. This study aims to benefit marketing professionals, business leaders, and researchers by offering a comprehensive understanding of the capabilities and implications of Marketing 5.0. The findings are expected to guide companies in harnessing the potential of emerging technologies, thereby enhancing customer value, improving brand loyalty, and ultimately contributing to sustainable business growth in the digital era.

2. Method

This study adopts a qualitative research approach, specifically a literature review, to explore the evolution of digital transformation in marketing, from Marketing 3.0 to Marketing 5.0. A qualitative literature review is appropriate for this research as it allows for an in-depth analysis of existing theories, concepts, and findings across multiple stages of marketing

evolution, providing a comprehensive understanding of the shifts in marketing paradigms (Snyder, 2019). By synthesizing insights from previous studies, this research aims to highlight the transformative role of digital technologies in marketing and outline the implications of these changes for contemporary marketing practices.

The data sources for this literature review include peer-reviewed journal articles, books, industry reports, and other authoritative publications obtained from academic databases such as Scopus, PubMed, and Google Scholar. Articles were selected based on their relevance to three main areas: (1) the evolution and characteristics of Marketing 3.0, 4.0, and 5.0, (2) the role of digital transformation and emerging technologies in marketing, and (3) the impact of these shifts on customer experience and engagement. To ensure the study reflects current trends, literature published within the last 10 years was prioritized, particularly studies that discuss advanced technologies like artificial intelligence, big data, and machine learning in marketing (Grant & Booth, 2009).

Data collection involved conducting systematic searches using keywords such as “Marketing 3.0,” “Marketing 5.0,” “digital transformation in marketing,” “customer engagement,” and “advanced marketing technologies.” Additionally, reference lists of selected studies were reviewed to identify further relevant research. A data extraction form was employed to capture essential information, including study objectives, methodologies, findings, and key insights related to each marketing phase, ensuring a structured and comprehensive approach to data organization (Booth et al., 2016).

Data analysis was conducted using thematic analysis, which allowed for the identification and categorization of recurrent themes and patterns across the literature. This approach enabled the organization of data into key themes related to the evolution of marketing strategies, the integration of digital technologies, and the impact on customer engagement. Through an iterative process of coding and theme refinement, the analysis highlighted the defining characteristics of each marketing phase and their implications for modern marketing practices (Braun & Clarke, 2006). Themes were cross-validated with the original studies to maintain the reliability and validity of findings, ensuring that interpretations were well-supported and reflective of the broader literature (Thomas & Harden, 2008).

By utilizing a qualitative literature review and thematic analysis, this study provides a synthesized perspective on digital transformation in marketing, offering valuable insights for marketers, researchers, and business leaders seeking to understand and leverage the

capabilities of Marketing 5.0..

3. Result and Discussion

Literature on Marketing 5.0 and Digitalization of Marketing

Marketing 5.0 has emerged in response to massive digitalization, which has shifted consumer expectations and market behavior. Research by Kotler et al. (2021) states that consumers today seek more than just products; they want meaningful experiences and added value that align with their needs. Recent studies also show that companies adopting technology-based digital strategies tend to hold a competitive advantage in the market (Westerman, Bonnet, & McAfee, 2014). To achieve this, companies need to focus on three main aspects: product transformation, customer relationship transformation, and business model transformation.

Marketing 5.0 represents a transformative shift in marketing strategies, characterized by the integration of advanced digital technologies, such as artificial intelligence (AI), big data, machine learning, and the Internet of Things (IoT), to create highly personalized, data-driven, and customer-centric marketing experiences. Building on the foundations of previous marketing models, Marketing 5.0 leverages these technologies to provide value by enhancing the customer journey, improving decision-making, and offering more targeted and meaningful engagement with consumers. The concept of Marketing 5.0, as described by Kotler, Kartajaya, and Setiawan (2021), reflects a transition from a purely transactional focus to a more experiential and relational approach, where the primary goal is to foster long-term relationships through personalized, technology-enabled interactions.

In the context of digitalization, Marketing 5.0 emphasizes the importance of understanding and analyzing vast amounts of data to extract insights into consumer behavior, preferences, and trends. Big data analytics plays a central role, allowing companies to make informed, real-time decisions that enhance customer satisfaction and retention. AI, in particular, enables marketers to create predictive models that anticipate customer needs, automate customer service through chatbots, and design dynamic content that adapts to individual preferences. This capability to predict and respond to consumer behavior in real-time reflects a significant shift from earlier marketing models, which relied on broader, less individualized strategies (Davenport et al., 2020).

Moreover, Marketing 5.0 integrates ethical considerations and focuses on balancing digital advancements with human-centered values. This era of marketing recognizes the importance of privacy, data protection, and consumer consent, which are increasingly prioritized by consumers in a digitally connected world. Recent studies indicate that consumers are more likely to engage with brands that are transparent about their data practices and uphold ethical standards in their use of technology (Wedel & Kannan, 2016). Therefore, Marketing 5.0 seeks to address these concerns by promoting the responsible use of AI and data, aiming to build trust and foster deeper connections between brands and consumers.

The literature on digital transformation in marketing also highlights how digitalization enables omnichannel marketing, where companies integrate digital and physical channels to create a seamless customer experience. According to Verhoef et al. (2021), the omnichannel approach allows brands to provide a unified experience across multiple touchpoints, such as websites, mobile apps, social media, and in-store interactions. This interconnected approach not only improves brand accessibility but also allows marketers to track the customer journey more effectively, facilitating the delivery of consistent and relevant content based on each interaction. By leveraging this multi-channel data, brands can tailor their strategies to optimize engagement, thus maximizing customer satisfaction and loyalty.

The shift to Marketing 5.0 also necessitates a rethinking of traditional marketing metrics. In the digitalized marketing landscape, traditional performance indicators, such as reach and impressions, are supplemented by more granular metrics, like engagement rate, customer lifetime value, and sentiment analysis, which offer a deeper understanding of the consumer-brand relationship (Chaffey & Smith, 2017). With the aid of AI and data analytics, marketers can now measure the impact of each campaign in real time, making adjustments based on consumer feedback and behavioral data. This adaptability is essential in a rapidly changing digital environment, where consumer expectations and technological capabilities continuously evolve (Rust & Huang, 2021).

In summary, Marketing 5.0 represents a convergence of advanced digital tools and a human-centered approach, aimed at creating more personalized, meaningful, and ethical consumer experiences. The digitalization of marketing has enabled companies to leverage big data, AI, and omnichannel strategies to foster stronger customer relationships, improve operational efficiency, and address ethical concerns in a way that earlier marketing paradigms could not achieve. This evolution in marketing underscores the need for a dynamic and responsive approach to meet the needs of modern consumers in a digitally saturated market (Kotler et

al., 2021; Verhoef et al., 2021).

Product Transformation in Digital Marketing

Digitalization of products enables companies to add value through innovation. IKEA's use of augmented reality (AR) is a relevant example. Through the IKEA Place app, customers can virtually place products in their spaces, allowing them to make more informed purchasing decisions without visiting a physical store (Poushneh & Vasquez-Parraga, 2017). This AR application combines the benefits of technology with an enhanced user experience. Some studies reveal that technology-driven product transformations like this significantly improve customer engagement and satisfaction (Hamari et al., 2017).

Product transformation in digital marketing refers to the shift in how products are developed, presented, and experienced by consumers in a digital landscape, where traditional product attributes are often enhanced or redefined by technology. In the digital era, products are not just tangible goods; they often encompass digital experiences, services, and interactions that create value beyond physical attributes (Kotler et al., 2017). Digital transformation has enabled companies to design products that are highly personalized, dynamic, and capable of evolving based on consumer data and feedback, which has changed the concept of a "product" itself. This transformation has led to the integration of digital features, such as mobile apps, augmented reality, and AI-driven recommendations, which enhance customer interaction and provide continuous value even post-purchase (Lemon & Verhoef, 2016).

One of the key aspects of product transformation is the shift from standardization to personalization. Digital marketing technologies, particularly big data analytics and machine learning, enable brands to create products that adapt to individual consumer preferences and behaviors. For example, e-commerce platforms like Amazon use recommendation engines to personalize the shopping experience by suggesting products tailored to each user's browsing history and purchase behavior (Kumar, 2021). This level of personalization makes products feel more relevant and valuable to consumers, increasing engagement and brand loyalty.

Digital transformation has also changed the lifecycle of products, allowing for continuous updates and enhancements that extend their value over time. Software products, for instance, can be updated frequently based on user feedback and changing market demands. This shift is particularly evident in industries like software, electronics, and entertainment,

where products are delivered as services (e.g., SaaS platforms, streaming services) and benefit from iterative improvements. By continuously updating products, companies can maintain customer interest and adapt to evolving needs, enhancing the perceived value of the product over time (Rust & Huang, 2014).

Another dimension of product transformation is the integration of immersive technologies such as virtual reality (VR) and augmented reality (AR), which allow consumers to interact with products in novel ways. Brands in the retail and automotive industries, for example, use AR to let consumers visualize products in their homes or test out features virtually before purchasing. IKEA's AR app, which enables customers to place virtual furniture in their own spaces to assess fit and style, exemplifies this trend (Heller, 2018). Such experiences bridge the gap between online and physical shopping, giving consumers a more comprehensive understanding of the product before they commit to a purchase.

Furthermore, digital transformation has redefined the relationship between products and consumers through the integration of user-generated content and social proof. Consumers now play a role in shaping product perception and value through online reviews, social media posts, and influencer endorsements, which digital marketers leverage to build credibility and trust. Positive reviews and user testimonials have become integral to digital product marketing, influencing prospective buyers and enhancing product desirability (Gensler et al., 2013).

Finally, digital transformation supports sustainable product practices, as companies are increasingly expected to address environmental concerns in product design and delivery. With the rise of environmentally-conscious consumers, digital marketing promotes products with sustainable features, such as eco-friendly packaging, ethical sourcing, and waste reduction. This aligns with the growing importance of Corporate Social Responsibility (CSR) in marketing, where digital channels allow companies to communicate their environmental initiatives transparently and build stronger connections with socially-aware consumers (Kotler et al., 2021).

In summary, product transformation in digital marketing goes beyond enhancing product features; it fundamentally redefines how products are created, personalized, presented, and interacted with in the digital age. Through personalization, iterative updates, immersive experiences, and sustainable practices, digital marketing has enabled products to become more responsive to individual and societal needs, fostering deeper consumer engagement and long-term loyalty (Lemon & Verhoef, 2016). This transformation exemplifies the shift

towards Marketing 5.0, where technology enhances product experiences and aligns them with modern consumer expectations.

The Relevance of Technology in Customer Interaction

Customer interaction in the Marketing 5.0 era relies on technology to create deeper and more responsive connections with consumers. The use of chatbots in the banking industry, as implemented by Bank Central Asia (BCA) in Indonesia, serves as a good example. Chatbots enable banks to provide fast, consistent service by addressing simple inquiries like balance checks and transaction history, and they offer customers 24/7 access (Cameron, 2019). With this technology, companies can create a smoother customer journey and deliver better value, aligned with research that shows digitalization can enhance the effectiveness and efficiency of customer service (Wirtz, So, Mody, Liu, & Chun, 2019).

The integration of technology in customer interaction has become essential in today's digital-driven marketplace, fundamentally transforming the ways companies engage, communicate, and build relationships with customers. Technology allows businesses to provide seamless, personalized, and responsive interactions, meeting customers' expectations for fast and efficient service. By utilizing technologies such as artificial intelligence (AI), data analytics, and automation, companies can analyze customer behavior, predict needs, and tailor interactions to provide more relevant experiences, thereby enhancing customer satisfaction and loyalty (Lemon & Verhoef, 2016).

AI and machine learning technologies, in particular, have enabled businesses to automate responses and personalize interactions at scale. Through AI-driven chatbots, virtual assistants, and recommendation engines, companies can offer real-time assistance and deliver personalized product recommendations based on customer preferences and purchase history. For instance, AI-driven customer service tools are capable of handling common inquiries 24/7, allowing for rapid response times and freeing human agents to focus on complex issues. These tools not only improve efficiency but also contribute to customer satisfaction by providing a smooth, uninterrupted interaction experience (Davenport & Ronanki, 2018).

Data analytics also plays a critical role by providing insights into customer behavior and preferences, which are crucial for designing targeted marketing strategies and enhancing interaction quality. With big data analytics, companies can collect and analyze vast amounts of customer data from multiple channels—social media, websites, mobile apps, and in-store

visits—to identify patterns and trends. These insights help companies understand the customer journey better and allow them to predict future needs, ultimately leading to more meaningful and engaging interactions (Wedel & Kannan, 2016).

Moreover, the use of technology in customer interaction fosters a more connected and accessible brand experience across digital touchpoints. Social media platforms and mobile apps enable companies to engage with customers in real-time, address their concerns, and participate in conversations in ways that were previously unattainable. This immediacy in communication strengthens brand relationships, as customers feel more valued and connected to brands that actively engage with them. Furthermore, customer relationship management (CRM) systems centralize customer information, facilitating smoother and more coordinated interactions across departments, which is critical for maintaining a consistent and high-quality customer experience (Kumar & Reinartz, 2018).

In addition to enhancing customer satisfaction, technology-driven interactions also contribute to brand loyalty by creating more personalized and memorable experiences. Studies indicate that when customers feel understood and valued, they are more likely to engage positively with the brand and develop long-term loyalty (Verhoef et al., 2021). For instance, personalized email campaigns or product recommendations based on individual browsing history can make customers feel that the brand truly understands their needs and preferences, fostering a sense of loyalty and connection. This aspect of personalized technology has become particularly important as customers increasingly expect brands to cater to their unique preferences (Rust & Huang, 2014).

The relevance of technology in customer interaction is further underscored by its ability to streamline processes and improve service quality. Automation tools, for example, enable companies to manage high volumes of customer inquiries without sacrificing response time or quality. This is especially valuable in e-commerce, where timely responses can impact purchasing decisions. Additionally, technologies like predictive analytics allow companies to anticipate customer issues before they arise, proactively addressing potential problems and improving the overall interaction experience (Rust & Huang, 2014).

In conclusion, the relevance of technology in customer interaction lies in its capacity to transform customer engagement through personalization, efficiency, and responsiveness. By leveraging AI, data analytics, automation, and CRM systems, companies can foster stronger customer relationships, increase satisfaction, and drive loyalty, ultimately contributing to long-term business success (Kumar & Reinartz, 2018; Lemon & Verhoef, 2016). The

integration of these technologies enables a customer-centric approach to interaction, meeting the demands of modern consumers and setting the foundation for sustained brand loyalty.

Business Model Transformation Through Digitalization

Digitalization has paved the way for new business models focused on user experience and sustainable revenue. Epic Games, through its game Fortnite, exemplifies how companies can secure steady revenue through in-app advertisements and purchases. This model reduces dependence on physical products and provides users with continuously updated experiences (Hamari et al., 2017). In their study on freemium model adoption, Hamari and colleagues found that such strategies create value for users while generating additional revenue for the company. This aligns with the concept of customer-centered digital transformation, where companies build new revenue streams without sacrificing customer value.

The transformation of business models through digitalization is reshaping how companies create, deliver, and capture value, driven by the integration of digital technologies across organizational processes and customer interfaces. Digitalization enables firms to reimagine traditional business structures and operations, shifting from product-centered approaches to customer-centric and data-driven models that enhance customer engagement and operational efficiency (Bharadwaj et al., 2013). By leveraging digital tools such as cloud computing, big data, and artificial intelligence, organizations are able to scale operations, personalize customer interactions, and innovate new revenue streams that were previously inaccessible through conventional models (Verhoef et al., 2021).

One of the key changes brought about by digitalization is the shift toward platform-based business models, where companies facilitate exchanges between providers and consumers on digital platforms. These platforms allow firms to connect with customers and third-party providers in a highly scalable way, often reducing transaction costs and opening up new market opportunities. For instance, companies like Uber and Airbnb have created platforms that transform transportation and accommodation services, offering customers easy access and flexibility, while lowering barriers for service providers (Parker et al., 2016). Platform-based models capitalize on network effects, where the value of the platform increases with each additional user, further driving business growth and competitive advantage (Evans & Gawer, 2016).

Digitalization also transforms business models by enabling data-driven decision-making, which enhances organizational agility and responsiveness to market changes. Data analytics allow companies to collect and analyze large amounts of customer data, offering insights into preferences, behaviors, and trends that can inform strategic decisions and foster personalized marketing (McAfee & Brynjolfsson, 2012). This data-centric approach supports a shift from reactive to proactive strategies, where companies anticipate customer needs and respond to market demands faster than traditional models allow. For example, Amazon uses real-time data to recommend products, optimize inventory, and tailor customer experiences, demonstrating how data analytics are central to its customer-centric business model (Wirtz et al., 2019).

Another transformative aspect of digitalization is the development of subscription-based models, which allow companies to generate recurring revenue by offering continuous access to products or services. This model shifts the focus from one-time sales to ongoing customer relationships, emphasizing value through convenience, customization, and seamless digital experiences. Companies like Netflix and Spotify exemplify this trend, providing media content on a subscription basis that adapts to customer preferences over time, thereby building customer loyalty and reducing churn rates (Ng, 2018). Subscription-based models are particularly beneficial in digital ecosystems, where users demand flexible access to services rather than ownership (Veit et al., 2014).

Digitalization further enhances business models by facilitating ecosystem integration, where companies collaborate with various partners to deliver comprehensive solutions and integrated services. In these ecosystems, organizations can offer value beyond their core products by leveraging the capabilities of other entities within the network. Apple, for instance, has built an ecosystem around its products, including app developers, content creators, and accessory manufacturers, creating a value-added network that enhances customer experiences and strengthens brand loyalty (Jacobides et al., 2018). This ecosystem-based approach enables firms to offer a cohesive, all-encompassing customer experience that fosters sustained engagement and competitive advantage.

Overall, business model transformation through digitalization represents a strategic shift that redefines how firms operate, engage customers, and compete in the digital age. As digital tools and platforms continue to evolve, companies must continuously adapt their business models to remain relevant, innovative, and responsive to market demands. This transformation is not merely technological but also organizational, requiring new skills, mindsets, and strategies that align with digital-first business environments. By embracing

digitalization, businesses can unlock significant value and ensure long-term growth and competitiveness in an increasingly digital world (Foss & Saebi, 2017).

Organizational Restructuring with Technology

Digital transformation requires adjustments to organizational structure to enable faster and more responsive decision-making. PT Bank Tabungan Pensiunan Nasional (BTPN) demonstrates how digital teams can be integrated within an organization through a parallel work model, where specialized teams, such as the Jenius team, focus on digital innovation without depending on traditional management (Westerman et al., 2014). This approach allows organizations to innovate without the limitations of rigid structures and has proven to accelerate the implementation of technology across business lines.

Organizational restructuring through technology refers to the fundamental changes that organizations undergo to improve their efficiency, adaptability, and responsiveness by integrating advanced technologies. As digital transformation becomes essential in almost every sector, many organizations are restructuring their operations, workflows, and organizational hierarchies to harness the potential of new technologies like artificial intelligence (AI), automation, and data analytics. Technology-driven restructuring often involves flattening organizational hierarchies, decentralizing decision-making processes, and creating more agile workflows to respond quickly to market demands (Berman, 2019). For instance, organizations that implement AI to automate routine tasks and data analytics for decision-making often find they can eliminate redundant roles, allowing employees to focus on more strategic functions (Davenport & Ronanki, 2018).

Another aspect of organizational restructuring with technology is the shift toward digital communication and collaboration platforms, which reshape how teams operate and coordinate across geographical locations. Tools such as Slack, Microsoft Teams, and Zoom have transformed traditional office structures, enabling remote work and flexible collaboration, which in turn requires organizations to redefine roles, communication protocols, and accountability measures. This transformation helps organizations reduce operational costs, retain talent through remote work options, and increase efficiency by reducing the dependency on physical offices (Boland et al., 2020). However, the integration of these tools also necessitates new management strategies and training programs to ensure that employees can effectively use the technology and maintain productivity in virtual work settings (Galanti et al., 2021).

Furthermore, technology-enabled restructuring often leads to data-driven decision-making models that allow organizations to be more responsive and predictive. By utilizing big data and predictive analytics, companies can make informed decisions based on real-time data, forecast trends, and adjust their strategies accordingly. This shift often requires restructuring departments and creating specialized roles, such as data analysts and digital transformation officers, to manage the data influx and ensure strategic alignment with company goals (McAfee & Brynjolfsson, 2017). This data-centric approach supports more dynamic and adaptable organizational models that align closely with fluctuating market conditions, fostering a culture of continuous improvement and agility (Westerman et al., 2014).

The restructuring process also entails addressing cybersecurity and data privacy issues, as the adoption of digital tools introduces new vulnerabilities. Organizations increasingly need to integrate cybersecurity frameworks into their operational restructuring to protect sensitive information and maintain stakeholder trust. This integration often involves creating dedicated cybersecurity teams, implementing advanced security software, and fostering a company-wide culture of cybersecurity awareness (Burdon & Coles-Kemp, 2019). As digital threats evolve, organizations must continually update their security practices, which becomes a vital component of technology-driven restructuring (Singer & Friedman, 2019).

In sum, organizational restructuring with technology is a comprehensive process that redefines organizational frameworks to leverage the benefits of digital transformation. It involves a combination of flattening hierarchies, implementing digital collaboration tools, adopting data-driven decision-making practices, and prioritizing cybersecurity. These changes enable organizations to be more efficient, agile, and responsive in a highly competitive and digitalized environment. The restructuring process, however, is complex and requires careful planning, employee training, and management support to ensure that technology integration aligns with organizational goals and enhances performance (Westerman et al., 2014).

Challenges in Finding Digital Talent and the Importance of Workplace Culture

Digital transformation cannot succeed without skilled human resources in relevant digital fields. Companies face the challenge of finding talent in increasingly complex digital areas, such as data analysts, social media managers, and app developers. Research by Berger & Frey (2016) reveals that companies now leverage various online recruitment platforms and

partnerships with educational institutions to attract talented individuals. Additionally, a workplace culture that supports creativity, innovation, and collaboration is essential for driving digital transformation. Google, for instance, has created a work environment that allows employees to spend 20% of their work time on personal projects, which in turn can contribute significantly to the company (Edmondson, 2012).

Workplace Culture Supporting Digital Transformation

A work culture that fosters innovation and creativity is a vital pillar in digital transformation. To retain digital talent and encourage innovation, companies need to create a flexible and collaborative work environment. As demonstrated by Edmondson (2012), a work culture that values creativity enables individuals to engage in high-value projects and develop new ideas that can positively impact both the company and its customers.

Workplace culture is a critical factor in the success of digital transformation efforts, as it shapes how employees adopt, adapt to, and support new technologies within an organization. A culture that values innovation, adaptability, and continuous learning is essential for successful digital transformation, as these values encourage employees to embrace new tools and processes rather than resist them. Research suggests that companies with a culture focused on innovation and risk-taking are more likely to succeed in implementing digital changes because employees feel supported in experimenting with new methods and tools (Kane et al., 2019). This type of culture fosters a mindset that digital transformation is not only an operational change but a strategic priority, aligning employee attitudes and behaviors with organizational goals.

Furthermore, a collaborative workplace culture that promotes open communication and teamwork is essential for digital transformation, as digital initiatives often require cross-functional coordination. Employees in organizations with a collaborative culture are more likely to share insights, knowledge, and feedback, which can enhance digital initiatives by providing diverse perspectives and ensuring that digital solutions address various departmental needs. When team members feel encouraged to participate actively, they are more likely to support digital projects and contribute to overcoming potential barriers (Westerman et al., 2014). Thus, a culture of collaboration reduces silos and promotes a more holistic approach to implementing digital strategies across different areas of the organization.

Employee empowerment and engagement are also essential cultural elements that support digital transformation. Companies that prioritize employee engagement tend to create environments where individuals feel valued and motivated, which positively influences their willingness to embrace digital changes. When employees are empowered, they are more likely to take ownership of digital transformation efforts and actively contribute to the success of these initiatives. Research shows that engaged employees are more resilient to change, as they view transformation as an opportunity for growth and skill development rather than a threat to their existing roles (Schwarz et al., 2017). Such empowerment encourages employees to develop digital skills and adapt to technological advancements, building a workforce that is capable of supporting long-term digital transformation.

Additionally, a culture that supports continuous learning and development is crucial for digital transformation. As technology evolves rapidly, employees need ongoing training to keep up with new digital tools and systems. Organizations that emphasize learning as part of their culture encourage employees to upskill and reskill, equipping them with the knowledge required to make effective use of digital tools. According to studies, organizations with a strong learning culture show higher rates of success in digital transformation because employees are more prepared to adapt to new technologies and processes (Anderson, 2020). This approach fosters a growth mindset, enabling the organization to stay agile and competitive in a rapidly changing digital landscape.

Finally, leadership plays a pivotal role in shaping a workplace culture that supports digital transformation. Leaders who model adaptability, transparency, and a commitment to digital innovation set a standard for employees, demonstrating that digital transformation is not just a temporary project but a core organizational value. Leaders who communicate the vision and benefits of digital transformation clearly and consistently help reduce uncertainty, making employees more receptive to change. By creating a culture where digital innovation is championed at all levels, leaders can build trust, align goals, and drive commitment across the organization, fostering an environment where digital transformation efforts can thrive (Hess et al., 2016).

In summary, a workplace culture that supports digital transformation is characterized by openness to change, collaboration, employee empowerment, continuous learning, and strong leadership. Such a culture not only facilitates the adoption of new technologies but also fosters a positive, future-oriented mindset among employees, ensuring that digital transformation efforts are sustainable and aligned with organizational objectives. Organizations that invest in cultivating this kind of supportive culture are better positioned

to leverage digital tools effectively and maintain a competitive edge in the digital age.

4. Conclusion

Digital transformation in marketing brings not only technical changes but also fundamental shifts in how companies operate and interact with consumers. Through product digitalization, companies can offer consumers a more personalized and interactive experience. Chatbot deployment, AR use, and freemium business models open new opportunities for innovation in marketing. However, the success of this transformation heavily depends on skilled digital talent and a work culture that supports innovation.

For academics and practitioners, an understanding of human-centered digital marketing is crucial. This study emphasizes that technology is not merely a tool but a strategic force that must be integrated with human values. Future research is needed to explore how companies can continually update their digital strategies to meet the demands of an ever-changing market.

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