Journal of Economics, Finance and Management Studies

ISSN (print): 2644-0490, ISSN (online): 2644-0504

Volume 07 Issue 02 February 2024

Article DOI: 10.47191/jefms/v7-i2-35, Impact Factor: 8.044

Page No: 1158-1168

AI Think with Me, Or Think for Me?

Zaenur Rizky [1], Chusnul Rofiah [2*]

[1,2]STIE PGRI Dewantara Jombang

ABSTRACT: This research aims to study and analyze strategies for the strategic application of artificial intelligence in marketing by developing a framework that guides artificial intelligence planning strategies in marketing systematically and can be followed up by making decisions about service strategies at the J&T Company. The research locus is the object and source of data from the place being researched so that the information obtained can provide accurate data and truth in research. J&T Cargo is a technologically innovative express company under the auspices of the J&T Group. The locus of this research was carried out at: Marketing manager, HR manager and marketing expert team. The qualitative approach carried out through the data analysis technique used is the Manual Data Analysis Procedure (MDAP) by Rofiah, (2022), from the results of interviews accompanied by triangulation of sources, methods and theories it can be concluded that artificial intelligence for marketing strategies at J&T Cargo is used to determine preferences. Various Consumer Segments; Micro Segment Customers; Target Cause Marketing Outreach; Identify the Best Target; Refining Customer Based Perception Maps; Positioning Slogan; Psychographic Consumer Segmentation; Tourism Consumer Segment; New Customer Promotion Target; Target Digital Consumers; Target Customers Based on Brand with the aim of monitoring local market developments, so that in this business J&T Cargo is not left behind compared to other competitors. This paper also contributes to strategic marketing research by providing a systematic and rigorous approach to identifying research gaps that bridge strategic marketing practice research and artificial intelligence.

KEYWORDS: Marketing Goals, strategic artificial intelligence, marketing strategy (STP), marketing actions (4Cs).

I. INTRODUCTION

J&T Cargo is a technologically innovative express company under the auspices of the J&T Group. J&T Cargo continues to improve efficiency and optimize logistics costs based on high operational standards (Amling & Daugherty, 2020), strong warehouse transportation and distribution systems, and advanced logistics applications, to increase business distribution value for customers and create the best logistics experience (Restuputri et al., 2020). J&T Group, which was founded in August 2015, is the first technology-based logistics company in Southeast Asia with E-commerce as its main business (Ding et al., 2021). Its business covers various fields such as express delivery, cargo delivery, warehousing and supply chain, as well as its type of business serving inter-city and inter-provincial deliveries (Burroughs & Burroughs, 2020) and international. As of January 2021, J&T Group has more than 240 large-scale sorting warehouses, 600 sets of automatic sorting equipment and 8,000 self-owned vehicles spread throughout the world, as well as operating more than 23,000 outlets and having up to 350,000 employees. Marketing intelligence has been widely used in various companies in a professional and organized manner (Zhu, 2020). In general, marketing intelligence used in companies is used as a diplomatic tool in order to determine the marketing strategy that will be taken by companies that are in market competition (Lanza et al., 2023). J&T Group, which was founded in August 2015, is the first technology-based logistics company in Southeast Asia with E-commerce as its main business (Sha et al., 2021).

Marketing intelligence is often associated with market research (Carson et al., 2020). The two things are not much different, but in marketing intelligence managers are more concerned with more detailed matters which can be interpreted as uncovering competitors' secrets, whether done subtly or roughly (R. Helm et al., 2020). Conduct observations or surveys of competitors and even competitors' customers in the market (Donthu et al., 2021). Furthermore, from the description of the problems in marketing intelligence, managers responsible for marketing are required to begin to realize how important the impact of marketing intelligence is on the marketing of a product (Mogaji et al., 2020). Therefore, organizations should have thought it through carefully about the importance of protecting company data (Fan et al., 2020). Protection of confidential company

information is an important factor in marketing information, along with the need for information to develop marketing of company products (Kang et al., 2021). To facilitate the strategic use of artificial intelligence in marketing, we developed a three-stage framework, from marketing research, to marketing strategy (segmentation, targeting, and positioning, STP), to marketing actions (4Ps/4Cs), to strategic marketing planning incorporate AI (Falahat et al., 2020). This strategic artificial intelligence framework is based on a more differentiated perspective on the technical development of artificial intelligence, existing studies on artificial intelligence and marketing, and current and future applications of artificial intelligence (Zhang & Lu, 2021). It can be used for strategic marketing planning, to organize existing artificial intelligence marketing and to identify research gaps in artificial intelligence marketing (J. M. Helm et al., 2020).

This paper contributes to the strategic application of artificial intelligence in marketing by developing a framework that guides artificial intelligence planning strategies in marketing systematically and can be followed up by making decisions about service strategies. This is achieved by bringing together the diverse artificial intelligence literature on social impacts (Gutierrez et al., 2022), and managerial implications (Cortez & Johnston, 2020) to explore what these literatures can convey to managing artificial intelligence in marketing (Carroll, 2021). Marketing is an applied field, and using more fundamental literature to inform marketing practice is an important role for marketing academics (Ye et al., 2021). This paper also contributes to strategic marketing research by providing a systematic and rigorous approach to identifying research gaps that bridge strategic and artificial intelligence marketing practices research.

II. THEORITICAL REVIEW

Marketing strategy (STP)

At this strategic stage, marketers can use artificial intelligence for three key strategic decisions: segmentation, targeting, and positioning (Chan et al., 2022). However, before moving on to specific STP decisions, marketers need to decide on an overall strategic position to guide their STP decisions (Haleem et al., 2022). Stone et al., (2020) proposed a technology-based approach to position corporate strategy in the dimensions of standardization-personalization and transaction relationships. A company can implement a commodity strategy that uses automated/robotic technology for efficiency, a relational strategy that cultivates lifetime value of existing customers, a static personalization strategy that uses cross-sectional big data analysis (e.g., like-minded customers) for personalization, or adaptive personalization strategies that use longitudinal customer data for dynamic personalization over time (Huang & Rust, 2021). This strategic position will guide the company's STP decisions (Razavi Hajiagha et al., 2022). For example, if a company is pursuing a static personalization strategy, it may want to have a large, relevant, existing and potential customer database and let unsupervised machine learning explore patterns of purchasing preferences or behavior as a basis for targeting and positioning (Billinger et al., 2021). If a company is implementing an adaptive personalization strategy, it may want to use supervised machine learning to continuously analyze existing customer satisfaction/dissatisfaction over time (which may not be large) (Eweje, 2020).

Segmentation

Segmentation is dividing a market into sections, with customers in each section having unique needs and desires (Moon et al., 2021), for example using gender to divide an existing market into male and female segments; and using price and quality to divide the air travel market into budget and premium airline segments (Cortez et al., 2021). Mechanical AI, especially various mining and clustering techniques, has the power to identify new patterns from data (Hajibaba et al., 2020). Artificial intelligence segmentation is flexible, because it can divide the market into specific segments (that is, each customer is a segment) and can combine long and scattered segments into one segment (Casas-Rosal et al., 2023). Zhou et al., (2020) show that transfer learning can be used to model the tails of a distribution, by learning from the heads of the distribution and transferring learning to the data-poor tails. This flexibility in aggregation and disaggregation allows marketers to find the right segment size

Targeting

Targeting is selecting the right segments to focus a company's marketing actions (Casas-Rosal et al., 2023). Cutting the market is more mechanical and can be done automatically with mechanical AI, taking relevant data into account (Zhou et al., 2020). However, choosing the right segment requires domain knowledge, judgment, and intuition (Niedermeier et al., 2021). Various technologies and analytics have been used for targeting, such as search engines that use searched keywords and browsing history to target search consumers, and social media platforms that use interests, content, and connections to target social media consumers (Kou et al., 2021). The AI that represents these decisions is a recommendation engine that can recommend various potential targets for a marketing manager's final decision, and predictive modeling that can be used to select which segments to target (Shu et al., 2020).

AI Think with Me, Or Think for Me?

Positioning

Positioning bridges product attributes and customer benefits by finding a competitively advantageous product position in the minds of customers (Sheth et al., 2020). This term is often associated with brand positioning or advertising positioning for its relationship to customer perception and communication to maintain the desired perception (Ameyibor et al., 2022). Bandyopadhyay & Ray, (2020) demonstrate how data mining techniques ca n be used to refine customer-based perception maps, as an alternative to marketer knowledge, from mining customer perceptions. Compared to mechanical-based segmentation and thought-based targeting, positioning is more about speaking to the customer's heart, usually as a positioning statement or slogan in promotional communications (Elg & Welinder, 2022). Ibáñez-Sánchez et al., (2022) found that tourism positioning slogans in leading destinations tend to emphasize the affective component. Some successful positioning statements help a brand to occupy a unique position in the minds of customers and thus succeed in the market for a long time (Melović et al., 2020). Academic research on these decisions is sparse, indicating a research gap in using sentience AI to create compelling positioning (Salnikova & Grunert, 2020).

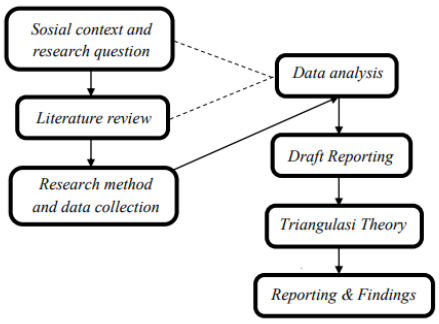
Artificial intelligence

Artificial intelligence can play an important role in the three stages of strategic marketing, namely Marketing Action, Marketing Research, Marketing Strategy (Mariani et al., 2022). This shows that there are several artificial intelligences that marketers can utilize: mechanical, thinking, and feeling (Chen et al., 2022). Artificial intelligence as the use of computing machines to imitate inherent human abilities, such as performing thinking and feeling tasks; The dual intelligence view of AI assumes that, instead of treating artificial intelligence as a thinking machine, AI can be designed to have multiple intelligences, like humans have, for a variety of tasks (Sheth et al., 2020). Ranked according to the difficulties that artificial intelligence can overcome, there are mechanical, thinking, and feeling artificial intelligence (Ameyibor et al., 2022). Mechanical artificial intelligence is designed to automate repetitive and routine tasks for example, remote sensing, machine translation, classification algorithms, clustering algorithms and dimensionality reduction are some of the recent technologies that can be considered as mechanical artificial intelligence (De Bruyn et al., 2020).

Thinking artificial intelligence is designed to process data to come to new conclusions or decisions (Han et al., 2021). Data is usually unstructured (Chen et al., 2022). Think artificial intelligence is good at recognizing patterns and regularities in data, for example text mining, voice recognition and facial recognition (Chintalapati & Pandey, 2022). IBM Watson, expert systems, and recommendation systems are some of the recent applications for decision making (Vlačić et al., 2021).

III. RESEARCH METHODS

This research uses Simple Research Design Methods With Triangulation Theory. Simple qualitative research can still be prepared without having to carry out long-winded discussions but can still be accounted for (Rofiah & Bungin, 2021). When modifying the model from a simple design to a simple design model with triangulation theory/simpleresearch design with triangulation theory. There are 7 main steps, namely the following is an explanation of these steps:



Source: Rofiah & Bungin, 2021

1. Select a social context and develop research questions.
2. Conduct a literature review, in which research questions about social context are answered based on the literature explored.
3. The literature review continues by exploring the research methods that will be used as well as using research methods to collect data in the field.
4. Researchers carry out data analysis in the field and use theory as a pen for data analysis.
5. Researchers prepare a draft report.
6. Researchers carry out theoretical triangulation.

7. Researchers report the results of their research while still including the findings that have been obtained in the field

Informants and Researcher Presence

This research utilized a purposive snowball sampling technique in the process of determining informants. This technique is a technique for taking informants according to the research topic, sources with a special purpose, because this person is considered to have the knowledge needed for this research process. In this context, research experts select respondents who are considered to have a broad understanding of the research topic and are able to provide data that can be used to expand knowledge. The object of this research is marketing managers involved in information marketing activities. The conditions for informants selected in this research activity are as follows:

1. Marketing Manager
2. Involvement of managers and teams who have strong capabilities in the field of marketing.

Based on these provisions, the researcher chose one marketing manager and two team members who were directly involved in marketing intelligence activities as part of this research activity. By selecting one marketing manager and two team members as informants in this research activity, all of whom are original managers and employees from J&T Cargo who have worked for more than 2 years.To dig up the information the researcher needed, the researcher conducted in-dept interviews. Purposive snowball sampling was used in this research. Purposive sampling is an approach to sampling data sources with certain considerations (Baltes & Ralph, 2022).

Research Locus

The research locus is the object and source of data from the place being researched so that the information obtained can provide accurate data and truth in research. J&T Cargo is a technologically innovative express company under the auspices of the J&T Group. The locus of this research was carried out at: Marketing manager, HR manager and marketing expert team.

Data Collection Technique

To obtain data, researchers used the following techniques: 1. In-depth Interview Technique; 2. Direct Observation Technique; 3. Documentation Techniques.

The determination of key informants was based on the results of descriptive observations carried out by researchers, so that FR was designated as the key informant because of his strong influence in the JNT marketing division and also as the most senior informant who was considered to understand. The company, especially the marketing division, is very good. Furthermore, HRD was appointed as an informant because he was in control of the marketing division who assisted the manager in controlling each team in the marketing division in order to achieve common goals and of course better understand the situation and conditions. and company environmental characteristics. Informants do not only come from those who control the company's divisions, informants who are marketing staff are also needed to know the real situation and conditions in the field when implementing the strategies of those who control the company. Informants and the implementation of data collection can be seen in the following table:

Informants and Implementation of Data Collection

No.	Informant Code	Position	Interview Date	Duration
1	FA	HR manager	05 December 2023	180 minutes 10 seconds
2	FR	Head of Marketing	15 December 2023	160 minutes 15 seconds
3	AY	Marketing Staff	10 December 2023	130 minutes 9 seconds

Source: Researcher Data, 2023

Triangulation

Source triangulation and theory triangulation are two types of triangulation used in this research (Rofiah, 2021).

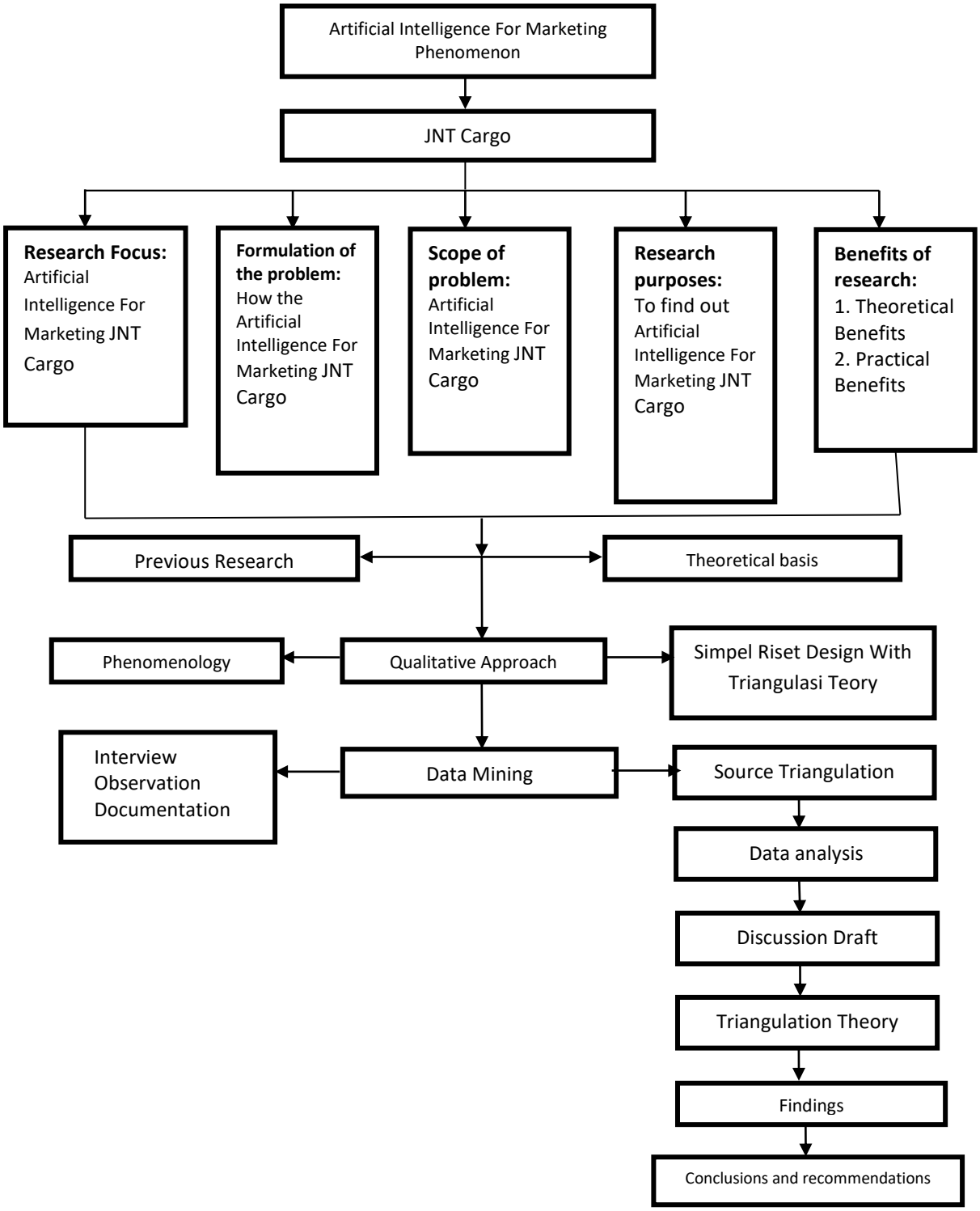
I. DATA ANALYSIS TECHNIQUE

In this research, the data analysis used is the Manual Data Analysis Procedure (MDAP) by Rofiah, (2022). According to Rofiah, (2022), the proposed data analysis method is comprehensive and systematic but not rigid; providing a space that designs intuition and creativity as optimally and maximally as possible. This method makes researchers come out of their isolation and the analysis process is seen as a team activity rather than a purely individual process. The analysis process began immediately after the first interview and continued until the data saturation point had been reached. The analysis process consists of four parts:

1. Through preparation of the coding process.
2. Categorization process.
3. The process of determining the theme.
4. Proposition Formation Process.

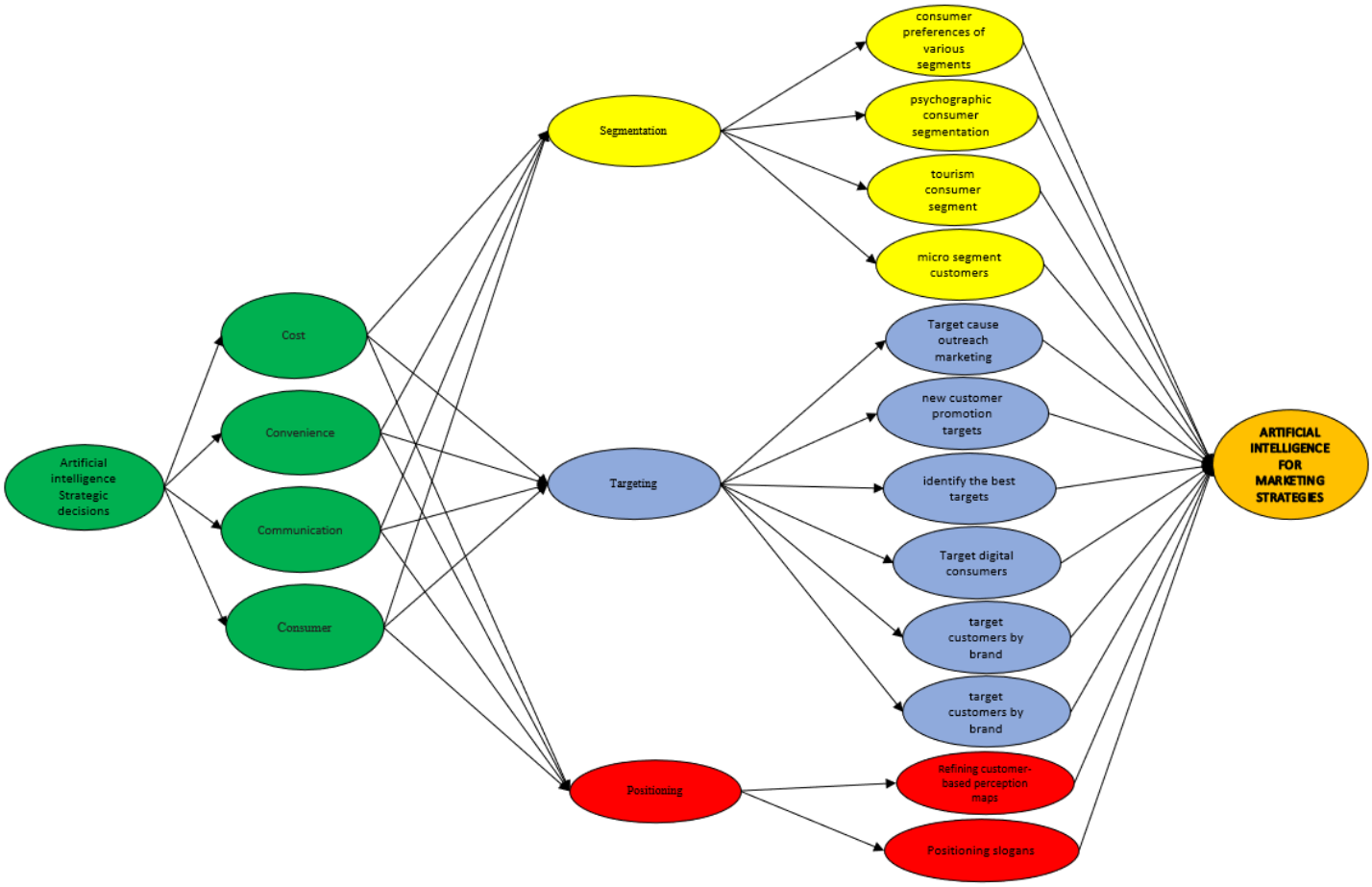
Research Line of Thought

The framework of this research can be described as follows:



Source: Researcher, (2023)

II. RESULTS AND DISCUSSION



Source: Research proposition, 2024

Segmentation

AI segmentation is flexible, as it can segment the market into segments (i.e., each customer is a segment) and can combine scattered long tails into a single segment. Wang et al. (2017) show that transfer learning can be used to model the tails of a distribution, by learning from the heads of the distribution and transferring learning to the data-poor tails. This flexibility in aggregation and disaggregation allows marketers to find the right segment size.

".....We determined the location directly from the center which surveyed here, Mas, so there are representatives from the center who determined this place so that in the future it's just a matter of how we process this place, and in my opinion this area is very strategic because it is in the city center itself, sir……", (FA, 2023)

Based on the results of interviews with HRD from J&T Cargo, the choice of location for J&T Cargo is considered strategic because it is in the city center and very easy to reach for consumers. This has become its own characteristic, when someone is passing by on the street, they will remember that nearby is the J&T Cargo office itself.

"....Mmmm, maybe this place is easy for people to remember, sir, because it's near the city center so it's easy for people to find this place. More or less like that, sir.....", (FR, 2023)

Consumers will easily remember the J&T Cargo office itself because its location in the city center makes it easy for all consumers to remember, not only that, finding the location on Google Maps will also be very easy.

Segmentation is dividing a market into sections, with customers in each section having unique needs and wants, for example, using gender to divide the shoe market into men's and women's shoe segments; and using price and quality to divide the air travel market into budget and premium airline segments. Mechanical AI, especially various mining and clustering techniques, has the power to identify new patterns from data.

Existing research has shown how data mining can be used to uncover patterns that are difficult for human marketers to see. For example, text mining and machine learning can be used to automatically process and analyze loan requests to divide borrowers into good customers (who will repay their loans) and bad customers (who will not) (Netzer et al. 2019), automated text analysis and correspondence analysis can be used for psychographic consumer segmentation in the art market (Pitt et al. 2020), data mining can be used to obtain tourist segments based on the meaning of the destination for consumers, which is better than

classical grouping methods (Valls et al. 2018), and retail customers can be micro-segmented based on their preferences for personalized recommendations (Dekimpe 2020).

Targeting

Targeting is selecting the right segments to focus a company's marketing actions. Cutting the market is more mechanical and can be done automatically with artificial intelligence, taking into account relevant data. However, choosing the right segment requires domain knowledge, judgment, and intuition. Various technologies and analytics have been used for targeting, such as search engines that use searched keywords and browsing history to target consumer searches, and social media platforms that use interests, content, and connections to target social media consumers (Liu 2020). The artificial intelligence that represents this decision is artificial intelligence that can recommend various potential targets for the marketing manager's final decision, and predictive modeling that can be used to choose which segments to target.

".....Of course the main targets are agencies, companies and factories in the city of Mas....." (FA, 2023)

It can be concluded that the main target of J&T Cargo itself is not residents who send goods individually, but the target is agencies, companies and factories in the city. This is because J&T Cargo is a delivery service with large quantities so they offer their services to factories that need fast and reliable delivery.

Existing research shows that various artificial intelligence schools can be used for this purpose. Examples include targeting customers using a combination of statistical and data mining techniques (Drew et al. 2001), filtering and targeting marketing. (Chen et al. 2020), optimizing promotional targeting for new customers using variable - learning methods (Simester et al. 2020), identifying the best targets for proactive marketing programs from field experiment data (Ascarza 2018), and creating digital consumer profiles for targeting using online browsing data (Neumann et al. 2019).

Positioning

Positioning bridges product attributes and customer benefits by finding a competitively advantageous product position in the minds of customers. This term is often associated with brand positioning or advertising positioning because it relates to customer perception and communication to maintain the desired perception. Daabes and Kharbat (2017) demonstrate how data mining techniques can be used to refine customer-based perception maps, as an alternative to marketer knowledge, from mining customer perceptions.

"....The image of J&T Cargo, sir, from the name it is different from other shipping services, from the name cargo itself it can be interpreted as a large load, sir, so we prioritize deliveries with a large nominal value of goods or large volumes of goods, sir, so our service This could be said to be different from other delivery services because we can send goods that exceed capacity...", (AY, 2023)

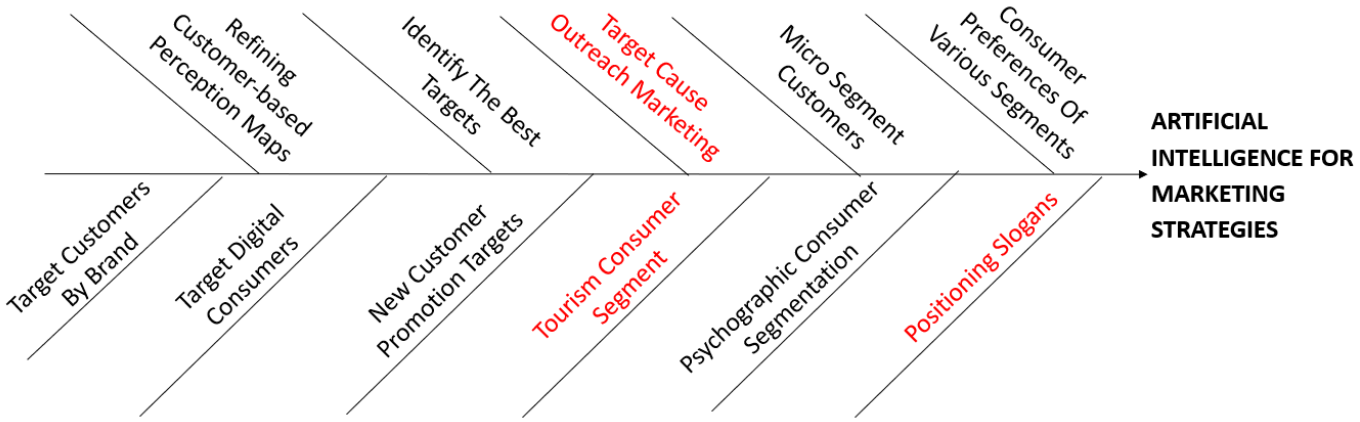
This proves that J&T Cargo has a unique concept because they offer delivery services that are different from their competitors. They feature delivery services with large sizes of goods, which their competitors do not have this uniqueness. The reason they have this uniqueness is also because factories and large companies definitely need to send large-sized goods, to make this easier, J&T Cargo offers their services with fairly fast delivery quality and competitive prices.

Compared to mechanical-based segmentation and thought-based targeting, positioning is more about speaking to the customer's heart, usually as a positioning statement or slogan in promotional communications. Gali et al. (2017) found that tourism positioning slogans in leading destinations tend to emphasize the affective component.

".....Alhamdulillah, Sir, as far as we know and understand, consumers from factories and companies are satisfied with our delivery services, because they can be relied on in delivering large volumes of goods....", (AY, 2023)

The results of the interview above show that the service system and way of dealing with consumers are very satisfying, because J&T Cargo itself is a company that operates in the delivery service sector, so it is very important to need trust from consumers themselves. Some successful positioning statements help a brand to occupy a unique position in the minds of customers and thus succeed in the market for a long time. Feeling artificial intelligence such as feeling analysis, is ideal for these strategic decisions to help develop catchy slogans by understanding what resonates with target customers. Academic research on these decisions is sparse, indicating a research gap in using artificial intelligence to create compelling positioning.

Findings



Source: researcher's findings, 2024

Based on the results of research using a qualitative approach carried out through analysis techniques from interview results accompanied by triangulation of sources, methods and theories, it can be concluded that:

Artificial intelligence for marketing strategies at J&T Cargo is used to determine Consumer Preferences Of Various Segments; Micro Segment Customers; Target Cause Outreach Marketing; Identify The Best Targets; Refining Customer-based Perception Maps; Positioning Slogans; Psychographic Consumer Segmentation; Tourism Consumer Segment; New Customer Promotion Targets; Target Digital Consumers; Target Customers By Brand with the aim of monitoring local market developments, so that in this business J&T Cargo does not lag behind other competitors.

team optimization for Marketing Intelligence through the marketing team via social media and the use of AI to make decisions. Apart from that, the Marketing Intelligence characteristics at the J&T office have unique characteristics in communicating, so that the development of J&T Cargo is becoming more developed and many customers choose J&T Cargo services to send goods with large weights and volumes.

Implications for marketing strategy (STP)

At this stage, marketers can utilize the three intelligences of Artificial Intelligence for segmentation, targeting and positioning. For companies that adhere to a data-driven approach to marketing strategy, this stage may play a greater role than the conclusions derived from marketing research.

Segmentation

Current approaches rely on marketers' intuition and domain knowledge to select a number of segmentation variables that can be used to slice the market, such as demographic, psychographic, and behavioral variables. Therefore, artificial personas are often applied to these segments to help marketers make the aggregate segments more personalized and relevant.

In contrast, when data mining is used to segment markets, marketers no longer need to determine segmentation variables a priori, because unsupervised AI can discover patterns on its own. A nearly unlimited number of variables can be used to segment markets in new ways that often surpass any patterns human marketers can discern.

Targeting

Today targeting largely uses the marketer's subjective judgment, based on resources, the company's competitive advantage, and the segment's value to the company. This usually occurs at the segment level (not the individual level), and often sacrifices segment size for effectiveness.

Instead, after very fine-grained segmentation, it is now AI's turn to recommend the best segments to target. This is most likely one of the segments, as personalization is the power of AI thinking. With the ability to segment the market in unlimited ways and at the individual customer level, targeting in emerging practices is more commonly done at the individual customer level. For example, online advertising uses cookies to target individual customers by following them wherever they go on the Internet. This new targeting is also flexible, as it can combine individual customers into a segment, if they have similar preferences (e.g., recommendations of like-minded customers, combining long-term customers even when each individual customer may not be of value), or it can disaggregate a segment, if heterogeneity within the segment becomes apparent. Goal setting involves not only identifying segments but also determining whether those segments should be pursued. Whether it should be done or not is a matter of predicting the outcome if it is done, and predictions at an individual level can only be measured with the help of AI.

Positioning

Positioning is currently a human task, as it involves judgment, intuition, and creativity that machines cannot yet perform well (Davis and Marcus 2015; Schoenick et al. 2017). Kelly (2019) argues that creativity is not only about novelty but also about social acceptance. A new idea must be accepted by society in order to be considered creative. Because creativity is socially embedded, good positioning is in the eyes of the target customer. Although we have seen more and more examples of AI participating in the creative process.

IV. CONCLUSION

The most disturbing aspect of Artificial Intelligence is that it replaces and enhances human thinking abilities. One of the most revolutionary characteristics of modern Artificial Intelligence thinking is its ability to personalize by automatically analyzing big data. This created a huge leap in marketing's ability to target individual customers. Marketing basically requires thinking intelligence and feeling intelligence. Until now, the ability of technology to help with these things is still limited. Now along with the rapid advancement of Artificial Intelligence in thinking, Artificial Intelligence is gaining the ability to take on many thinking tasks in marketing. Eventually it will even shoulder many of the sentience duties in marketing, as Artificial Intelligence develops further. These efforts have been carried out by researchers. Marketers who can't wait for technology to develop sufficiently are using Artificial Intelligence to perform perceived tasks. Researchers also see that Artificial Intelligence may not be used in the most effective way (for example, collecting customer data indiscriminately or blindly accepting Artificial Intelligence recommendations). Therefore, we developed this strategic framework to help marketers leverage the benefits of AI for marketing impact. In this framework, we outline ways in which various AI intelligence can be used in marketing research, marketing strategy (STP), and marketing actions (4Cs). This report shows the strategic role that Artificial Intelligence can play in marketing, as well as shows the current limitations of Artificial Intelligence, to help marketers use Artificial Intelligence wisely.

REFERENCES

1) Ameyibor, L. E. K., Anabila, P., & Saini, Y. K. (2022). Brand positioning and business performance of alcoholic beverage firms in an emerging market context: the mediation effect of brand equity. *International Journal of Wine Business Research*, *34*(1), 133–154.
2) Amling, A., & Daugherty, P. J. (2020). Logistics and distribution innovation in China. *International Journal of Physical Distribution & Logistics Management*, *50*(3), 323–332.
3) Baltes, S., & Ralph, P. (2022). Sampling in software engineering research: A critical review and guidelines. *Empirical Software Engineering*, *27*(4), 94.
4) Bandyopadhyay, C., & Ray, S. (2020). Finding the sweet spot between ethics and aesthetics: A social entrepreneurial perspective to sustainable fashion brand (Juxta) positioning. *Journal of Global Marketing*, *33*(5), 377–395.
5) Billinger, S., Srikanth, K., Stieglitz, N., & Schumacher, T. R. (2021). Exploration and exploitation in complex search tasks: How feedback influences whether and where human agents search. *Strategic Management Journal*, *42*(2), 361–385.
6) Burroughs, B., & Burroughs, W. J. (2020). Digital logistics: Enchantment in distribution channels. *Technology in Society*, *62*, 101277.
7) Carroll, A. B. (2021). Corporate social responsibility (CSR) and the COVID-19 pandemic: Organizational and managerial implications. *Journal of Strategy and Management*, *14*(3), 315–330.
8) Carson, G., O'Connor, C., & Simmons, G. (2020). The crucial role of market intelligence in the development of small business marketing capabilities. *Journal of Small Business and Enterprise Development*, *27*(5), 797–816.
9) Casas-Rosal, J. C., Segura, M., & Maroto, C. (2023). Food market segmentation based on consumer preferences using outranking multicriteria approaches. *International Transactions in Operational Research*, *30*(3), 1537–1566.
10) Chan, L., Hogaboam, L., & Cao, R. (2022). Artificial Intelligence in Marketing and Sales. In *Applied Artificial Intelligence in Business: Concepts and Cases* (pp. 65–82). Springer.
11) Chen, L., Jiang, M., Jia, F., & Liu, G. (2022). Artificial intelligence adoption in business-to-business marketing: toward a conceptual framework. *Journal of Business & Industrial Marketing*, *37*(5), 1025–1044.
12) Chintalapati, S., & Pandey, S. K. (2022). Artificial intelligence in marketing: A systematic literature review. *International Journal of Market Research*, *64*(1), 38–68.
13) Cortez, R. M., Clarke, A. H., & Freytag, P. V. (2021). B2B market segmentation: A systematic review and research agenda. *Journal of Business Research*, *126*, 415–428.
14) Cortez, R. M., & Johnston, W. J. (2020). The Coronavirus crisis in B2B settings: Crisis uniqueness and managerial implications based on social exchange theory. *Industrial Marketing Management*, *88*, 125–135.

15) De Bruyn, A., Viswanathan, V., Beh, Y. S., Brock, J. K.-U., & Von Wangenheim, F. (2020). Artificial intelligence and marketing: Pitfalls and opportunities. *Journal of Interactive Marketing*, *51*(1), 91–105.
16) Ding, Y., Jiang, Y., Wu, L., & Zhou, Z. (2021). Two-echelon supply chain network design with trade credit. *Computers & Operations Research*, *131*, 105270.
17) Donthu, N., Kumar, S., & Pandey, N. (2021). A retrospective evaluation of Marketing Intelligence and Planning: 1983–2019. *Marketing Intelligence & Planning*, *39*(1), 48–73.
18) Elg, U., & Welinder, A. (2022). Sustainabilty and retail marketing: Corporate, product and store perspectives. *Journal of Retailing and Consumer Services*, *64*, 102810.
19) Eweje, G. (2020). Proactive environmental and social strategies in a small-to medium-sized company: A case study of a Japanese SME. *Business Strategy and the Environment*, *29*(7), 2927–2938.
20) Falahat, M., Ramayah, T., Soto-Acosta, P., & Lee, Y.-Y. (2020). SMEs internationalization: The role of product innovation, market intelligence, pricing and marketing communication capabilities as drivers of SMEs' international performance. *Technological Forecasting and Social Change*, *152*, 119908.
21) Fan, X., Ning, N., & Deng, N. (2020). The impact of the quality of intelligent experience on smart retail engagement. *Marketing Intelligence & Planning*, *38*(7), 877–891.
22) Gutierrez, L., Lim, J. S., Foo, L. L., Ng, W. Y., Yip, M., Lim, G. Y. S., Wong, M. H. Y., Fong, A., Rosman, M., & Mehta, J. S. (2022). Application of artificial intelligence in cataract management: current and future directions. *Eye and Vision*, *9*(1), 3.
23) Hajibaba, H., Grün, B., & Dolnicar, S. (2020). Improving the stability of market segmentation analysis. *International Journal of Contemporary Hospitality Management*, *32*(4), 1393–1411.
24) Haleem, A., Javaid, M., Qadri, M. A., Singh, R. P., & Suman, R. (2022). Artificial intelligence (AI) applications for marketing: A literature-based study. *International Journal of Intelligent Networks*.
25) Han, R., Lam, H. K. S., Zhan, Y., Wang, Y., Dwivedi, Y. K., & Tan, K. H. (2021). Artificial intelligence in business-to-business marketing: a bibliometric analysis of current research status, development and future directions. *Industrial Management & Data Systems*, *121*(12), 2467–2497.
26) Helm, J. M., Swiergosz, A. M., Haeberle, H. S., Karnuta, J. M., Schaffer, J. L., Krebs, V. E., Spitzer, A. I., & Ramkumar, P. N. (2020). Machine learning and artificial intelligence: definitions, applications, and future directions. *Current Reviews in Musculoskeletal Medicine*, *13*, 69–76.
27) Helm, R., Krinner, S., & Endres, H. (2020). Exploring the role of product development capability for transforming marketing intelligence into firm performance. *Journal of Business-to-Business Marketing*, *27*(1), 19–40.
28) Huang, M.-H., & Rust, R. T. (2021). A strategic framework for artificial intelligence in marketing. *Journal of the Academy of Marketing Science*, *49*, 30–50.
29) Ibáñez-Sánchez, S., Flavián, M., Casaló, L. V, & Belanche, D. (2022). Influencers and brands successful collaborations: A mutual reinforcement to promote products and services on social media. *Journal of Marketing Communications*, *28*(5), 469–486.
30) Kang, J., Diao, Z., & Zanini, M. T. (2021). Business-to-business marketing responses to COVID-19 crisis: a business process perspective. *Marketing Intelligence & Planning*, *39*(3), 454–468.
31) Kou, H., Liu, H., Duan, Y., Gong, W., Xu, Y., Xu, X., & Qi, L. (2021). Building trust/distrust relationships on signed social service network through privacy-aware link prediction process. *Applied Soft Computing*, *100*, 106942.
32) Lanza, G., Passacantando, M., & Scutellà, M. G. (2023). Sequencing and routing in a large warehouse with high degree of product rotation. *Flexible Services and Manufacturing Journal*, *35*(4), 1206–1255.
33) Mariani, M. M., Perez-Vega, R., & Wirtz, J. (2022). AI in marketing, consumer research and psychology: A systematic literature review and research agenda. *Psychology & Marketing*, *39*(4), 755–776.
34) Melović, B., Jocović, M., Dabić, M., Vulić, T. B., & Dudic, B. (2020). The impact of digital transformation and digital marketing on the brand promotion, positioning and electronic business in Montenegro. *Technology in Society*, *63*, 101425.
35) Mogaji, E., Soetan, T. O., & Kieu, T. A. (2020). The implications of artificial intelligence on the digital marketing of financial services to vulnerable customers. *Australasian Marketing Journal*, j-ausmj.
36) Moon, S., Jalali, N., & Erevelles, S. (2021). Segmentation of both reviewers and businesses on social media. *Journal of Retailing and Consumer Services*, *61*, 102524.
37) Niedermeier, A., Emberger-Klein, A., & Menrad, K. (2021). Which factors distinguish the different consumer segments of green fast-moving consumer goods in Germany? *Business Strategy and the Environment*, *30*(4), 1823–1838.
38) Razavi Hajiagha, S. H., Ahmadzadeh Kandi, N., Amoozad Mahdiraji, H., Jafari-Sadeghi, V., & Hashemi, S. S. (2022).

International entrepreneurial startups' location under uncertainty through a heterogeneous multi-layer decision-making approach: evidence and application of an emerging economy. *International Journal of Entrepreneurial Behavior & Research*, *28*(3), 767–800.

39) Restuputri, D. P., Masudin, I., & Sari, C. P. (2020). Customers perception on logistics service quality using Kansei engineering: Empirical evidence from indonesian logistics providers. *Cogent Business & Management*, *7*(1), 1751021.
40) Rofiah, C. (2022). Analisis Data Kualitatif: Manual Atau Dengan Aplikasi? *Develop*, *6*(1), 33–46.
41) Rofiah, C., & Bungin, B. (2021). Qualitative Methods: Simple Research With Triangulation Theory Design. *Develop*, *5*(1), 18–28.
42) Salnikova, E., & Grunert, K. G. (2020). The role of consumption orientation in consumer food preferences in emerging markets. *Journal of Business Research*, *112*, 147–159.
43) Sha, Y., Zhang, J., & Cao, H. (2021). Multistage stochastic programming approach for joint optimization of job scheduling and material ordering under endogenous uncertainties. *European Journal of Operational Research*, *290*(3), 886–900.
44) Sheth, J., Jain, V., & Ambika, A. (2020). Repositioning the customer support services: the next frontier of competitive advantage. *European Journal of Marketing*, *54*(7), 1787–1804.
45) Shu, K., Wang, S., Lee, D., & Liu, H. (2020). Mining disinformation and fake news: Concepts, methods, and recent advancements. *Disinformation, Misinformation, and Fake News in Social Media: Emerging Research Challenges and Opportunities*, 1–19.
46) Stone, M., Aravopoulou, E., Ekinci, Y., Evans, G., Hobbs, M., Labib, A., Laughlin, P., Machtynger, J., & Machtynger, L. (2020). Artificial intelligence (AI) in strategic marketing decision-making: a research agenda. *The Bottom Line*, *33*(2), 183–200.
47) Vlačić, B., Corbo, L., e Silva, S. C., & Dabić, M. (2021). The evolving role of artificial intelligence in marketing: A review and research agenda. *Journal of Business Research*, *128*, 187–203.
48) Ye, G., Hudders, L., De Jans, S., & De Veirman, M. (2021). The value of influencer marketing for business: A bibliometric analysis and managerial implications. *Journal of Advertising*, *50*(2), 160–178.
49) Zhang, C., & Lu, Y. (2021). Study on artificial intelligence: The state of the art and future prospects. *Journal of Industrial Information Integration*, *23*, 100224.
50) Zhou, J., Zhai, L., & Pantelous, A. A. (2020). Market segmentation using high-dimensional sparse consumers data. *Expert Systems with Applications*, *145*, 113136.
51) Zhu, W. (2020). *Online Fulfillment: F-Warehouse Order Consolidation and BOPS Store Picking Problems*. New Jersey Institute of Technology.

ATTACHMENT

Question Guidance

Topic	Question
Marketing Intelligence	1. What type of information (what) is needed to make a decision
	2. Types of reports (what) are processed from various departments and sources
Marketing Intelligence System	3. Sources (what) were used to obtain information (from reading books, newspapers and trade publications, conversations between customers, suppliers and distributors, or meeting with other marketing managers)
	4. Several steps (what) are taken to improve the quality of marketing intelligence information
Marketing Research	5. Data analysis program (how) used
	6. Marketing research strategy (via any) (via internal sources, government publications, magazines and books, or commercial data or other means)
	7. Marketing research process
	8. Required research results