

Positionless Marketing Theory, Positionless Marketing Strategy and Positionless Marketing Principles

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ABSTRACT

The term Positionless Marketing was first coined by Saurav Kumar in his researches on marketing and consumer behaviour particularly based on artificial intelligence. The Marketing has evolved beyond static roles and siloed teams. In today's hyper-dynamic environment, customer expectations demand more: speed, relevance, empathy, and personalization. That is where the Positionless Marketer thrives. Enabled by Positionless Marketing, modern marketers are no longer confined to the limitations of marketing assembly lines. They can now execute any marketing task instantly and independently, from audience segmentation to campaign creation to performance optimization. While this shift is powered by AI, automation, and real-time data, the underlying success still depends on one thing: understanding people. This is where Dale Carnegie's timeless book: "How to Win Friends & Influence People," published in 1936, becomes surprisingly modern. With more than 30 million copies sold, Carnegie's principles remain essential for anyone trying to build meaningful relationships, including marketers. At its core, Positionless Marketing is about just that: forging genuine, personal connections at scale.

Research Objective: How the core habits from Carnegie's classic, map directly to the practice of Positionless Marketing and provides Positionless marketing theory, Positionless marketing strategy and Positionless marketing principles.

Research Methodology: The study explains by using Dale Carnegie's habits how positionless marketing can be emphasized and provides Positionless marketing theory, Positionless marketing strategy and Positionless marketing principles.

Originality Value: The research first to foster a unique way of explaining the positionless marketing.

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Introduction

In today's hyper-competitive and fast-changing business environment, sticking to a rigid brand identity can limit growth and alienate consumers who expect brands to evolve with their needs and aspirations. Enter positionless marketing, a strategy that redefines traditional branding by focusing on adaptability, relevance, and consumer-centricity instead of a fixed position. The term Positionless Marketing was first coined by Saurav Kumar in his researches on marketing and consumer behaviour. While the concept has gained momentum globally, Indian companies are also increasingly adopting this approach to navigate the country's diverse consumer base and rapidly evolving market dynamics [1]. Positionless marketing allows brands to fluidly adapt their identity, messaging, and offerings to stay relevant to evolving market trends and consumer preferences. Unlike traditional marketing, which emphasizes a fixed positioning (e.g., "luxury," "budget-friendly," or "eco-friendly"), positionless marketing avoids such constraints, enabling brands to appeal to different segments at different times. For example; A tech company like Reliance Jio markets itself as a connectivity enabler for rural India with affordable data plans but also targets urban consumers

with high-speed broadband services. Tata Group, a conglomerate, operates across diverse sectors like tea, automobiles, and software, maintaining relevance by tailoring its messaging to the specific audience of each vertical without limiting itself to a singular brand image [2]. Positionless Marketing is a modern approach where AI and integrated tools empower every marketer to independently handle tasks traditionally split between specialists (data, creative, optimization), breaking down silos for faster, more agile, and hyper-personalized campaign execution, shifting from a slow "assembly-line" model to continuous, independent action. It grants marketers "Data Power" (insights), "Creative Power" (content), and "Optimization Power" (self-tuning campaigns) to create, test, and deploy at the speed of the customer, reducing bottlenecks and increasing efficiency [3]. At its core, Positionless Marketing is about breaking down rigid roles and empowering marketers to move independently across data analysis, creative execution, optimization, and orchestration. Enabled by AI, today's marketers can do more, and do it faster. As AI reshapes what's possible in marketing, Positionless Marketing provides the framework to unlock that potential. It's not just about tools. It's about culture, ambition, and empowering every marketer to do more. Research Objective: How the core habits from Carnegie's classic, map directly to the practice of Positionless Marketing and provides Positionless marketing theory, Positionless marketing strategy and

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Consumer Buying Process

In order to make a choice and carry out the act of purchase, the consumer must go through a complex decision-making process. In the model of the consumer goes through five stages [4]. Firstly, the consumer becomes aware of the lack he has; thus, a need will be created and the quest for the satisfaction of this need begins in order to compensate for this lack. In some cases, the awareness of the problem may be due to a need whose motivation is linked to social influence [5]. Once the need has been identified, the search for information begins. The extent of the search will depend on the degree of consumer involvement (e.g. buying a book requires less involvement than buying a camera). Generally, there are two sources of information: internal (related to the individual's experience, education, knowledge, memory...) and external (family, friends, media communication, salespeople...). At this stage, when looking for information, the consumer can ask for advice from his or her family, listen to radio broadcasts, or seek advice directly from an expert in the store. The information gathered will influence his final choice [6]. After researching information, it is now the stage of evaluating alternatives. The person can proceed to evaluate the products/services according to their degree of importance and the attributes they offer. Now it's time for the purchase decision, the person will proceed with the purchase act. This step is the concretization of the previous steps. Result or post-purchase evaluation, is the stage in which the consumer, after using / benefiting from the product, will proceed to evaluate the performance of the product or the provision of service in relation to his expectations. If there is no gap or just a little gap, satisfaction is achieved. Otherwise, the consumer will have a negative feeling towards the brand, the product... The post-purchase experience influences the buyer's future decisions but also the opinion he will communicate to his peers. As we can see, during this process, the consumer is influenced by several actors: family, experts etc. They are called opinion leaders [7].

Opinion Leader

An opinion leader is a person who informally influences the behaviour of others in a desired direction. They occupy a key position because of the skills they are credited with in a particular area and the size of community [8,9]. The more they share commonalities with their audience, the more they will be listened to. Before the advent of social media, it was the traditional mass media that mainly influenced consumers. Messages were conveyed by radio, newspapers or news in movies. There are of course other types of opinion leaders, such as politicians or celebrities. In order to influence the consumer, influencers could increase their influence by using communication tools. The next chapter aims to outline the advice given by Dale Carnegie in 1936.

Dale Carnegie' teaching in How to Win Friends and Influence People

Dale Carnegie was born on November 24, 1888 in Maryville, Missouri (USA). This writer and lecturer proposed a method of personal development adapted to the business world that today bears his name (Dale Carnegie, 2020). For Dale Carnegie, positive thinking is very important for professional success and employee motivation. His methods have been implemented in the training and development of salespeople and managers to approach customers and prospects. He died on November 1, 1955 (The

Editors of Encyclopaedia Britannica 2020) [10].

How to Win Friends and Influence People

Dale Carnegie published *How to win Friends and Influence People* in 1936, which became a bestseller. It was first published in five thousand copies. Today it has sold some 40 million copies worldwide. The book has been translated into 37 languages. In *How to win Friends and Influence People*, Dale Carnegie shows us that it's not so hard to make new friends and get people to like you. There are techniques and behaviours to do this. That's what this book explains. So, the advice in the book applies to everyday life as well as business. The teachings are punctuated by examples from the author's personal experiences. According to the author the path to happiness and a better life is based above all on the desire to improve and master the principles that govern human relationships [11]. Dale Carnegie has identified four major principles that are developed throughout the book.

The Principles of the Book

Part One: In the first part of the book, Dale Carnegie explains the 3 fundamental techniques for influencing others and making friends.

"Don't criticize, condemn, or complain" Dale tells us that instead of condemning people, it's better to try to understand them, find out the motive for their actions and do it all in order to stay in neutral mode [12]. This is much more enjoyable and productive than criticizing, and it makes us more tolerant, understanding and good. People will be more open to listening to us.

"Give honest and sincere appreciation" There's only one way to get a person to do something. Indeed, it is to provoke in him the desire for that action. Dale Carnegie lists the different needs we ask for.

Dale Carnegie's List of Needs

- Health and preservation of life
- The food
- Sleep
- The money and property it provides
- Future Survival
- Physical satisfaction
- The happiness of our children
- The sense of our importance.

Very often, most of these needs are satisfied. However, the thirst to be appreciated, to be recognized, to be considered important is often not satisfied. To give a person this importance, it is enough to compliment them sincerely.

"Arouse in the other person an eager want" Then the author tells us why we tend to always talk about what we want. That is why the only way to influence your neighbour is to talk to him about what he wants and how to get it. Put yourself in the other person's shoes, and look at things from both their point of view and ours. To influence others, we must first of all provoke in one of them a desire to act.

Part Two: In this second part, Dale Carnegie tells us how to win the sympathy of others.

"Become genuinely interested in other people." The author tells us that in order for others to be interested in us, we must first be interested in them [13]. Appreciating others helps us make friends. The goal is to do it with sincerity.

"Smile" Here the author talks about the importance of smiling. The sincere smile says: "I like you", "I'm happy to see you",

"Your presence makes me happy", etc. The smile is so important that it can even be heard in our voice. People will have a better image of us.

"Remember that a person's name is, to that person, the sweetest and most important sound in any language"[12]. Here Dale Carnegie talks about the importance of remembering names. He says that everyone prefers their name to every other name on earth. But if we forget or misspell a name, then we are likely to displease. The first step to making friends is to remember their names. Therefore, when we want to influence someone, calling them by their first name is a good thing.

"Be a good listener. Encourage others to talk about themselves" Knowing how to listen sincerely and show it is very useful [12]. To do this, it is necessary to ask stimulating, pleasant questions, to ask the person about his life, about what he has done. In this way we attract their sympathy.

"Talk in terms of the other person's interest" According to the author, if we find out what interests someone, what they are passionate about, all we have to do is take an interest in it, use active listening, ask questions [12]. In addition to the fact that the person in front of us will enjoy talking about themselves, we will also know more about them, which is to our advantage to influence them.

"Make the other person feel important, and do it sincerely" Finally, the last tip tells us that we must make others feel their importance [12]. That means holding those around us in esteem.

Part Three: In the third part of the book, Dale gives us the tools to bring others to our point of view.

"Show respect for the other person's opinions. Never say "You're wrong."" Here, the author shows us that if we disagree with another person, all we have to do is say "I could be wrong... let's see it together" [12]. Indeed, who can find anything wrong with that? That way, we won't get into trouble if we admit that we are prone to error.

"Start with questions to which the other person will answer yes" When we want to convince someone, we must avoid, from the beginning, asking questions on which we disagree [12]. This is an important point in making friends. Let's focus on the points that bring us together and underline them. To do so, asking questions whose answer is yes is very important, because if the answer is no, the person we are talking to will unconsciously be on the defensive.

"Let the other person feel the idea is his or hers" [12]. Dale Carnegie also says that we should not impose our opinions at all costs, but make skill full suggestions, allowing the other person to draw his or her own conclusions.

"Appeal to the nobler motives" Let's not judge and let's not have preconceived notions about people [12]. Let us always think of them as potential friends and honest individuals. By thinking this way, we make ourselves more interesting to others.

"Dramatize your ideas" By making our ideas big and sensational, we make it easier to make an impression on people [12]. That way, they remember us more easily.

Part Four: In the 4th part, the author gives us the tools to be a leader, to change the attitude of others without irritating or offending.

"Talk about your own mistakes before criticizing the other person." Hearing that they are not the only ones who make mistakes makes people feel less guilty about the mistakes they make [12]. It allows them to feel closer to us and to make us more human in their eyes. Finally, it makes us more credible in their eyes and encourages them to listen to us more.

"Praise every improvement" According to Dale, every improvement, no matter how small, should be encouraged [12]. That's how we stimulate those around us, that's how we encourage them to continue their efforts.

"Make the other person happy about doing what you suggest" Finally, as last advice, the author tells us that we must convince others that our suggestions will benefit them [12]. When we make a proposal, we have to formulate it in such a way that our interlocutor understands that he or she will gain personal benefit from it.

Discussion on Relationship between Dale Carnegie' Teaching and Positionless Marketing

The word "network" is attested since the 17th century in the lexicon of weavers. It was used to name the crossover between the fibres. In the 18th century, its use was extended to the medical register to designate the blood system or the nervous system. It was in the 19th century that the word took on a new meaning to designate all the roads, roads and railways that run through a region or country. Whether it is a fibre network, a blood network, a nervous system or a road network, the word reflects the complexity of the links that exist between the different elements to represent a whole. All its uses suggest the interweaving, the circulation of elements for which the network is the support. For a sociologist who has carried out extensive research on the subject, "in everyday language, the return to the notion of network, [...] to designate groups of individuals and their relationships with each other, was confirmed in the middle of the 19th century" [14,15]. The advent of the Web and the transposition of social networks into platforms on the Internet have made it possible to translate the term "social network" in a new way. Social interaction between individuals, or groups of individuals, takes on a new dimension and it is now possible to create content. These new platforms for exchanges between several individuals, thanks to which a professional or private network can be built, allow to enrich and complete traditional social networks. In addition, the speed of contacts allows users to extend their contact networks to their contacts' contacts. This virtual transposition of a social network provides an additional opportunity to connect and interact. To reach 50 million users, it took thirty-eight years on radio, thirteen years on television, three years on the Internet, four years on the iPod, while Facebook will have won 100 million members in one year and Twitter has been even faster [16]. The development of social networks has been rapid and, every day, new networks dedicated to specific uses or differentiated targets appear and integrate into our lives. In ten years, social networks have become a major part of the lives of Internet users, to the point where they spend an average of 136 minutes a day on them in 2018. They have become platforms for exchange on which information and opinions can spread at high speed. Consumers are constantly looking for information on products, services, brands, and become experts in the fields that interest them: they move from consumers to prosumers and begin to form an opinion even before contacting a seller [17]. For a long time, "public relations" remained the prerogative of a small number of personalities who had access to the media. Now, with the development of social networks and publishing services, everyone has become potentially visible on

the Internet. The interest of these social platforms is, beyond the community and user sharing aspect, to offer a marketing component. If a social network's primary purpose is to create connections and exchanges between its members, a social media opens up this network to a marketing dimension that includes a profit motive and advertising tools. As a result, everyone can create income through social networks in many ways. The era of social networks has seen the emergence of new influencers considered as opinion leaders. Now, an influencer is a person who uses a personal blog and/or social networks to communicate their opinions to Internet users and is able to influence them by changing their consumption patterns. The influencer is most often a private individual, even if he is sometimes solicited by companies for commercial or advertising purposes. He can thus act as an ambassador for one or more brands or on his own behalf. Its power of influence depends on its popularity, its expertise on a given subject and the extent of its target (followers, fans, subscribers). Influencers are considered as opinion leader [18]. Many brands are now turning to influencing bloggers to reach new audiences or engage them in a different way. They find ways to work together to ensure that their message is communicated by a source of authority to which the public pays attention. Newspaper advertising and the use of e-mail may soon disappear in favour of eMarketing and social networks. After individuals, more and more companies are going on Facebook, Twitter or YouTube in order to reach millions of potential customers through the Internet. These new communication platforms are revolutionizing the sales and marketing strategies of small, medium and large companies. Indeed, social networks are real communication tools and thanks to their use, the brand image of a product or a company can quickly gain notoriety. The interaction between consumers and businesses is influenced by social networks [19]. Social networks thus become communities where information flows. These communities are considered by the consumer as a credible source of information for brand valuation. For example, a consumer who has purchased a product shares his or her opinion on social networks, whether positive or negative. He will thus be able to influence another consumer's decision. In this way the search for information during the purchasing process is changed. Indeed, besides asking family or friends for advice, people look at the opinion of social network influencers. It is now very quick to search for the desired information, just type in a few keywords. In addition, influencers very often share promo codes, which make it easier to buy something.

The Evolution of Promotional Marketing

Due to the evolution of influencers, marketing has had to adapt to this new method of influencing in order to reach its customers. Previously, the push strategy referred to a "strategy to stimulate distributors to push the sale of such and such a product" [20]. This technique, through sales promotion and the distribution of samples, makes it possible to stimulate consumers and encourage them to buy. One company's pull strategy referred to a "strategy of attracting buyers to incite them to buy such and such a product" [21]. This strategy was based on significant advertising investments with the objective of inciting the consumer to buy the brand. Today, the distinction between these two techniques still applies to communication. In the world of media: push communication refers to traditional media, it starts from the organisation and moves towards the consumer; pull communication is that of digital media: the client follows the brands voluntarily. Digital media have made it possible to move to a communication based on dialogue with consumers, which can in other words allow a more long-term relationship thanks to the feeling of belonging to the brands.

Another evolution in marketing concerns viral communication, which is based on digital word of mouth (WOM). WOM is defined as "the transmission of information and judgments of any kind from one individual to another, between peers, for non-commercial purposes." Viral marketing consists of generating word-of-mouth on the Internet via influencer marketing programs, communities, or viral videos. All contribute to building brand awareness [22]. The Word-of-Mouth Marketing Association (WOMMA) was founded in 2004 with the aim of defining standards, identifying best practices and establishing viral marketing metrics. One of the most influential forms of communication is WOM. Trust in messages from peers is more important than trust in business. A positive WOM can lead to product testing and purchase. However, it must be taken into account that if the WOM is negative, then it will lead to negative viral marketing and may then affect the brand in the long run. According to the Institute of Content Marketing (2020), content marketing is defined as "a strategic approach focused on creating and distributing valuable, relevant, and consistent content to attract and retain a clearly defined audience - and, ultimately, to drive profitable customer action. ». Thus, digital content marketing is positioned as the management of processes allowing to identify, anticipate and satisfy consumer needs through the use of digital content. Content marketing enables the creation of relevant content adapted to different user profiles [23]. Numerous digital formats are available for the distribution of content: Posts on several social networks, Video, Podcast, Blogs etc. Each company defines its strategy according to the different customer profiles. The first use marketing through the influencers concerns sponsored articles [24]. A sponsored blog article consists, for a blogger, in being paid to publish content about the brand on his own blog, using his own tone. The beauty of sponsored articles is that each blogger can bring a unique perspective to the content so that it appeals to its readers. The second way is to use product reviews written by bloggers. This is another effective way to convince potential customers to make a purchase. Bloggers are known to be reliable sources, so their readers take note of any positive opinions about a brand. Then, influencers can also work through an affiliate program. This system can increase conversions for a product and bring a new audience to a brand. Offering contests in partnership with influencers and bloggers is also a way to do marketing. Finally, one of the other methods concerns advertising space. Indeed, placing ads on a YouTube video or on a blog allows you to awareness your brand by increasing the visibility of a brand.

Measure the Power of Influence in Social Media

The simplest way to calculate the power of influence of an influencer is to calculate its engagement rate (ER). An ER generally measures the commitment of consumers or subscribers to a publication, branded advertising or influencer. The notion of ER is mainly used in the field of social networks, each platform offers its own ER (Facebook ER, Instagram ER, etc.). The ER can also be used for blogs, articles, videos, etc. In general, an ER is calculated by dividing the total number of interactions related to a publication by the number of individuals exposed to that publication. The interactions taken into account are generally: likes, and comments. While they can be useful for making comparisons between different publications or for identifying trends, ER have two main limitations. They compile interactions that do not have the same value in terms of engagement. Indeed, a like is probably not worth a favourable comment or sharing. Finally, they do not take into account the tone of the interactions. For example, a publication can be shared as part of a bad buzz. Also, ER can be distorted by the many robots that are rampant on

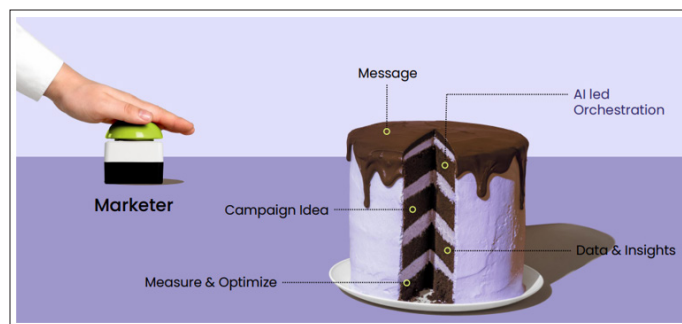
social networks. For example, fake influencers can try to inflate their ER by buying likes or comments.

Viability of Social Network Influences in the Long Term

Since influencers are sponsored, we could say that they will be less credible in the eyes of subscribers. The answer is yes and no. Most of consumers believe that partnerships with brands influence the advice and opinions of influencers. It is true that when money is at stake, our opinion can change. However, whether it's a fashion influencer or a YouTube gamer, the credibility of an influencer depends on the advice they give and the products they use. For example, a make-up specialist will have little interest in allying herself with a brand of cosmetics that she doesn't consider to be correct. Her image as an expert is based primarily on the advice she gives. And this is indeed the main characteristic of an influencer: her recognized position as an opinion leader. Having managed to position itself as an expert in its field among a large community of subscribers, its strength lies in the trust placed in it, which gives it real leadership in the consumer decisions of its community. Moreover, the article also shows us that consumers indicate that experts in their field are able to maintain their. Moreover, if influencers abuse the trust of their subscribers, there is a high risk that it will come out. For example, by recommending a product that subscribers will find bad, they will have less confidence in the influencer's advice afterwards. This is why it is in the interest of influencers to be transparent in their partnerships. Then Chan explains that consumers start to find repetitive content, it becomes rare to find original content among influencers. We find the same partnerships with the same brands between influencers, the same sunset photo etc. Thus, influencers must learn to innovate in order not to bore their audience.

Positionless Marketing Theory - Explanation

Traditionally, marketing roles were clearly defined: brand management, content creation, digital marketing, and analytics each had their specialized responsibilities. That structure resembled the clear-cut roles in basketball: point guards directed play, centers dominated the paint, and shooting guards nailed the three-pointers. The term Positionless Marketing was first coined by Saurav Kumar in his researches on marketing and consumer behaviour. However, the digital landscape's complexity and interconnectedness have dissolved boundaries, giving rise to the positionless marketer. While "positionless" might sound like a buzzword, its impact on your bottom line is anything but ethereal. Think about the traditional campaign cycle: ideation, creation, approval, launch, analysis. Each step a potential bottleneck, each hand-off a chance for miscommunication. With agile, positionless execution, you're looking at a dramatic reduction in time-to-market for campaigns. We're talking about shaving weeks, even months, off your cycle. This translates directly to increased responsiveness to market trends and customer feedback, leading to higher conversion rates and improved customer lifetime value. Consider the cost savings from reduced rework and more efficient resource allocation. When marketers are empowered with integrated data and tools, they make smarter decisions, faster. This isn't just about "doing more with less;" it's about "doing better, quicker, and with greater impact."



Expect to see your marketing ROI metrics climb as your teams become more autonomous and effective, turning insights into action before the competition even finishes their morning coffee.

Discussion on Experience Economy

Experience economy is used as an overarching concept for service providers in leisure and recreation industry whose primary goal is providing high quality experiences. Explored the concept of experiences by coining the term, "experience economy", which is the final phase of economic progression that has developed from commodity, product and service economy. Defined experience as "events that engage individuals in a personal way"; whereas define experiences as, "enjoyable, engaging, memorable encounters for those consuming these events". While discussing experience economy, identified four realms of customer experiences including entertainment, education, esthetic and escapism. These four dimensions are differentiated across two axes i.e., the degree of customer involvement and the connection of customer with the surroundings. The first dimension is entertainment which is developed when passive absorption is observed by the customer such as watching a theatre performance. The second dimensions are esthetic where the customer has a passive participation and immersion in the experience. Examples for esthetic dimensions includes a beautiful arrangement of historical relics in a museum, an attractive service scape or ambience in a resort hotel or experiencing the breath-taking scenery of Niagara Falls. The third dimension is education which refers to an experience where the participant actively participates but is in absorption such as snorkelling, scuba diving or ski-schools. The fourth and the last dimension is escapism which happens when the participant is affecting the actual performances in the real or virtual environment for example, by rafting or playing in a casino. To summarise, it can be stated that entertainment experience is about feeling, the educational experience learning, the esthetic experience presence, and the escapist experience doing influence customers' emotions and satisfaction levels.

Conclusion 1: Positionless Marketing Theory defined by Saurav Kumar "Positionless Marketing is about Cultivating a Team that doesn't just React to Change, but Anticipates it, embraces it, and Leverages it to Create Unparalleled value for Customers and Businesses".

• Positionless Marketing Strategy – Explanation

The "big deal" is simple: relevance. In a world where customer expectations are shaped by instant gratification and hyper-personalization, a marketing team structured like a 19th-century factory is a liability, not an asset. Positionless marketing tears down those internal walls. Imagine a marketer who isn't just a "social media specialist" but someone equipped with direct access to customer data, the creative tools to whip up a campaign, and the analytics to optimize it on the fly. They're not waiting for a brief to land on their desk; they're spotting opportunities and acting

on them. This isn't just about efficiency; it's about fostering a culture of ownership, rapid experimentation, and genuine customer centricity. It's like giving every player on your team a universal remote, allowing them to switch channels, adjust volume, and even record, all without needing to call the control room. The result? Campaigns that hit harder, resonate deeper, and adapt faster than your competitors can say "quarterly review." Ready to ditch the silos? Here's your tactical roadmap. First, invest in a unified tech stack. This means CRM, marketing automation, analytics, and creative tools that talk to each other seamlessly. Data is the lifeblood of positionless marketing, and it needs to flow freely. Second, foster a culture of psychological safety and continuous learning. Empowering individuals means trusting them to make decisions and learn from their mistakes. Provide training not just in specific tools, but in broader marketing strategy, data interpretation, and creative thinking. Third, redefine "success." Move beyond vanity metrics to focus on tangible business outcomes. Encourage experimentation and rapid iteration over perfect, slow-moving campaigns. Think of it less as a hierarchical structure and more as a "swarm intelligence" model, where individual agents are highly informed and coordinated, but also free to react to local conditions. It's about building a team of T-shaped marketers: deep expertise in one area, broad understanding across many, ready to pivot and contribute wherever needed.

Conclusion 2: Positionless Marketing Strategy stated by Saurav Kumar "Positionless Marketing Strategy means Companies must Built a Hierarchical Structure such as a "Swarm Intelligence" Model, Where Individual Agents are Highly Informed and Coordinated, but also Free to React to Local Conditions.

• Discussion on Harnessing Artificial Intelligence for Marketing Innovation

In the new era of AI in marketing, transformative approaches are reshaping the way businesses interact with their customers. Artificial Intelligence (AI) is revolutionizing the marketing landscape by providing innovative solutions and strategies. Through the use of AI, marketers can automate processes, personalize communication, and analyze vast amounts of data to make informed decisions. AI-powered technologies such as machine learning, natural language processing, and virtual assistants are transforming customer relationship management and enhancing strategic and tactical marketing. These transformative approaches offer numerous benefits, including improved data collection and analysis, increased return on investment (ROI), and enhanced customer relationships. However, they also come with risks that businesses must navigate, such as data interpretation challenges and security concerns. Embracing these transformative approaches is essential for businesses to stay competitive in the rapidly changing market. Across various sectors, businesses have harnessed artificial intelligence (AI) and big data analytics to handle enormous volumes of data from numerous sources, enabling autonomous decision-making and predictive capabilities. In the realm of marketing, AI has emerged as a game-changer, allowing companies to deliver personalized customer experiences, enhance advertising efficiency, and automate customer interactions. Utilizing AI technologies such as machine learning algorithms and natural language processing (NLP), businesses can scrutinize extensive datasets, discern patterns, and craft customized marketing messages and services that bolster customer engagement and satisfaction. The incorporation of AI into marketing strategies facilitates real-time personalization, dynamic content adjustments, and optimal resource management. Nevertheless, these advantages are accompanied by ethical and privacy challenges, including

concerns about data security, algorithmic fairness, and transparency. Addressing these issues is essential to preserving consumer trust and ensuring ethical AI usage in marketing practices. Unveiling the Benefits and Risks of AI-Driven Strategies AI-driven strategies in marketing offer a multitude of benefits. One key advantage is improved data collection and analysis, enabling marketers to gather valuable insights from vast amounts of information. This leads to increased ROI as businesses can make data-driven decisions and optimize their campaigns accordingly. AI also enhances customer relationships through personalized communication, allowing for more targeted and relevant interactions. Additionally, AI enables advanced performance measurement, providing marketers with real-time analytics to track and evaluate campaign effectiveness. However, there are risks associated with AI-driven strategies. Data interpretation challenges and cognitive biases can lead to inaccurate insights, while technological issues and security concerns pose potential threats. Businesses must carefully navigate these risks to harness the full potential of AI in marketing.

Conclusion 3: Saurav Kumar States the following Five Principles of Positionless Marketing

Saurav Kumar's Five Positionless Marketing Principles

- **Principle of Experience, Memories and Loyalty:** It has been advised by that customers' consumption experiences revolving around 4Es result in strong memories and positive behaviours. A limited number of scholars have studied these phenomena and they support the positive impact of 4Es on consumer memories. In this context, stated that a hedonic and entertaining experience that can enhance knowledge of the guests can end up with positive memories and positive behaviours such as revisits and recommendations to friends and family etc. Also observed a significant relationship between the 4Es and positive memories and loyal behaviour of guests in bed and breakfast and cruise ship industry [25-30].
- **Principle of Dynamic Personalization and Real-Time Engagement:** The adoption of AI in marketing strategies facilitates real-time personalization, enabling the adaptation of content and offers based on live interactions. AI platforms, as highlighted in recent research, convert complex customer data into actionable insights, allowing for personalized experiments and the optimization of promotions and pricing strategies. This approach guarantees that each customer enjoys a unique experience tailored to their specific needs, thereby enhancing satisfaction through timely and relevant content.
- **Principle of Ethical Considerations in AI Personalization:** While AI offers numerous benefits in personalizing customer experiences, it also raises important ethical issues, particularly concerning data privacy and algorithmic bias. Ensuring transparency in AI operations and maintaining customer trust are critical challenges that marketers must address. Companies need to develop robust frameworks to protect consumer data and ensure fair treatment, thereby fostering a trustworthy relationship with their customers. Several companies have successfully implemented AI to enhance customer personalization. For example, AI-driven customer service systems have shown to streamline operations, reduce costs, and augment human labor by handling thousands of customer queries efficiently. Moreover, companies employing AI technologies have seen significant improvements in customer satisfaction and operational efficiency.
- **Principle of Versatility and Adaptability:** The positionless marketer is characterized by a diverse skillset. The positionless marketer can execute a variety of functions across channels, excelling not only in branding and content creation but also in emerging fields like influencer marketing, social media management, and data analysis. Such adaptability is crucial in

a world where customer behaviors and market trends change rapidly. One of the most transformative contributions of Artificial Intelligence (AI) to digital marketing is its ability to personalize content accurately, dynamically, and on a massive scale. This advancement has radically changed how brands interact with consumers, enabling more relevant, contextual, and emotionally connected experiences. AI redefines segmentation strategies and allows messages to be tailored in real time based on each user's behavior, preferences, and needs. AI-based content personalization is primarily based on analyzing large volumes of data (Big Data) from various sources: social media, purchase histories, web browsing, and interactions with chatbots, among others. From this data, algorithms learn patterns and predict which type of content, format, or channel is most effective for each user profile. This ability to anticipate is key to delivering highly targeted messages that generate greater engagement and loyalty [31-38].

• **Principle of Integration and Collaboration:** Just as positionless basketball emphasizes teamwork and fluidity, the positionless marketer thrives on cross-functional collaboration, integrating various marketing disciplines to create cohesive campaigns, using data-driven insights to guide their strategies. That collaborative approach ensures that messaging is consistent and resonates with the target audience across all touchpoints. A critical element in usability evaluation is the feedback the system can receive and adjust. The best tools are not simply generating content but allowing users to refine the results, adjust parameters, choose writing styles, or include specific prompts. This co-creation capability reinforces the idea of AI as an "intelligent assistant" rather than a replacement for human thought. On the other hand, the most recent evaluations also warn about the learning curve in some more sophisticated environments, especially when the platforms offer advanced features or integrate with other tools (such as CRM, SEO, or automation software). In these cases, the lack of clear guidelines or specific training can hinder effective adoption, underscoring the importance of educational resources, well-structured onboarding, and accessible technical support. It is important to highlight that the usability of AI tools in content production is a determining factor for their successful integration into digital marketing. While the technology has demonstrated great potential for increasing efficiency, its value lies in how users experience, understand, and incorporate it into their creative processes. Achieving fluid, empathetic, and flexible interaction with these platforms will be key to taking full advantage of their benefits without sacrificing the quality or identity of the content [39-42].

Result & Findings

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|---|
| Positionless Marketing Theory |
| Positionless Marketing Theory defined by Saurav Kumar "Positionless Marketing is about cultivating a team that doesn't just react to change, but anticipates it, embraces it, and leverages it to create unparalleled value for customers and businesses". |
| Positionless Marketing Strategy |
| Positionless Marketing Strategy stated by Saurav Kumar "Positionless Marketing Strategy means companies must built a hierarchical structure such as a "swarm intelligence" model, where individual agents are highly informed and coordinated, but also free to react to local conditions. |
| Saurav Kumars Five Positionless Marketing Principles |

- Principle of Experience, Memories and Loyalty
- Principle of Dynamic Personalization and Real-Time Engagement
- Principle of Ethical Considerations in AI Personalization
- Principle of Versatility and Adaptability
- Principle of Integration and Collaboration

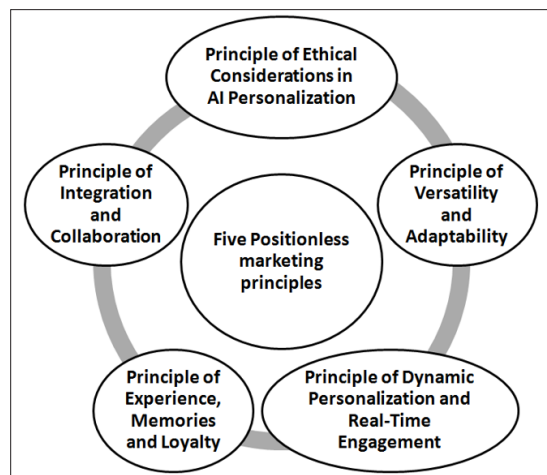


Figure: Saurav Kumars Five Positionless Marketing Principles

Conclusion

To conclude, the teachings of Dale Carnegies are still applicable to social networks despite the change in the type of communication, however some principles need to be adapted to this mass communication. Finally, to go a little further, it would be interesting to add some new principles on honesty and humor for example. The researcher wishes to specify that it is important for him above all for an influencer to share what he is passionate about, whether it is travel, fashion, etc. Indeed, an influencer will spend a lot of time on social networks. So, it is important to share with passion, to put one's heart into it in order not to get bored on the long term and lose one's enthusiasm.

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