**Agility:**

1. Agility is an organizational capability
2. Firms with strong agility adapt to market changes better than competitors
3. The definitions imply that proactiveness, responsiveness, speed and flexibility are primary attributes of agility.
4. Agility implies sense and response
5. Agility is both proactive and reactive. It involves both proactively creating changes and rapidly sensing and responding to opportunities and threats
6. Agility can be domain specific. Firms may be agile in one or more domains, such as customer-based processes or product development.

**Marketing Agility:**

1. One definition: the ability to outpace a firm’s competition in the marketplace by being nimble enough to realign resources as necessary (this definition is limited in terms of developing frameworks for measuring this concept which is critical at the early stages of these discussions.
2. Marketing agility enables firms to adapt marketing effort to quickly and effectively respond to changing customer needs, market conditions and strategic growth demands.
3. Firms with high marketing agility plan for change. Their marketing departments cooperate with other departments to simultaneously meet customer and firm needs
4. Marketing agility suggests proactivity. Firms anticipate customer demand and the acquisition and retention of customers
5. Marketing agility also implies active research to understand current and potential needs suggest that marketing agility is an element of agility strategic frame. Both manufacturing agility and marketing agility are critical for firms to compete effectively
6. Marketing agility subsumes both customer agility and marketing sensing capability
7. Customer agility emphasizes firm’s ability to sense and respond to customer-based opportunities, while marketing agility is the ability to anticipate as well as sense and rapidly respond to marketing opportunities. Agile firms do not limit themselves to monitoring customer-related opportunities, but also collect information from competitors, distributors and suppliers.
8. This study considers agility from a marketing perspective and defines marketing agility as a firm’s ability to proactively anticipate and sense marketing opportunities, and to respond quickly and flexibly to these opportunities to better satisfy customer needs.
9. Core characteristics of agility are flexibility, responsiveness, speed, culture of change, integration and low complexity.
10. The extant research identifies four central facets of agility: proactiveness, responsiveness, speed and flexibility. As such, this study focuses on these facets to conceptualize marketing agility. For the purpose of this study, the definitions of these aspects are: proactiveness is a firm’s ability to use marketing approaches to anticipate and stimulate demand. Responsiveness is an ability to identify changes in demands and market opportunities and respond. Speed refers to the ability to anticipate and respond to market opportunities and threats rapidly and effectively. Flexibility is the ability to efficiently and effectively produce different combinations of products at volumes.