1. There are strong evidence to indicate that agile organisations are equipped to minimize misallocation of resources, respond to threats in timely manner and ability to outwit rivals in their industries.
2. Organisational agility refers to firms’ ability to mobilise firm resources and expertise “to adapt or react to changes in the business environment to exploit market opportunities in timely manner
3. Agile organisations are characterized by their unique abilities to mobilise and utilise scarce managerial resources, technology and employees in timely manner to respond to business environmental changes and uncertainties
4. agility is viewed as the flexibility and adaptability of organisations in being responsive to preferred consumer choices and additionally supplying the products timely.
5. Doz and Kosonen (2010, p. 371) make reference to three key factors which need to be present for organisations to demonstrate agility: strategic sensitivity, leadership unity and fluidity of resources. Their definitions of the three factors include strategic sensitivity – the sharpness of perception of, and the intensity of awareness and attention to, strategic developments – leadership unity: the ability of the top team to make bold, fast decisions, without being bogged down in top-level ‘win-lose’ politics, and resource fluidity: the internal capability to reconfigure capabilities and redeploy resources rapidly
6. Resources broadly refers to the “stocks of available factors that are owned or controlled by the firm” whilst capabilities are “a firm’s capacity to deploy resources, usually in combination, using organisational processes, to effect a desired end”
7. Within the agility literature, it is not just the possession of resources and capabilities but rather the ability to mobilise and utilise them with alertness, decisiveness, swiftness and flexibility in ability to access relevant data to design and implement decisions or strategy with speed and precision
8. organisational agility as a capability may entail sensing and responding to environmental threats
9. By developing high level of organisational agility, firms are able to modify their resources, approaches and routines in a timely manner to respond to looming environment threats such as new sources of competition and government regulation (Park *et al*., 2017), including changing customers demand.
10. Developing agility can be important as through the deployment of this capability firms will have a higher level of customer satisfaction by meeting the changing needs of their customers with different or unique product/service offerings in a timely manner.
11. Accordingly, developing and deploying international marketing agility require fast decisions and unique ability to mobilise firms marketing resources to neutralise or stem threats to the business
12. Agility has been described as reconfiguration and manoeuvrability of options swiftly in response to unpredictable needs and conditions in the business environment in order to reap possible benefits
13. The three key components of agility are presented below to structure the evidence of marketing agility as observed in our case firm:
    1. Robustness: Robustness refers to how the company demonstrates resilience to cope with turbulence in the various markets in which it operates
    2. Responsiveness: Responsiveness is about operational strategies to quickly address unforeseen occurrences which could potentially impact on a company’s businesses in various locations
    3. Proactiveness: This part deals with how the company anticipates and stimulates growth in generating timely demand for their products.
14. Based on a single case analysis, we developed a three-dimensional perspective on marketing agility, i.e., *robustness*, *responsiveness* and *proactiveness* which demonstrates organisational attempt towards achieving agility. The analysis revealed that three components of framework need to operate together in a cycle as evident in BS’ JEE Virtuous cycle, as a much wider cooperation from different stakeholders is required. BS is confident it has agile brand because they confirmed that they believe they have a head start in brands they introduce to the market because of who they are