



The New 3P Model in Digital Marketing: Redefining the Marketing Mix for the Digital Age

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Abstract

The "3P Marketing Mix" reframes the traditional, omnipresent marketing mix to address the specific demands of digital ecosystems. By redefining the conventional 4P model, this framework introduces Product, Platform, and Promotion as its core elements. Product extends beyond physical goods to encompass digital and hybrid offerings, envisioning variety of digital business models. Platform extends the "Place" element, representing digital hubs that serve multifunctional roles, such as web presence, customer engagement, distribution and operational support. Promotion incorporates traditional and digital techniques, emphasizing interactivity and data-driven personalization. This framework provides a streamlined, adaptable approach for digital marketing practitioners and a valuable tool for marketing educators, closely aligning with the real-time, customer-centric, and platform-driven nature of digital ecosystems. It offers practical and theoretical value, inviting further research and application across various digital and hybrid business models, thereby bridging traditional marketing theory with digital-specific advancements.

Keywords: Digital marketing, Marketing Mix, 4P, Marketing education, Marketing strategy.

1. INTRODUCTION

The digital revolution has fundamentally transformed how businesses create, deliver, and communicate value to customers (Kannan & Li, 2017). It has reshaped how businesses approach marketing, necessitating an evolution beyond traditional models like the 4Ps framework—Product, Price, Place, and Promotion. Originally developed in the mid-20th century by McCarthy (1960), the 4Ps model has long been a cornerstone in marketing, providing businesses with a structured approach to decision-making (Kotler & Armstrong,





2017). However, with the rise of digital platforms and new consumer behaviors, the applicability of this framework has become increasingly limited. The rise of platform-based businesses like Google and Facebook, which simultaneously serve as products, distribution channels, and promotional vehicles (Parker et al., 2016), challenges the discrete categorization inherent in the 4P model. Digital marketing environments introduce complexities, such as platform-based business models, data-driven personalization, and non-traditional pricing structures like freemium models. These dynamics challenge the assumptions of the traditional 4Ps, particularly in areas where digital channels redefine distribution and even product conception (Chaffey & Ellis-Chadwick, 2019).

One notable response to these challenges is the emergence of new marketing frameworks is the 4S web-marketing mix model, developed by Constantinides (2002), that outlines a web marketing strategy based on four elements: Scope, Site, Synergy, and System. Another one is the SAVE model (Solution, Access, Value, and Education), which refocuses marketing from a customer-centric viewpoint, thereby aligning more with the needs of digital consumers (Ettenson, Conrado, & Knowles, 2013). However, while the SAVE and 4S model address some aspects of the digital shift, it does not fully encapsulate the unique roles that digital platforms play in modern marketing ecosystems. As Wymbs (2011) argues, digital marketing is not merely an extension of traditional marketing but a new approach that requires comprehensive academic and practical frameworks to address digital-specific needs. This gap has led to the conceptualization of a new model that specifically addresses the complexities of digital marketing.

The New 3P Marketing Mix—comprising Product, Platform, and Promotion—proposes a restructured view of marketing for the digital age. This model retains essential elements of traditional marketing but adapts them to reflect the characteristics of digital business operations. In this model, *Platform* replaces the traditional concept of *Place*, acknowledging that digital platforms serve as both distribution channels and operational foundations for many modern businesses (e.g., social media platforms, e-marketplaces), while the 4P framework struggles to accommodate the dynamic nature of digital distribution, where the lines between product delivery and promotional channels increasingly blur (Constantinides, 2006). Similarly, the *Promotion* element incorporates traditional marketing strategies alongside digital tactics like search engine optimization (SEO) and personalization, which are interwoven with the platform and have proven effective in reaching digital audiences (Ryan, 2017). The New 3P Concept also repositions *Price* as a sub-element of *Product*, reflecting how digital products, especially those following free, freemium or subscription models, often feature flexible pricing strategies (Laudon & Traver, 2020). Companies like Spotify and Netflix employ freemium models where pricing becomes





intrinsically linked to product features, rather than existing as a separate strategic consideration (Kumar, 2014).

This paper aims to explore the theoretical and practical implications of the New 3P Concept, evaluating its relevance for digital marketing through a structured methodology and validation using real-world examples. This model provides a simplified framework that aligns with current digital business practices and offers a streamlined approach to teaching and understanding digital marketing principles.

2. LITERATURE REVIEW

The evolution of marketing theory and practice in response to digital transformation necessitates a critical examination of existing frameworks and their relevance in the contemporary business environment. This review synthesizes key literature streams related to marketing mix models, digital marketing evolution, and emerging business paradigms to establish the theoretical foundation for the New 3P Concept.

2.1 The Traditional Marketing Mix and its Alternatives.

The traditional 4Ps marketing mix—Product, Price, Place, and Promotion—remains a foundational framework in marketing, tracing back to McCarthy's (1960) work. This model provides a structured approach to aligning business goals with marketing tactics by categorizing essential decision areas (Kotler & Armstrong, 2017). This framework's enduring influence is evidenced by its continued presence in marketing education and practice (Goi, 2009; Keelson, 2017). However, scholars have increasingly questioned its adequacy in addressing modern marketing challenges (Rafiq & Ahmed, 1995; Grönroos, 1997; Constantinides, 2006; Dominici, 2009; Kannan and Li, 2017).

As digital technologies have advanced, the static nature of the 4Ps model has faced scrutiny, especially in its ability to address the complexities of digital interactions. Researchers, such as Kannan and Li (2017), argue that the 4Ps framework lacks the flexibility to accommodate multi-functional digital environments where platforms serve as product, distribution, and promotional channels. Similarly, Constantinides (2006) emphasized that e-commerce demands a restructuring of traditional marketing practices to integrate the internet's interactive nature more effectively. Grönroos (1994) earlier critiqued the model's transactional focus, suggesting it inadequately addresses relationship marketing—a criticism that has become more pertinent in the digital age where customer relationships are increasingly platform-mediated.

The limitations of the traditional 4Ps framework have led to the development of alternative models to better capture modern business dynamics.





Booms and Bitner (1981) extended the traditional framework to include People, Process, and Physical Evidence, creating the 7Ps model. While this adaptation addressed service marketing needs, it potentially increased complexity without fully addressing digital marketing's unique characteristics (Rafiq & Ahmed, 1995).

Lauterborn's (1990) 4Cs framework—Consumer, Cost, Convenience, and Communication—shifted focus toward customer-centricity. However, this model, while valuable, still doesn't fully capture the nature of digital products (Wang et al., 2005; Wani, 2009).

The 4S web-marketing mix model, developed by Constantinides (2002), outlines a web marketing strategy based on four elements, all beginning with "S": scope, site, synergy, and system. While effective for direct e-commerce, this model is less adaptable to other online business models (Wang et al., 2005).

Ettenson et al. (2013) introduced the SAVE framework—Solution, Access, Value, and Education—as a B2B marketing alternative to the 4Ps. This framework draws on the earlier SIVA model by Dev and Schultz (2005). While the SAVE framework addresses contemporary marketing challenges, it has not yet achieved significant adoption.

Batat's experiential marketing mix (7E) presents a new approach that emphasizes creating business experiences for the "phygital" era, blending physical and digital elements to enhance consumer engagement (Batat, 2022). However, as a recent development, it still requires further validation and acceptance.

Although various models have been proposed to tackle challenges in e-commerce and digital marketing, as noted by Constantinides (2006) and Vynogradova & Drokina (2020), none have yet gained widespread acceptance among academics or practitioners.

2.2 The Evolution of Digital Marketing

The introduction of the Internet and subsequent digital innovations have significantly reshaped marketing strategies. Digital platforms allow for highly personalized content and real-time customer interactions, enabling companies to target consumers more precisely than traditional media (Chaffey & Ellis-Chadwick, 2019).

Digital transformation has fundamentally changed business models, as discussed by Verhoef and Bijmolt (2019), who highlighted the need for adaptable frameworks capable of capturing the complexity of digital platforms and data-centric marketing. Digital platforms like Google, Amazon, and Facebook not only serve as promotional channels but function as comprehensive ecosystems where product, distribution, and engagement converge (Parker, Van Alstyne, & Choudary, 2016). This transformation underscores the need for a model that integrates platform functions into the core of digital marketing strategies, as the traditional





Place element cannot capture the expansive role of digital platforms. The rise of platform economics has fundamentally altered marketing dynamics. Parker et al. (2016) describe how platforms create value through facilitating interactions between participants, rather than through traditional linear value chains. This shift challenges traditional marketing mix elements, particularly the concept of 'place' in distribution (Van Alstyne et al., 2016).

Kannan and Li's (2017) analysis also emphasizes how digital platforms enable direct interactions, driving engagement and personalizing consumer experiences. As Eckhardt and Bardhi (2020) discuss, digital platforms have become spaces of social distinction and consumer identity formation, shifting the marketing focus from merely delivering products to creating brand experiences that resonate with digital audiences.

Digital products exhibit characteristics that challenge traditional marketing frameworks. Shapiro and Varian's (1999) seminal work on information goods highlights unique aspects such as near-zero marginal costs and network effects, which influence how products are marketed and monetized. More recent research by Ramaswamy and Ozcan (2016) emphasizes how digital technologies enable product-service hybridization, further blurring traditional marketing mix boundaries.

Digital products, such as software, online courses, and streaming services, have become central to modern marketing and challenge the traditional Product element of the 4P model. Unlike physical goods, digital products can be distributed instantaneously and often come with flexible pricing models, including freemium, tiered, and subscription-based options (Kotler & Armstgrong, 2017). This shift from physical to digital products highlights the need for marketing frameworks that accommodate the distinct characteristics of digital offerings and the ecosystems they inhabit.

The digital age has seen a rise in flexible, customer-focused pricing models like freemium, in which basic services are offered for free with options to pay for premium features. Additionally, freemium and subscription-based pricing models have gained popularity in digital business environments, challenging traditional concepts of price as a fixed element. This evolution has blurred line between product and price (Laudon & Traver, 2020). Kumar (2014) explores how the freemium model supports consumer engagement, allowing businesses to offer value at various levels, fostering brand loyalty, and meeting diverse consumer needs. Traditional pricing strategies are increasingly challenged by the need for dynamic, consumer-influenced pricing, particularly in digital spaces where platforms enable direct consumer input (Powers & Loyka, 2010)

Digital marketing channels, including social media, email, and search engines, provide unique promotional opportunities that differ significantly from traditional media. These channels allow marketers to engage with consumers in a highly targeted manner, leveraging





data analytics for refined audience segmentation and personalization (Ryan, 2017). The role of data analytics in digital marketing further distinguishes it from traditional marketing, as it provides insights that allow continuous improvement and optimization of campaigns (Kingsnorth, 2019). Additionally, digital promotions are often interactive, enabling two-way communication that strengthens brand-consumer relationships and increases engagement (Chaffey & Ellis-Chadwick, 2019).

Digital channels have transformed promotional strategies, leading to the emergence of content marketing, search engine optimization, and social media marketing as crucial components of the marketing mix. Taiminen and Karjaluoto (2015) demonstrate how digital promotion integrates with both product features and platform capabilities, challenging the traditional separation of promotional activities.

2.3 Gap in Existing Literature

Although various frameworks have attempted to address the shortcomings of the 4P model in the digital context, a unified model specifically tailored to digital marketing remains underdeveloped. The global evolution of the marketing mix, spurred by digital, geopolitical, and socio-economic shifts, underscores the need for adaptable, platform-based strategies in modern marketing frameworks (Wichmann et al. 2022). Current frameworks either focus on customer-centric models or extend service marketing parameters but lack a streamlined approach that simplifies digital marketing principles for practical application. This gap underscores the need for a simplified, adaptable model that better aligns with digital-first business models and the unique characteristics of digital products, platforms, and promotions.

Despite numerous attempts to adapt or replace the 4P framework, existing literature reveals several persistent gaps:

1. **Integration Challenge:** Current frameworks struggle to capture the integrated nature of digital business models where products, platforms, and promotional activities are increasingly intertwined (Kannan & Li, 2017).
2. **Complexity vs. Simplicity:** While some frameworks attempt to address digital marketing's complexity by adding elements, they potentially sacrifice the parsimony that made the original 4Ps valuable for practitioners and educators (Goi, 2009).
3. **Platform Recognition:** Existing frameworks inadequately address the central role of platforms in modern digital business models, particularly their function beyond mere distribution channels (Parker et al., 2016).

These gaps in the literature suggest the need for a new framework that maintains the simplicity of the original marketing mix while better reflecting the realities of digital business





models. The proposed 3P Concept aims to address these limitations while providing a more intuitive framework for understanding digital marketing strategies.

3. METHODOLOGY

This paper adopts the Conceptual Development Methodology (Meredith, 1993) to propose and refine the New 3P Concept in Digital Marketing. This methodology is suitable for advancing theoretical frameworks by logically restructuring existing models based on emerging trends and business realities. In this research, the 3P model is developed as a response to the limitations of the traditional 4P marketing mix, which does not adequately address the complexities and new challenges of digital business models—ranging from simpler models, such as blogging, to more complex models, such as open e-marketplaces with integrated fulfillment infrastructures like Amazon's.

The process began by examining the traditional 4P model and other alternative models, including the 7P, 4S, and 4C frameworks, to conclude that McCarthy's (1960) 4P marketing mix remains predominant, with no other model achieving comparable acceptance. The 4P framework—Product, Price, Place, and Promotion—was then critically analyzed to identify its strengths and limitations within digital environments. Each element was re-examined in light of current practices, such as freemium models, platform ecosystems, and digital promotional strategies. This logical restructuring results in the following adaptations within the 3P model:

Product - remains foundational and, beyond physical products and onsite services, now incorporates digital products, content, and online services, reflecting the interwoven nature with the other marketing elements. For instance, in certain models, a Platform itself may function as a product.

Platform - expands upon the traditional Place element to include web front-end interfaces, back-end systems, and physical facilities, emphasizing the importance of "phygital" (physical and digital) ecosystems that support both distribution and operational efficiency.

Promotion - is retained but integrates traditional and digital methods, ensuring relevance in today's multi-channel marketplace.

Pricing - is not excluded, but is integrated within the Product element to further streamline the model. This shift accommodates models without explicit pricing strategies, such as blogging, affiliate marketing, and open-content creation.

To validate the conceptual robustness of the 3P model, a range of business models—both online and conventional—are mapped against this framework, demonstrating its applicability and relevance across multiple industries. While the primary focus of this paper



is theoretical development, the inclusion of real-world business practices ensures alignment with practical realities, offering value to both academic and practitioner audiences.

This methodology enables the construction of a clear, practical framework that simplifies marketing strategies for the digital era, while also advancing the theoretical discourse surrounding marketing models.

4. THE NEW 3P MARKETING MIX FOR THE DIGITAL AGE

The New 3P Concept in Digital Marketing builds upon the established 4P marketing model, while integrating digital-specific advancements and unique characteristics of contemporary marketing. Recognizing that digital environments demand greater flexibility, interactivity, and direct engagement with consumers, this model reconfigures the traditional elements to align with digital practices that distinguish modern marketing strategies.

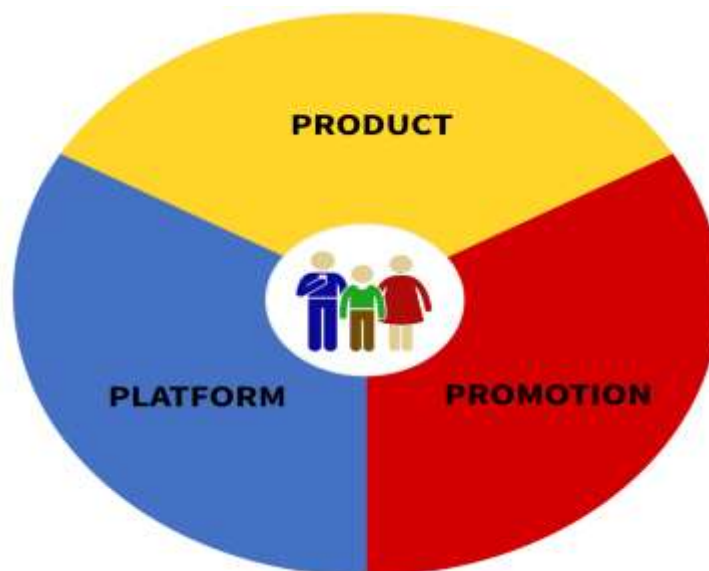


Figure 1: The 3P Marketing Mix for the Digital Era

By refining the classical elements of Product, Place, and Promotion into a more streamlined 3P framework—Product, Platform, and Promotion—the model aims to address the complexities of digital marketing, where products are often intangible, platforms integrate the front-end (the website) and the back-end operations and promotional activities are diverse, data-driven and interactive (Kotler et al., 2017; Chaffey & Ellis-Chadwick, 2019; Laudon & Traver, 2020).



This new structure is particularly significant as it encapsulates core digital principles, offering a simplified yet comprehensive framework that retains the strengths of traditional marketing theories while embracing contemporary digital practices. Each element of the New 3P model has been adapted to include current digital business needs, creating a model that better supports the unique structures and demands of the digital ecosystem. The 3P Model recognizes that while digital transformation has revolutionized how businesses operate, certain fundamental marketing principles remain constant. Each element builds upon traditional marketing knowledge while incorporating digital-specific considerations that reflect contemporary business realities. This approach provides both theoretical continuity and practical relevance for modern marketing practitioners.

The visualization of the 3P Marketing Mix model (Figure 1) illustrates the compact and interconnected nature of its core elements: Product, Platform, and Promotion. Each segment is depicted as part of a unified circle, signifying the seamless integration of these components in achieving marketing objectives. Notably, the central placement of the customers icon emphasizes that all marketing activities revolve around the customer, positioning them at the heart of the model and underscoring their pivotal role in guiding strategic marketing efforts. This configuration visually reinforces the model's customer-centric approach and the essential interplay between each element.

4.1. Product

The Product element in the 3P Concept builds upon the traditional understanding of product in marketing theory while incorporating the unique characteristics of digital offerings and their pricing mechanics. Rather than representing a departure from the 4P framework, this conceptualization enhances our understanding of how digital technologies have expanded and enriched the nature of products in the modern marketplace (Bharadwaj et al., 2013).

In the New 3P model, Product remains a foundational element but is redefined to better represent all goods, including the digital, and the versatile nature of online offerings. In the digital context, products retain their fundamental role as value-bearing offerings but exhibit enhanced flexibility in their composition and delivery. Digital products span a spectrum from purely digital offerings like software and content to hybrid solutions that combine physical and digital elements. This evolution has not changed the essential nature of products as solutions to customer needs but has expanded the ways in which value can be created and delivered (Teece, 2018).

The range of offerings facilitated through digital business models is diverse, encompassing free information and content, web services, digital and physical goods,





software solutions, Software-as-a-Service (SaaS), interactive entertainment, and multimedia content (Laudon & Traver, 2020; Parker et al., 2016). Unlike traditional physical products, digitally enabled products and services possess dynamic, intangible characteristics, including downloadable content, cloud-based software, and subscription-based services (Ettenson et al., 2013; Vial, 2019). These digital offerings present distinct challenges to traditional marketing mix frameworks, necessitating a more nuanced approach in our proposed model to address their unique characteristics and delivery mechanisms.

The digital environment has also transformed how products can be modified and enhanced over time. Unlike traditional physical products, digital offerings can be continuously updated, improved, and personalized, creating dynamic value propositions that evolve with customer needs. This characteristic has led to the emergence of products-as-platforms, where the core offering serves as a foundation for ongoing value creation and delivery (Van Alstyne et al., 2016).

Modern digital products often incorporate informational and service components, blurring traditional boundaries between products and services. This hybridization is evident in connected devices, software-as-a-service solutions, and content platforms that combine tangible and intangible value elements. The product element in the 3P Concept acknowledges this complexity while maintaining focus on the fundamental purpose of products as solutions to customer needs (Ramaswamy & Ozcan, 2016).

An important enhancement in the 3P Concept is the integration of pricing considerations within the Product element. While pricing remains a crucial aspect of marketing in the digital context and interconnects with other elements of the mix, the model maintains parsimony by incorporating pricing as a sub-element of Product. This integration reflects the evolution of digital business models where pricing strategies have become inextricably linked to product features and delivery mechanisms. For instance, freemium models, prevalent in digital services, demonstrate how pricing tiers naturally emerge from product feature sets rather than existing as separate strategic decisions (Kumar, 2014). Additionally, certain digital business models operate without traditional pricing strategies, either offering free content (e.g., content creators, online magazines, non-profit organizations) or working within predetermined pricing structures (e.g., affiliate marketing models).

The integration of pricing within the Product element aligns with the practical realities of digital business models where value capture mechanisms are inherently embedded in product design. Subscription models, usage-based pricing, product trials, and freemium structures emerge organically from product architecture rather than being imposed as separate strategic decisions (Teece, 2018; Laudon & Traver, 2020). This





integration streamlines strategic planning while preserving the sophisticated pricing capabilities essential in digital markets.

The product, as a central element of the marketing mix, operates in tandem with the other elements of the mix. This interdependence is critical because each component amplifies the impact of the others, creating a cohesive and more effective marketing strategy. When viewed through a digital marketing lens, this interconnection is especially evident in the ways product features align with platform-specific capabilities, integrated promotional strategies, Thus, the product is not a standalone entity but a dynamic component shaped by and shaping the broader marketing environment.

These interdependencies between product, platform, and promotion create a cohesive marketing strategy where each element reinforces the others. The product's value is not limited to its intrinsic attributes but is amplified through platform-driven customization, personalization, and innovative promotional methods. As a result, brands can achieve greater customer loyalty, enhanced engagement, and increased sales by synchronizing these elements within a unified framework.

This evolved understanding of product in the 3P Concept preserves the essential role of products as value-bearing offerings while acknowledging how digital technologies have enhanced their potential for value creation and capture. By maintaining connection to traditional marketing principles while incorporating digital-specific considerations, the framework provides a practical foundation for modern marketing strategy development.

The product element thus represents not a break from traditional marketing theory but rather its natural evolution in response to technological advancement and changing business models. This conceptualization provides marketers with a more nuanced understanding of how products can be developed, delivered, and monetized in digital environments while maintaining connection to foundational marketing principles.

4.2. Platform

In the New 3P Concept, the Platform expands the traditional 4P element of Place, emphasizing the centrality of digital ecosystems in distributing, managing, and facilitating interactions around customers, marketing activities, products and services. In this context, this represents the second and perhaps most significant enhancement of our model, incorporating digital transformation elements into the traditional 4P marketing mix while maintaining model's inherent parsimony.

Unlike physical distribution channels, which focus primarily on the logistics of moving products from suppliers to consumers, digital platforms serve as multi-functional hubs. They not only support the distribution of products but also act as venues for customer





engagement, data collection, and operations integration (Parker et al., 2016). Distribution has evolved beyond mere logistics, becoming part of the digital consumer experience through branded apps and online platforms (Wichmann et al., 2022), as seen in Netflix's transformation from DVD rental to global streaming service. Wymbs (2011) emphasizes that digital platforms are central to the new marketing landscape, functioning as both content distribution channels and engagement hubs. In a digital-first economy, platforms such as e-commerce websites, social media networks, and mobile applications represent more than mere distribution channels; they become strategic assets that shape the entire consumer journey and influence customer perceptions of value (Chaffey & Ellis-Chadwick, 2019).

Platform in the New 3P model is inclusive of owned, third-party platforms and hybrid approaches, extending beyond traditional e-commerce websites to encompass digital tools that support backend operations. The choice depends on strategic objectives, resource availability, and specific market dynamics (Tiwana, 2014). These platforms integrate key digital business systems such as customer relationship management (CRM), supply chain management (SCM), enterprise resource planning (ERP), marketing automation tools, analytics, etc., to create seamless experiences for both businesses and customers (Bharadwaj et al., 2013; Kingsnorth, 2019; Laudon & Traver, 2020). For example, companies like Amazon leverage their platform not only to sell products but also to manage fulfillment, optimize supply chains, and provide promotional opportunities for sellers. This model reflects the increasing role of platforms as versatile, scalable systems that support distribution, product engagement, and strategic data utilization within a single ecosystem (Kotler et al., 2017).

Furthermore, the platform concept acknowledges that in digital contexts, platforms themselves often function as the product. Social media networks, e-marketplaces and content delivery platforms exemplify this convergence, where the platform acts as both the venue for and the focus of consumer engagement, reinforcing the need for flexible, integrated marketing approaches that consider the platform as an inherent component of value delivery (Parker et al., 2016).

Digital platforms, as noted by scholars, represent a paradigm shift from linear value chains to interactive, network-based value creation systems. As Rochet and Tirole (2003) initially conceptualized, platforms function as multi-sided markets that facilitate interactions between different user groups, creating value through interconnectedness rather than through traditional transactional mechanisms. This perspective is further elaborated by Hagiu and Wright (2015), who emphasize platforms' ability to reduce transaction costs and create network effects that generate exponential value. The platform concept in the 3P framework represents more than a technological infrastructure; it embodies a strategic approach to value creation. By recognizing platforms as dynamic, interactive ecosystems, the





model provides a more comprehensive understanding of digital business strategies (Cusumano et al., 2019).

The Platform component in the proposed 3P model encompasses 3 curtail components (1) front-end applications, (2) back-end operations and (3) physical facilities in an integrated framework. This is in line with the omnichannel approach that values blending online and offline resources to better support customer interactions and improve service delivery (Rigby, 2011; Bonetti et al., 2018; Brynjolfsson et al., 2013). The front-end components include digital touchpoints such as websites, user experience (UX) and user interface (UI) elements, e-commerce functionalities, and mobile applications. The back-end infrastructure supports not only distribution mechanisms for both digital and physical goods but also enables synergistic integration with other model elements: Product and Promotion. The physical facilities may include store-fronts, storages, offices production facilities etc. This integration manifests in multiple ways. For instance, the platform facilitates product customization through front-end interfaces while simultaneously orchestrating back-end systems for production and fulfillment of these customized offerings. Similarly, it enables data-driven promotional activities through personalized digital communications and dynamic web content delivery.

The Platform's scope in this model transcends traditional marketing boundaries, encompassing automated production processes and supply chain management. This comprehensive approach is essential for addressing the multifaceted challenges of the digital business environment, where operational and marketing functions are increasingly interconnected.

This conceptualization challenges traditional marketing perspectives by positioning platforms as central, rather than peripheral, to business operations. Platforms are no longer merely channels for product distribution but become integral components of value generation, customer engagement, and strategic differentiation.

The Platform element in the 3P Concept thus offers a sophisticated lens for understanding digital marketing strategies, acknowledging the complex, interconnected nature of contemporary business ecosystems. By emphasizing platforms' multifunctional roles, the framework provides marketing practitioners and researchers with a more nuanced tool for strategic analysis and implementation.

4.3. Promotion

In the New 3P Concept, Promotion retains its foundational role from the traditional marketing mix but expands to encompass the advanced, interactive, contend/product-driven, platform-driven and data-driven techniques that define digital marketing. This





element represents a critical evolution of traditional marketing communication strategies, adapting to the dynamic and interconnected digital landscape while preserving core marketing communication principles. As Taiminen and Karjaluoto (2015) demonstrate, digital channels have fundamentally transformed promotional approaches, integrating promotional activities more intimately with product features and platform capabilities.

Unlike traditional promotion strategies that primarily relied on one-way communication via channels such as television, radio, and print, digital promotion engages consumers through interactive, personalized methods that are both immediate and measurable (Chaffey & Ellis-Chadwick, 2019). The digital environment allows for tailored content delivered through a range of channels—such as social media, email, search engines, and websites—each designed to optimize engagement and responsiveness based on real-time data and consumer feedback (Ryan, 2017).

An important aspect of digital promotion in the New 3P model is the integration of analytics, precise targeting and personalization, where customer insights drive targeted messaging and adaptive content strategies. Tools like customer relationship management (CRM) systems, predictive analytics, and artificial intelligence (AI) enable marketers to build individualized promotional experiences, fostering stronger connections between brands and consumers. Platforms such as Google and Facebook exemplify this model, leveraging user data to deliver highly relevant ads that align with individual preferences and behaviors, thereby improving conversion rates and enhancing brand loyalty (Kingsnorth, 2019).

Additionally, digital promotion emphasizes the importance of content as a strategic asset that intertwines product and promotional value. Content marketing—through product features, use cases, blogs, videos, and interactive media—serves as both a promotional tool and a value-add for customers, offering educational or entertaining material that strengthens brand presence without explicit sales tactics. The shift toward content-centric promotion aligns with consumer preferences for informative and meaningful engagement rather than overt advertising, allowing brands to position themselves as trusted authorities within their industries (Pulizzi, 2014). This content-driven approach to promotion reflects the broader digital marketing trend of blending promotional and relational strategies to meet evolving consumer expectations.

The key digital promotional practices have fundamentally transformed marketing strategies, encompassing multiple interconnected channels and approaches (Peter & Dalla Vecchia, 2021). Search Engine Optimization (SEO) and Search Engine Marketing (SEM) represent pivotal digital promotional strategies that optimize content visibility and strategic digital positioning by leveraging algorithmic understanding and user search behaviors (Das, 2021; Poturak et al. 2022). Social media platforms have emerged as sophisticated





promotional ecosystems enabling direct, interactive communication, with influencer partnerships redefining traditional endorsement models through authentic and targeted narratives (De Veirman et al., 2019). Additionally, content marketing has evolved from a peripheral activity to a core strategic communication approach, establishing thought leadership and meaningful engagement beyond traditional advertising paradigms (Hollebeek & Macky, 2019). Through advanced segmentation and data analytics, email marketing has transformed into a sophisticated, personalized promotional channel, enabling hyper-targeted communication strategies based on precise user preferences and behaviors (Kumar & Salo, 2018). A defining characteristic of digital promotion is its foundation in data-driven decision-making. Analytics enable unprecedented levels of measurement, optimization, and personalization. As Ramaswamy and Ozcan (2016) note, this approach allows marketers to move beyond generic mass communication toward more nuanced, contextually relevant promotional strategies.

The list of digital marketing tools, techniques and resources is extensive and incorporates: websites, e-mail marketing, content marketing, video marketing, SEO, SEM, social media marketing, affiliate marketing, online advertising, retargeting, influencer marketing, online public relations, CRM, marketing automation, e-coupons, viral marketing etc. (Vynogradova & Drokina, 2020; Peter & Dalla Vecchia, 2021). Many of these are not stand-alone techniques but product/content dependent and/or platform enabled. The Promotion element in the 3P Concept recognizes that modern promotional strategies are no longer discrete activities but deeply integrated with product offerings and platform capabilities. This integration reflects the evolving nature of digital marketing, where promotional activities contribute directly to value creation rather than functioning as peripheral communication mechanisms.

By reconceptualizing promotion within the digital context, the 3P framework acknowledges both the continuity and transformation of marketing communication principles. Promotional strategies retain their fundamental purpose of communicating value propositions while adopting more sophisticated, interactive, and data-driven approaches enabled by digital technologies.

The Promotion element thus represents a nuanced understanding of how organizations can effectively communicate and create value in an increasingly complex digital ecosystem. It provides marketing practitioners with a flexible yet rigorous framework for developing promotional strategies that are both technologically advanced and strategically coherent.

This approach maintains the core communicative purpose of promotion while recognizing the profound ways digital technologies have expanded and enriched marketing





communication possibilities. The 3P Concept's treatment of promotion offers a forward-looking perspective that bridges traditional marketing wisdom with contemporary digital communication practices.

5. CONCEPT VALIDATION THROUGH BUSINESS MODEL ANALYSIS

The practical applicability of any theoretical marketing framework must be demonstrated through real-world business scenarios. This section validates the New 3P Concept by examining its implementation across diverse business models, ranging from pure digital ventures to traditional businesses with digital presence. This validation approach serves two crucial purposes: first, it demonstrates the model's versatility in accommodating various business types and operational contexts; second, it provides practical insights for both academics and practitioners on how the framework can be applied in different scenarios.

Table 1: Validation Through Business Model Analysis

Digital-First Businesses			
Business model	Product	Platform	Promotion
Fashion e-store	Apparel	E-commerce website (Shopify)	E-mail list, Blog (content marketing), social media
Payment processor	Online payment services	Front-end (website) – back-end payment processing system	Ads, Referrals, Tradigital media, affiliate
Influencer	Content (photos+videos)	Third party platform (Instagram)	Network effect/viral marketing
Affiliate marketing	Content (articles, advice, guides)	Website (domain, outsourced hosting, website system WordPress)	SEO, Content marketing, social media optimization, e-mail marketing
Digital Marketing Agency	Digital Marketing Services	Own website + Third party platforms	Ads, social media (LinkedIn), Referrals
Hybrid Businesses (Physical + Digital Presence)			
Business model	Product	Platform	Promotion





Fashion retailer	Apparel	Physical store + website + e-procurement	Window display, social media, E-mail list, Local SEO
Craftsman	Handicrafts	Third party platform (Etsy)	Network effect, social media, Image SEO
Small Hotel	Accommodation	Website & Third-party platforms (Booking) + physical premise	Google maps, ads, network effect.
Barber shop	Haircuts	Website + Booksy for scheduling / barbering facility	Window display, Google maps, Yelp, Referrals
Shoe manufacturer (contract + white label)	Shoes	B2B or EDI / SCM /ERP / Drop-Ship system	B2B marketplaces / Alibaba / Google Ads

The validation process focuses on analyzing how different businesses structure their Product, Platform, and Promotion elements, highlighting the model's adaptability and comprehensive nature. This analysis encompasses both digital-native businesses and traditional enterprises that have embraced digital transformation, providing a holistic view of the model's applicability across the modern business landscape.

The analysis reveals several key insights about the New 3P Concept's practical implementation:

Product Integration: The product remains a central element of the marketing mix, even as businesses incorporate a wide array of digital products and online service offerings. Digital-native businesses might often blur the lines between product and service, incorporating dynamic pricing and personalization as core product features rather than separate elements.

Platform Versatility: The Platform component demonstrates remarkable flexibility, accommodating both proprietary systems and third-party platforms while serving as the operational backbone for business activities.

Promotion Synergy: Promotional strategies show strong integration with both Product and Platform elements, leveraging digital capabilities for targeted, data-driven marketing efforts.





Model Adaptability: The framework successfully accommodates both pure digital players and hybrid businesses, demonstrating its relevance across the contemporary business spectrum.

These observations demonstrate the New 3P Concept's effectiveness in capturing the essential elements of modern business operations while maintaining sufficient flexibility to accommodate diverse business models and operational approaches. The model proves particularly valuable in highlighting the interconnected nature of digital business elements, where success depends on the seamless integration of Product, Platform, and Promotion strategies.

The analysis further reveals that businesses increasingly rely on platform capabilities to enhance both product delivery and promotional efforts, validating the model's emphasis on Platform as an important element. This interconnection is especially evident in how digital-native businesses leverage their platforms for both operational efficiency and market reach, while hybrid businesses use digital platforms to augment their physical presence and enhance customer experience.

This systematic validation through business model analysis strengthens the theoretical foundation of the New 3P Concept while providing practical insights for its implementation across various business contexts. The model's ability to accommodate both pure digital and hybrid business models underscores its relevance in today's evolving business landscape. This validation of the New 3P Concept highlights how the model can be operationalized across various business types, adapting to the specific needs of each and its audience. It underscores the model's applicability in diverse digital even offline settings, reaffirming its relevance for both academic inquiry and practical application.

6. DISCUSSION

The New 3P Concept in Digital Marketing offers considerable value to scholars, educators, students, practitioners, entrepreneurs, and business professionals by redefining traditional marketing frameworks in response to digital advancements. This model's streamlined approach, which emphasizes Product, Platform, and Promotion, reflects current digital dynamics and addresses gaps left by traditional models such as the 4Ps, providing a simplified yet comprehensive perspective suited for both academic exploration and practical application.

For scholars and researchers, this model presents an opportunity to explore the evolving nature of marketing elements within digital ecosystems. By centering on interconnected digital components, the New 3P Concept supports in-depth analysis of digital marketing and paves the way for additional theoretical expansions. Educators may find this





model beneficial in structuring course materials that align with contemporary digital marketing practices, thus enhancing students' readiness for digital-oriented careers. Students, especially those pursuing digital marketing, can use this model as a foundational tool, helping them conceptualize and analyze real-world scenarios where digital platforms play multifaceted roles. For practitioners and entrepreneurs, the New 3P Concept offers a practical framework that aligns closely with operational realities, promoting strategies that enhance consumer engagement and competitive advantage.

The validation through real-world business models demonstrates the adaptability and practical relevance of the New 3P Concept. By applying the model across different business types—ranging from digital-native companies to hybrid enterprises—it highlights the flexibility of the 3Ps in capturing digital business dynamics. The interconnectedness among Product, Platform, and Promotion also underscores the model's efficacy in creating cohesive marketing strategies that resonate within digital and phygital environments. However, while this initial validation establishes a solid foundation, further empirical studies and field-based validation could strengthen the model's robustness, particularly by expanding its scope to additional industry sectors.

The model's limitations primarily stem from its simplification, which may overlook some complexities in digital marketing. For instance, the integration of Price within Product may obscure specific pricing strategies that remain independent of product features in some industries. Additionally, while the Platform element successfully replaces Place, its broad scope may necessitate further refinement to distinguish between different platform roles, such as engagement, distribution, supply, production or data management. These limitations suggest that the New 3P Concept should be considered an adaptable framework rather than an exhaustive representation of digital marketing.

Future research can further develop this model by exploring the interconnectedness of elements—particularly Product-Platform, Product-Promotion, and Platform-Promotion relationships. Investigating how these elements influence each other in various digital contexts could offer insights into optimizing digital marketing strategies. Expanding and detailing each element (e.g., by exploring the nuances within Platform, such as platform types and their specific roles) would add depth to the model, allowing for more granular analyses across different business models.

The model's applicability warrants additional examination, particularly through validation by students, experts, and practitioners in different digital marketing domains. Comparative studies that position the New 3P Concept alongside the traditional 4Ps and alternative frameworks (such as 4Cs or SAVE) could offer valuable insights into its relative strengths and applicability across various contexts.





Validating this model through both theoretical and empirical methods could further solidify its relevance. Theoretical validation could involve comparative studies that explore its conceptual alignment with established frameworks. Empirical validation through case studies, industry trials, and academic assessments can help assess its practical effectiveness and adaptability across multiple sectors, ensuring its relevance to diverse digital and traditional marketing environments.

The New 3P Concept's structural shift offers a nuanced alternative to the 4Ps by aligning with digital trends that are inadequately captured by traditional models. Unlike the 4P model, which separates Place and Promotion, the New 3P framework emphasizes the platform's role in supporting both product distribution and promotional activities, reflecting modern customer interaction patterns. Comparing this model to alternatives such as the SAVE framework could highlight its unique focus on digital platforms, demonstrating its practical advantage in industries where digital interactions and customer engagement are critical.

7. CONCLUSION

The New 3P Concept in Digital Marketing—comprising Product, Platform, and Promotion—redefines the traditional marketing mix to better reflect the dynamics of digital business environments. This model addresses gaps in the 4P framework by adapting marketing strategies to digital interactions, where platforms serve as multifunctional hubs for distribution, engagement, and data-driven personalization. The New 3P Concept integrates digital-specific elements, making it adaptable to varied business contexts and more relevant for today's multi-channel, interactive marketing landscape.

Academically, the model offers scholars a contemporary framework for examining digital marketing's evolving complexities, encouraging further research into its structural and relational aspects. In educational settings, the New 3P Concept serves as an intuitive, streamlined tool for teaching digital marketing fundamentals, helping students understand key digital components and their interconnectedness in modern business practices. Practically, the model provides entrepreneurs, practitioners, and marketing professionals with a focused, actionable structure for designing effective digital strategies that resonate with consumer behaviors and optimize engagement across digital ecosystems.

Overall, the New 3P Concept enhances the marketing mix by recognizing the foundational roles of digital products, platforms, and promotions, thus delivering a framework that aligns with both theoretical advancement and practical applicability in the digital age.





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