

MARKETING EVOLUTION UNDER DIGITAL TRANSFORMATION: THE SHIFT FROM 4P TO 4E

Song Zhengyi

PhD student, Belarusian State University, Minsk, Belarus, abbot.s@yandex.by

Supervisor **E. G. Churley**

PhD in economics, associate professor, Belarusian State University, Minsk, Belarus, Churlei@bsu.by

Digital transformation has accelerated the shift in how companies interact with consumers, rendering the traditional 4P marketing mix increasingly inadequate in meeting the demands of the new environment. In recent years, the 4E marketing framework has emerged as a more fitting approach, reflecting the dynamics of the digital economy and the experience economy.

Keywords: Digital Transformation; Marketing Paradigm; 4P Theory; 4E Framework Value Co-creation.

ЭВОЛЮЦИЯ МАРКЕТИНГА В УСЛОВИЯХ ЦИФРОВОЙ ТРАНСФОРМАЦИИ: ПЕРЕХОД ОТ 4P К 4E

Сун Чжэньи

аспирант, Белорусский государственный университет, г. Минск, Беларусь, abbot.s@yandex.by

Научный руководитель **Э. Г. Чурлей**

кандидат экономических наук, доцент, Белорусский государственный университет, г. Минск, Беларусь, Churlei@bsu.by

Цифровая трансформация ускорила изменение способов взаимодействия компаний с потребителями, делая традиционную маркетинговую модель 4P всё менее способной удовлетворять требования новой среды. В последние годы появилась концепция маркетинга 4E, которая считается более подходящей, отражая динамику цифровой экономики и экономики впечатлений.

Ключевые слова: цифровая трансформация; маркетинговая парадигма; теория 4P; концепция 4E; совместное создание ценности.

The 4Ps—Product, Price, Place, and Promotion—have served as the core framework of marketing since McCarthy first proposed the model [1]. However, as consumer behavior has become increasingly diverse and interactive, the limitations of this approach have grown more apparent [2]. The 4Es—Experience, Everyplace, Exchange, and Evangelism—were later introduced, with Vargo and Lusch’s Service-Dominant Logic providing the theoretical foundation. This perspective highlights experience, interaction, and value co-creation as central to modern marketing [3]. Existing research suggests that the penetration of digital technologies has accelerated the rise of always-online consumers, channel integration, and community-driven communication, gradually positioning the 4E framework not just as a supplement but in many cases as a replacement for the traditional 4P theory [4].

1. Product → Experience:

1) the consumer experience has become multidimensional. First, functional satisfaction—whether the product addresses core user needs. Second, emotional value, which stems from brand storytelling,

interactive environments, and a sense of identity or belonging. Finally, immersive experiential value, made possible by technologies such as augmented reality (AR) and virtual reality (VR), allowing users to engage with brands in deeper, more interactive ways. In this process, the logic of value creation shifts from being product-centered to experience-centered. Companies must therefore design unified and coherent experience chains that ensure consistency and satisfaction across every consumer touchpoint;

2) in the digital environment, the product is no longer a mere “object” but rather a touchpoint within a broader experience system. The core task of the firm is not just to refine product functions, but to leverage data, technology, and scenario-based design to deliver immersive, personalized, and sustainable end-to-end experiences. This transformation reflects the evolution of consumer values and marks a significant upgrade in marketing—from a transaction-oriented model to an experience-oriented paradigm.

2. Price → Exchange:

1) value exchange in a digital environment is multifaceted. Beyond monetary cost, users may offer their attention in exchange for content or services, which companies then convert into value. For example, a user might access an app for free, but while using it, they are exposed to advertisements. Here, the user’s attention becomes a form of non-monetary exchange value, which the company monetizes by selling it to advertisers. At the same time, user-generated word-of-mouth and social sharing also constitute value, driving brand dissemination and trust-building;

2) digital transformation allows firms to enhance consumer perceptions through non-monetary value offerings. Take Amazon Prime: membership is not just about price discounts. By integrating faster delivery, exclusive benefits, and digital entertainment, Amazon creates an exchange experience that goes beyond price;

3) in the digital environment, the logic of exchange is shifting from one-time transactions to relational exchanges. By collecting and analyzing consumer behavior data, companies gain deep insights into individual needs, enabling them to provide personalized recommendations and differentiated services;

4) this shift from price to exchange value means firms must redesign their marketing logic. Competition is no longer limited to price; companies must build a multidimensional value system—including monetary, data, attention, and social capital—to enhance overall customer satisfaction and loyalty. As emphasized by Vargo and Lusch’s Service-Dominant Logic, value is no longer unilaterally created by firms but co-created through interaction and exchange with consumers.

3. Place → Everyplace:

1) in a digital environment, Everyplace manifests as omni-channel integration. Consumers move seamlessly across touchpoints: they may discover a product on social media, complete a purchase on an e-commerce platform, experience it in a physical store, and access after-sales service through a brand app. This cross-scenario experience requires companies not only to maintain multiple channels (multi-channel), but also to ensure data connectivity and coordination among them, guaranteeing consistency and continuity in the consumer experience;

2) everyplace also implies full temporal and spatial coverage. Traditional channels depend on physical location and operating hours, whereas digital technologies enable brand-consumer interactions beyond these constraints. Through mobile apps, consumers can engage and purchase anytime, anywhere. In virtual environments (VR/AR), they can even interact with brands within entirely digital spaces;

3) the expansion of digital channels has driven the fragmentation and reintegration of touchpoints. The purchasing journey is broken down into countless micro-moments—clicks, searches, shares, or even voice interactions. These fragmented touchpoints collectively form the consumer’s overall experience. Companies must leverage big data and artificial intelligence to integrate and analyze these moments, building a 360-degree view of consumers to enable precise marketing and personalized recommendations;

4) the evolution from Place to Everyplace also reflects a shift in the role of channels. Traditionally, channels served as intermediaries for value delivery; today, they have become integral components of value creation. Whether in online-to-offline (O2O) integration, cross-border e-commerce, or instant retail, channels have evolved from mere transaction pathways to key arenas for cultivating brand-consumer relationships.

4. Promotion → Evangelism:

1) evangelism reflects a shift in the consumer's role. In a digital society, consumers are not merely recipients of information but also creators and disseminators of content (prosumers). Through sharing, commenting, and co-creating content on social media, they transform their consumption experiences into shareable narratives, influencing other potential consumers online. User-driven communication is perceived as more authentic and persuasive, significantly enhancing brand reputation;

2) in a digital environment, Evangelism emphasizes community-driven and relational communication. Companies no longer rely solely on large-scale advertising; instead, they engage users through community management, collaborations with virtual influencers, and co-creation activities. A typical example is Starbucks' member communities, which cultivate "social currency." Such community evangelism converts consumers into long-term brand advocates and voluntary promoters;

3) with the advancement of big data and artificial intelligence, companies can identify and incentivize the most influential evangelists. For instance, e-commerce platforms highlight reviews from "trusted users" to guide other consumers' purchasing decisions. This mechanism diminishes the marginal impact of traditional promotion while shifting value creation to consumers and community networks;

4) the evolution from Promotion to Evangelism signifies a profound change in marketing logic: from one-way persuasion to multi-directional resonance; from company-led communication to narratives co-created by firms and consumers; and from short-term sales stimulation to the cultivation of long-term brand loyalty. This aligns closely with the Service-Dominant Logic, which emphasizes value co-creation.

References

1. *McCarthy E. J.* Basic Marketing: A Managerial Approach. Homewood, IL : Richard D. Irwin, 1960. 790 p.
2. *Kotler P., Keller K. L.* Marketing Management. 15th ed. Pearson Education, 2016. 816 p.
3. *Vargo S. L., Lusch R. F.* Evolving to a New Dominant Logic for Marketing // *Journal of Marketing*. 2004. Vol. 68, iss. 1. P. 1–17.
4. *Lemon K. N., Verhoef P. C.* Understanding Customer Experience Throughout the Customer Journey // *Journal of Marketing*. 2016. Vol. 80, iss. 6. P. 69–96.