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Dynamic Marketing Strategy in Responding to Changes in Consumer Behavior during the Work from Home Era

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Abstract: The shift to Work from Home (WFH) practices has altered consumer behavior patterns and created new challenges for firms in adjusting their marketing approaches. This study examines how dynamic marketing strategy affects marketing effectiveness in the context of behavioral changes among WFH workers in Bandung City. A quantitative associative approach was employed using survey data collected from 120 formal sector employees who had implemented WFH for at least six months. Data were gathered through structured questionnaires and analyzed using multiple linear regression. The findings indicate that dynamic marketing strategy exerts a positive and significant effect on marketing effectiveness ($\beta = 0.512$) ($p < 0.05$). In contrast, changes in consumer behavior demonstrate a negative and significant impact when not properly anticipated ($\beta = -0.287$) ($p < 0.05$). The model explains 51.3% of the variance in marketing effectiveness. These results emphasize the importance of adaptive marketing capabilities, particularly market sensing and organizational agility, in responding to evolving consumer behavior patterns.

Keywords: Dynamic Marketing Strategy, Consumer Behavior Change, Work From Home, Marketing Effectiveness, Organizational Agility

Introduction

The increasing adoption of Work from Home (WFH) practices has altered consumer lifestyles, especially in urban environments characterized by high digital engagement (Duguid et al, 2023) (Thu Trang, 2024). This change not only affects work routines but also reshapes purchasing decisions, consumption habits, and responses to marketing activities (Cui, 2023) (Rathod, 2022). These changes are also associated with the acceleration of digital consumption and the increasing reliance on online platforms in daily activities (Benavides, 2023). As a major economic hub with strong digital penetration, Bandung represents an appropriate context for examining these behavioral changes.

Firms are now required to continuously adapt their marketing strategies in response to rapidly evolving consumer expectations while maintaining competitiveness in digital markets (Sari et al, 2025) (Walia, 2024). Traditional marketing approaches based on fixed planning frameworks are no longer sufficient in addressing dynamic and uncertain environments (Haile et al, 2024) (Spivakovska, 2025). This situation highlights the need for more flexible and adaptive marketing strategies. This condition reflects the growing

importance of dynamic capabilities in enabling firms to respond effectively to environmental uncertainty and market turbulence (Boikanyo, 2025).

Dynamic marketing strategy, grounded in the dynamic capability perspective, emphasizes the ability to sense market changes, seize opportunities, and reconfigure resources in response to environmental shifts (Theoharakis et al, 2024). Prior studies indicate that such capabilities enhance marketing performance and organizational responsiveness (Guhl et al, 2024). However, empirical research focusing on WFH-related behavioral changes in emerging urban contexts remains limited.

This study aims to analyze the effect of dynamic marketing strategy on marketing effectiveness in response to changes in consumer behavior among WFH workers in Bandung City. The findings are expected to contribute to the literature on adaptive marketing and provide practical insights for firms operating in evolving work environments.

Methodology

This research uses a quantitative approach with an associative design to examine the causal relationships between dynamic marketing strategy, changes in consumer behavior under Work from Home (WFH), and marketing effectiveness in Bandung City. The research design is developed to produce measurable and objective results through systematic statistical analysis. All research instruments and procedures can be made accessible upon request to ensure transparency and enable replication. A causal associative design was adopted using a survey-based method, with a structured questionnaire as the primary data collection tool. The study was conducted in Bandung City, selected due to its diverse business landscape, high internet penetration reaching 87.3% based on regional data, and the significant number of formal sector employees implementing WFH during and after the pandemic (Makarim & Pratama, 2024) (Rhienta & Nasution, 2026). The population consists of formal employees who have engaged in WFH for at least six months. Purposive sampling was used to select respondents who met predefined criteria, including residing or working in Bandung, having at least six months of WFH experience within the last three years, and being actively involved in consumption activities. A total of 120 respondents were included, which is considered sufficient for quantitative analysis in marketing research (Effendie & Rachmawati, 2023) (Nugraha et al, 2024).

Dynamic marketing strategy serves as the first independent variable and is conceptualized as the firm's capability to identify market changes, respond effectively, and reconfigure marketing resources accordingly (Hoque et al, 2020). This variable is measured through four dimensions, namely market sensing, customer linking, channel bonding, and technology monitoring, comprising 17 items using a Likert scale. The second independent variable refers to changes in consumer behavior under WFH, operationalized through indicators such as shifts in purchasing channels, price sensitivity, product preferences, and purchase frequency (Kachouie et al, 2022) (Yarkarami, 2025), measured using 12 items. Marketing effectiveness is treated as the dependent variable and reflects the extent to which marketing activities achieve objectives related to brand awareness, customer acquisition,

and customer retention (Pimenta da Gama, 2022) (Rishi et al, 2024), measured using 14 items.

The data were analyzed through several sequential stages, as illustrated in Figure 1, which outlines the sequence of analysis and hypothesis testing. The first stage involves validity testing using Pearson correlation with a threshold of r > 0.30, followed by reliability testing using Cronbach's Alpha with a minimum acceptable value of 0.60. Descriptive statistical analysis was then performed to present respondent profiles and response patterns. Subsequently, classical assumption tests were conducted, including normality testing using the Kolmogorov–Smirnov method, multicollinearity testing using the Variance Inflation Factor (VIF < 10), and heteroscedasticity testing using the Glejser approach. Multiple linear regression was used as the primary analytical method to assess the influence of the independent variables on marketing effectiveness.

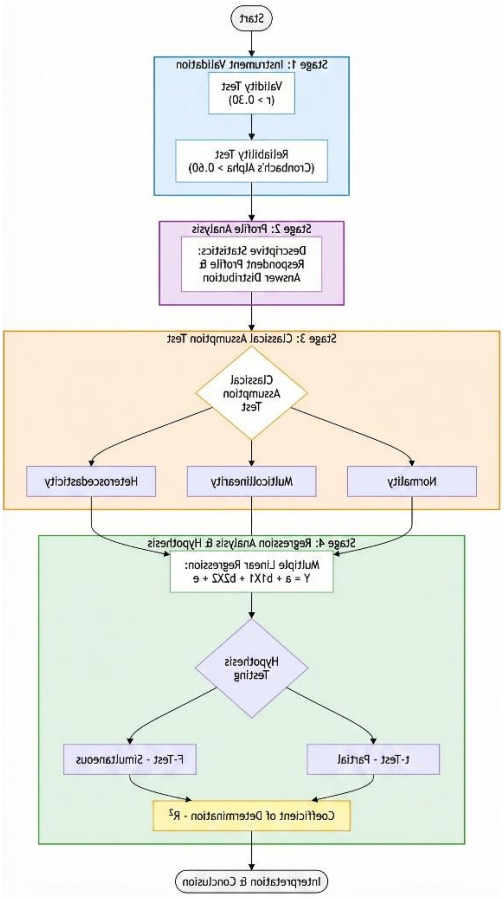

Figure 1. Data analysis and hypothesis testing procedure.

To estimate the relationships between variables, the regression model is specified as follows:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + e$$

Where Y represents marketing effectiveness, X_1 denotes dynamic marketing strategy, X_2 refers to changes in consumer behavior under WFH, α is the constant term, β_1 and β_2 are regression coefficients, and e represents the error term.

Hypothesis testing involved partial t-tests and simultaneous F-tests with a significance level of 0.05. The coefficient of determination (R^2) was calculated to assess the proportion of variance in marketing effectiveness explained by the independent variables. All statistical analyses were carried out using SPSS version 26 (Hadzic & Poturak, 2025).

Result and Discussion

This section presents the empirical findings derived from 120 valid responses collected from WFH workers in Bandung City. The analysis covers respondent characteristics, instrument testing, descriptive statistics, classical assumption testing, and multiple linear regression analysis.

Out of 130 distributed questionnaires, 120 were returned and deemed usable, resulting in a response rate of 92.3%. The distribution of respondents based on gender and sector is illustrated in Figure 2.

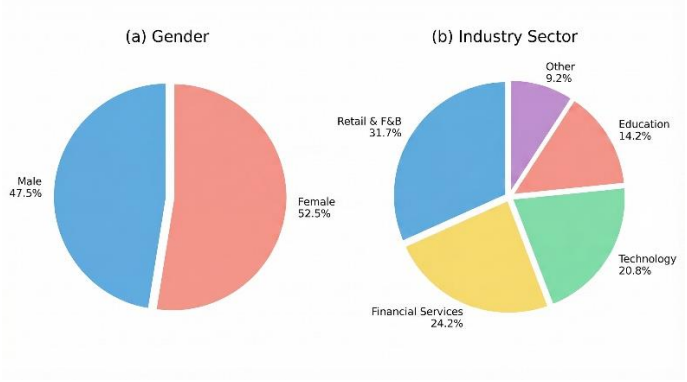

Figure 2. Distribution of respondents by gender and industry sector (n=120).

A comprehensive overview of respondent characteristics is provided in Table 1. The data show that female respondents slightly outnumber male respondents. The majority fall within the 31–35 age group, hold a bachelor's degree, and have experienced WFH for a period of one to two years.

Table 1.
Demographic profile of respondents (n=120)

Characteristics	Category	Frequency (n)	Percentage (%)
Gender	Male	57	47.5
	Female	63	52.5
Age	25–30 years	38	31.7
	31–35 years	44	36.7
	36–40 years	26	21.7
	> 40 years	12	10.0
Education	Bachelor's Degree	82	68.3
	Master's Degree	29	24.2
	Diploma (D3/D4)	9	7.5
Duration of WFH	6–12 months	34	28.3
	1–2 years	51	42.5
	> 2 years	35	29.2
Sector	Retail & F&B	38	31.7

Characteristics	Category	Frequency (n)	Percentage (%)
	Financial Services	29	24.2
	Technology	25	20.8
	Education	17	14.2
	Others	11	9.2

The validity test results indicate that all measurement items meet the required threshold ($r > 0.179$), confirming their validity. Reliability testing results, as presented in Table 2, show that all variables have Cronbach's Alpha values exceeding 0.60, indicating acceptable internal consistency.

Table 2.
Reliability test results

Variable	Number of Items	Cronbach's Alpha	Description
Dynamic Marketing Strategy (X_1)	17	0.871	Reliable
Changes in Consumer Behavior under WFH (X_2)	12	0.832	Reliable
Marketing Effectiveness (Y)	14	0.858	Reliable

Descriptive statistics for the study variables are presented in Table 3. The results show that dynamic marketing strategy is rated relatively high, suggesting that respondents have implemented adaptive marketing practices. Changes in consumer behavior under WFH fall within a moderate to high range, while marketing effectiveness remains at a moderate level.

Table 3.
Descriptive statistics of variables (n=120)

Variable	N	Min	Max	Mean	Std. Dev
Dynamic Marketing Strategy (X_1)	120	2.65	5.00	3.87	0.541
Changes in Consumer Behavior under WFH (X_2)	120	2.40	4.90	3.64	0.612
Marketing Effectiveness (Y)	120	2.20	4.85	3.53	0.574

A comparison of dimension scores is presented in Figure 3, highlighting variations in marketing capabilities across dimensions.

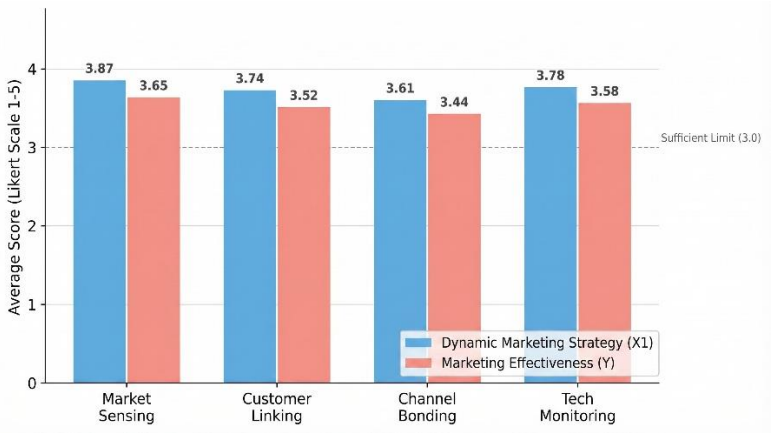

Figure 3. Mean scores of dynamic marketing strategy and marketing effectiveness dimensions.

Prior to regression analysis, classical assumption tests were conducted to ensure model validity. The results summarized in Table 4 indicate that the data meet all required assumptions. The normality test shows a significance value of 0.142, which exceeds 0.05, indicating normal distribution. Multicollinearity testing shows VIF values of 1.387 for both independent variables, confirming the absence of multicollinearity. Heteroscedasticity testing also indicates that all significance values are above 0.05.

Table 4.
Classical assumption test results

Assumption Test	Method / Statistic	Value	Criteria	Result
Normality	Kolmogorov–Smirnov (Asymp. Sig.)	0.142	> 0.05	Passed
Multicollinearity	VIF (X_1)	1.387	< 10	Passed
	VIF (X_2)	1.387	< 10	Passed
Heteroscedasticity	Glejser Sig. (X_1)	0.284	> 0.05	Passed
	Glejser Sig. (X_2)	0.317	> 0.05	Passed

Graphical validation is presented in Figure 4, which includes the residual scatter plot and normal Q–Q plot, confirming that the regression assumptions are satisfied.

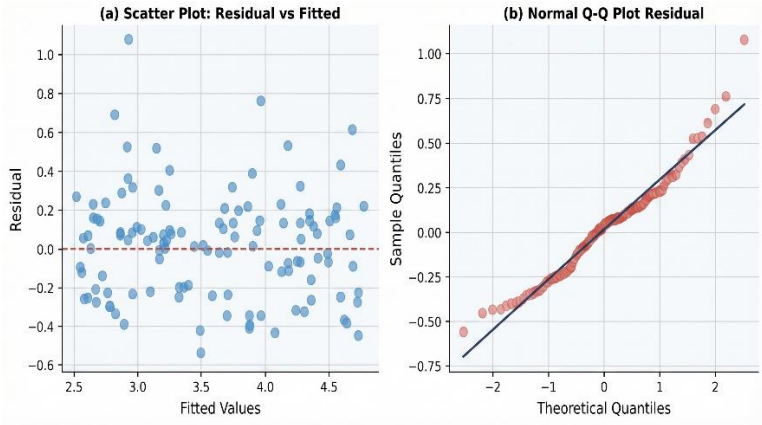

Figure 4. Residual scatter plot and normal Q–Q plot.

The results of multiple linear regression analysis are presented in Table 5. The findings indicate that dynamic marketing strategy has a positive and statistically significant effect on marketing effectiveness, whereas changes in consumer behavior under WFH have a negative and significant effect.

Table 5.
Multiple linear regression results (n=120)

Model	Coefficient (B)	Beta (β)	t-value	Sig.	Result
Constant	1.847	–	6.312	0.000	–
Dynamic Marketing Strategy (X_1)	0.512	0.483	7.218	0.000	Supported
Changes in Consumer Behavior under WFH (X_2)	-0.287	-0.241	-4.106	0.000	Supported
R-Square (R^2)	0.513	–	–	–	–
Adjusted R-Square	0.505	–	–	–	–
F-value	61.437	–	–	0.000	Supported

Based on Table 5, the regression model can be expressed as: $Y = 1.847 + 0.512X_1 - 0.287X_2$.

The t-test results indicate that both independent variables are statistically significant at α = 0.05. The F-test value of 61.437 with a significance level below 0.05 confirms that the variables jointly influence marketing effectiveness.

The coefficient of determination results are summarized in Table 6, showing that the model explains 51.3% of the variance in marketing effectiveness.

Table 6. Model summary and coefficient of determination

Statistic	Value
R (Correlation Coefficient)	0.716
R-Square (R^2)	0.513
Adjusted R-Square	0.505
Std. Error of the Estimate	0.404
F-value	61.437
df1 / df2	2 / 117
Sig. F	0.000

Discussion

The findings indicate that dynamic marketing strategy plays an important role in improving marketing effectiveness. Firms with stronger capabilities in sensing market changes and adapting strategies are better positioned to respond to evolving consumer behaviour (Cataltepe et al, 2022) (Duguid et al, 2023). This finding is consistent with prior studies that highlight the role of market sensing and strategic agility in improving firm performance under dynamic market conditions (Deshati, 2023). This result reinforces the

dynamic capability perspective, which emphasizes continuous adaptation as a key driver of sustained marketing performance in volatile environments.

On the other hand, changes in consumer behavior under WFH show a negative impact when not adequately anticipated. This suggests that rapid shifts in purchasing patterns, channel preferences, and price sensitivity can reduce marketing performance if firms rely on static strategies.

The interaction between these variables highlights the importance of adaptive capability as a mechanism for mitigating the negative effects of behavioral changes. Organizations that continuously adjust their marketing approaches based on real-time market signals tend to maintain more stable performance outcomes. The ability to integrate data-driven insights into marketing decisions further strengthens organizational responsiveness and supports sustained competitive advantage (Mungara, 2023) (Ritika & Ritika, 2025).

The model explains 51.3% of the variance in marketing effectiveness, indicating a moderate level of explanatory power for survey-based research. The remaining variation suggests the influence of other factors such as product quality, brand equity, and external market conditions.

From a managerial standpoint, firms are encouraged to strengthen their market sensing and technology monitoring capabilities. As illustrated in Figure 3, these dimensions still show relatively lower scores, indicating areas that require further development. Investment in data-driven marketing systems and real-time analytics is essential to enhance responsiveness in dynamic environments.

Conclusion

The results confirm that dynamic marketing strategy has a positive and statistically significant effect on marketing effectiveness, with a regression coefficient of 0.512 and a significance level below 0.05. This indicates that improvements in adaptive marketing capabilities are associated with better marketing performance.

In contrast, changes in consumer behavior under WFH have a negative and significant effect on marketing effectiveness, as reflected by a coefficient of −0.287 ($p < 0.05$). This finding suggests that unanticipated shifts in consumer preferences can reduce the effectiveness of marketing strategies.

The simultaneous effect of both variables is also significant, with an F-value of 61.437 and an R-squared value of 0.513, indicating that 51.3% of the variation in marketing effectiveness is explained by the model.

This study is limited to a single urban context, which may restrict the generalizability of the findings. Future research is recommended to expand the geographical scope, include additional explanatory variables, and apply longitudinal or mixed-method approaches to better capture the dynamics of marketing strategy adaptation. These findings underline the strategic importance of aligning marketing capabilities with rapidly evolving consumer behavior in digitally driven environments.

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