



Journal of

TANMIYAT AL-RAFIDAIN

(TANRA)

A scientific, quarterly, international, open access, and peer-reviewed journal

Vol. 45 , No. 149

March 2026

© University of Mosul |
College of Administration
and Economics, Mosul, Iraq.



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Citation: Al-Mulla Hasan, Mohammad M. (2026). Marketing Transformations from Organizations to Crowds: A Theoretical Reading of Crowd Marketing as a Modern Perspective on Classical Marketing. *TANMIYAT AL-RAFIDAIN*, 45(149), 281-304.

<https://doi.org/10.33899/tanra.v45i149.55962>

P-ISSN: 1609-591X
e-ISSN: 2664-276X
tanmiyat.uomosul.edu.iq

Research Paper

Marketing Transformations from Organizations to Crowds: A Theoretical Reading of Crowd Marketing as a Modern Perspective on Classical Marketing

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DOI: <https://doi.org/10.33899/tanra.v45i149.55962>

Article History: Received: 8/12/2025, Revised:15/1/2026,
Accepted: 8/2 /2026, Published: 1/3/2026.

Abstract

Marketing has undergone a radical transformation due to the rapid development of digital communication technologies and the proliferation of social media platforms, reshaping the relationship between organizations and individuals. Consumers are no longer passive recipients but have become key players in content creation and influencing the decisions of others. The research problem lies in the absence of a clear conceptual framework that explains the shift of power from the organization to the digital society as a structural transformation in marketing philosophy, rather than merely a functional evolution.

This study aims to provide a theoretical explanation of the shift from traditional to mass marketing, demonstrating its effects on trust, credibility, and marketing relationships, and proposing an updated concept of marketing in the digital environment under the name "Marketing 2.0." The study adopted a descriptive-analytical approach by reviewing relevant literature, such as interactional communication theory, diffusion of innovation, the AIDA model, and social capital, as well as comparing the characteristics of traditional and mass marketing.

The results showed that the audience has become a partner in creating marketing value, and that credibility is built through digital interactions, reflecting a structural shift in the source of influence. The study concluded that marketing strategies need to be redesigned according to the participatory approach, involving the public in campaigns, updating curricula, and conducting applied studies on the impact of user content on brand image.

Keywords:

Classical marketing, Crowd Marketing, Digital Transformation, Public Interaction

تحولات التسويق من المنظمات إلى الجماهير: قراءة نظرية في تسويق الحشود كوجهة نظر حديثة للتسويق الكلاسيكي

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DOI: <https://doi.org/10.33899/tanra.v45i149.55962>

تاريخ المقالة: الاستلام: 2025/12/8، التعديل،التفتيح: 2026/1/15، القبول: 2026/2/8،
النشر: 2026/3/1

المستخلص

شهد التسويق تحولاً جذرياً بفعل التطور السريع لتقنيات الاتصالات الرقمية وانتشار منصات التواصل الاجتماعي، مما أعاد تشكيل العلاقة بين المنظمات والأفراد. لم يعد المستهلك متلقياً سلبياً، بل أصبح فاعلاً رئيسياً في إنتاج المحتوى والتأثير في قرارات الآخرين. تتمثل مشكلة البحث في غياب إطار مفاهيمي واضح يفسر انتقال مركز القوة من المنظمة إلى المجتمع الرقمي بوصفه تحولاً بنوياً في فلسفة التسويق، وليس مجرد تطور وظيفي.

تهدف الدراسة إلى تقديم تفسير نظري لمسار التحول من التسويق التقليدي إلى التسويق الجماهيري، وبيان آثاره في الثقة والمصادقية والعلاقات التسويقية، واقتراح مفهوم محدث للتسويق في البيئة الرقمية تحت مسمى "التسويق 2.0". اعتمدت الدراسة المنهج الوصفي التحليلي من خلال مراجعة الأدبيات ذات الصلة، مثل نظرية الاتصال التفاعلي، وانتشار الابتكار، ونموذج AIDA، ورأس المال الاجتماعي، فضلاً عن إجراء مقارنة بين خصائص التسويق التقليدي والجماهيري.

أظهرت النتائج أن الجمهور أصبح شريكاً في تكوين القيمة التسويقية، وأن المصادقية تُبنى عبر التفاعلات الرقمية، بما يعكس تحولاً هيكلياً في مصدر التأثير. وخلصت الدراسة إلى ضرورة إعادة تصميم استراتيجيات التسويق وفق النهج التشاركي، وإشراك الجمهور في الحملات، وتحديث المناهج، وإجراء دراسات تطبيقية حول تأثير محتوى المستخدمين في صورة العلامة التجارية.

الكلمات المفتاحية:

التسويق التقليدي، تسويق الحشود، التحول الرقمي، التفاعل العام

تنمية الرافدين

(TANRA): مجلة علمية، فصلية،

دولية، مفتوحة الوصول، محكمة.

المجلد (45)، العدد (149)،

آذار 2026

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الاقتباس: الملا حسن، محمد محمود حامد. (2026). تحولات التسويق من المنظمات إلى الجماهير: قراءة نظرية في تسويق الحشود كوجهة نظر حديثة للتسويق الكلاسيكي. تنمية الرافدين، 45 (149)، 281-304.

<https://doi.org/10.33899/tanra.v45i149.55962>

P-ISSN: 1609-591X

e-ISSN: 2664-276X

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❖ **Preliminary:**

Due to the rapid pace of technological and social changes which were driven by digital revolution and widespread use of media social (Al-Nafisa & Alnafessah, 2021), classical marketing models have been challenged. Those models assumed more centralization of organizations and centralized control on marketing messages and their delivery to the public (Rachmad, 2024). On the contrary, new models have appeared that are based on an excessive interaction of users and audience with active involvement in creation of marketing content (so-called crowd marketing).

Aud, crowd: Customer-centric communication takes center stage in crowd marketing as advertising space gradually is being taken over by end-users producing and featuring ads respectively. It may be in the form of product reviews, engagement on digital campaigns or promoting and sharing brands in online chats. This movement begs the question: Is crowd marketing a real alternative to Classical marketing? or is it really just another tactic within the current marketing model?

This paper comes motivated by the necessity to in depth comprehend such a structural shift of marketing logic, reflecting it with both theoretical and practical approach of crowd marketing, contrasting it with classical model and thinking about it as an alternative or supplementary way for its practice. It also hopes to analyses the benefits and negative aspects of this approach when it comes to marketing, particularly in the era of digital media, where crowds have never been more influential.

First. Methodological Framework

1. Problem under Investigation

Classical marketing concept was established on some key assumptions, especially the centrality of organization in the marketing process and its control over the ingredients of marketing mix and advertising channels to the public where customer is seen as a passive receiver of messages and advertisements (Sheth et al., 2024). Nevertheless, digital conversions and the exponential growth of interactive media have defied this model (Al-Nafisa & Alnafessah, 2021). The customer is now not only a passive recipient of the message but an active actor contributing to construction of content and capacity to let people know what he thinks about brands. That's why we're now seeing a move towards crowd marketing as an alternative, decentralized model where ordinary people are at the heart of advertising. This raises a theoretical question:

Do classical marketing models that were developed in the time of analogue crowds still provide explanations for the marketing phenomenon found in digital crowds? Or maybe crowd marketing is a new paradigm that makes us rethink previous assumptions of the classical school of marketing?

In this case, the problem is not just a change in marketing tools but also a radical mode of relationship between company and consumer from one that is vertical and controlled to another horizontal/interactive (and participatory) founded on the collectivity interaction (Al-Mulla hasan, 2024). Therefore, the research problem originates from lack of a systematic theoretical model to explain that Strategic transformation via moving from Organization-centric marketing to Crowd Centric Marketing and its impact on Classical perception of trust, credibility and influence on customer behavior. The structure of the relationship between the organization and the

customer must change and be reorganized, in commitment to this changing shift of classical to crowd centric marketing (Hasan et al., 2023). The investigation assumes that this conversion is not just a transition from the Classical tools to digital tools, but a modification of the logic to manage, process communicative authority and role of public in marketing.

On the basis of the theoretical problem described above, therefore, four sub-questions can be derived:

- a. What are the theoretical roots of classical marketing, and how did that establish the company-customer relationship?
- b. What are the technological and social changes that have been shaping up the marketing environment Classical shift?
- c. How crowd marketing is characterized and what are its basic principles, in comparison to the classical model of marketing?
- d. How much does public participation, and its change from the passive consumer to the active producer, mark a qualitative shift in marketing?
- e. Whether crowd marketing should be considered as an alternative to the classical model, or, it can only be understood as a complement in a hybrid marketing context?
- f. Theoretical implications of a centralized organization to interactive publics transformation on trust, credibility and influence.
- g. What would be the proper description of such changes, in terms of theory: extension from classical models or should one build a new participative model to achieve this?

2. Significance of the Study

The significance of this study emanates from representing one of key changes in existing marketing ideas and practices assuming such the fact: shift from Classical marketing which is being dominated by big corporations for more crowd-marketing (where a customer himself represents primary inspirational power towards promotional activities and trust) approach. This is not merely a technological change in the medium, channel, or how it is used, but rather a philosophical and epistemological break with what was previously known as the relationship between the company (non-profit or corporate), the customer, the product, the message about that product, and even marketing and civilization.

In theory, the significance of the study is that it addresses under researched areas in the marketing literature. Despite that, the study of Arab states has been tampering in terms of marketing from a conventional standpoint- thus dealing with it in line with the four Ps (product, price, distribution and promotion) without descending to the level of digital transformations or considering the massive activity currently undertaken by people who are becoming more influential when generating and transmitting messages. Therefore, this research brings an intellectual contribution which extends to revisit the validity of those Classical models pertaining since in the new context the customer is not just a recipient, but also participant and even an influencer.

From an applied standpoint, the contribution of the study is to disentangle marketing transformation in terms of its corporate and business value. In such a

competitive and digital global environment, huge advertising is just not enough anymore to get the right response. But even Customer feelings, experiences and participation through their digital channels translate more powerfully exist whether the return on investment for Classical Campaign. Thus, the comprehension of crowd marketing allows businesses to re-design its strategy taking into account the necessity of transparency, credibility and community involvement.

Nor does the significance of this change rest solely in its social and philosophical implications. Classical marketing was thus organized around organizational centrality and control over message, whereas crowd marketing is being shaped by new values like communicative democracy, free speech, customer power, and social capital. They are not just empty words, but signs of a decentralization of power in the digital society which moves from companies to people. This underpinning supports the contribution of research as a qualitative contribution to this 'debate'. On what digital technology has done to nature social change.

More importantly, this study serves as a provocation for theoretical consideration of the very nature of marketing: Do we continue to see marketing is based on product/customer dichotomy, or are we entering an era when lines blur in terms of organization and public? Could it be that crowd marketing could prompt the advent alternative models influenced by participatory/participation marketing and not direct/centralized (classical) marketing?

The research therefore attempts not only to catch the transformation but also to reflect critically upon what it means for researchers, scholars and practitioners and where it might be heading. It addresses the manner in which new forms of marketing inter-action develop, and whether generalizing will be a part of richer explanations that is genuine knowledge creation rather than just instruments for what may have become contemporary marketing's intellectual soup.

3. Research Objectives:

The general aim of this study is to examine theoretical changes in the field of marketing and trace the development from the classical model where an organization manages the marketing process, up to a crowd marketing model when public takes a central and active position in developing as well as steering messages. The study is grounded on the aspiration to develop an overarching theoretical concept, which clarifies the nature of this structural change, and its impact in relation to trust, credibility and in terms of influence over customer behavior. And it underscores how digital and social are reshaping the current marketing landscape.

In this sense, the main theoretical and epistemological goals of this work are:

- a. To frame theorizing of classical marketing with an overview of its roots and core elements, but also to highlight the boundaries to understanding inherent in it with respect to emergent transformations.
- b. To examine the technology and social upheavals which have helped transform marketing environment, for example a move to digital media and altered consumer habits.

- c. Concepts and foci Develop, emphasize the concept out of crowd marketing as a new model based on participation and interaction with respect to alternative / addition for classical marketing.
 - d. Present a theoretical comparison of classical and crowd marketing in order to illustrate some basic differences between them as regards location of dominating center, customers and impact mechanisms.
 - e. Provide a conceptual model that helps to interpret the understanding of shifting from centralized organization to interactive publics, and what that signifies. trust and credibility.
 - f. Contributing to the scientific debate on the marketing future, through a critical reading of theory that doesn't limit itself to describing and interpreting phenomena as is, but tries to understand the causalities behind them and their relation with social philosophy and epistemology.
- 4. Research Hypotheses:** Derived from the investigational problem and questions, the present serves as an inductive construct of theoretical underlying assumptions that can be tested or debated:
- a. The study presupposes that Classical marketing models, while important to understanding the history of marketing are now inadequate in order to explain today's changes occurring within the marketing environment.
 - b. The studies adopt a belief that crowd marketing is a structural change within the relationship between an organization and its clients, in that the model conceives the client as a passive audience to whom content has been communicated, and it presupposes that instead, this customer will be an active participant.
 - c. It is based on the premise that messages created as part of public input into message generation acquire greater credibility/trust over those that are developed exclusively by an organization.
 - d. The study argues that the features of Classical marketing and crowd marketing can be linked together to create a new form of hybrid model adapted to e-marketing environment requirements.
- 5. Research Methodology:** This study is based on theory, analysis, and induction, and seeks to understand structural mutations in the process of marketing when moving from classical marketing where it is organization who has control over communication directed at the market from that used in crowd marketing – where centralization disappears as well as the active role of public in creating and promoting. The study is supported by extensive review of theoretical studies and empirical evidence on Classical marketing model, digital and social revolutions, as well as applications of crowd marketing in the context of modern digital marketing.
- 6. Data and Information Collection Methods:** The study uses a qualitative library analysis methodology that incorporates the following:
- a. **Literature Review:** Method logy the review of basic theories and concepts: From this part sources were obtained from books and scientific work of classic related to Marketing, needed to clarify its theoretical foundations, their characteristics and the type of relationship that maintains the organization with its customers. Among other things, information of the crowd marketing Information on definition and concepts

and features and key principles from modern scientific sources were analyzed, without deepening comparative analysis of studies or conclusions presented empirical research.

- b. **Theories and Models in Analysis:** the theories including crowd marketing, interactional communication theory and diffusion of innovation theory; models such as AIDA model and social capital theory could not be ignored after analyzing these related theories to explore their applicability in the current digital marketing environment.
 - c. **Theoretical Comparison:** This part compares the traits and basic concepts of classical marketing and crowd marketing to recognize some radical implications which could headed the dimensions of structural shift that occurred in the relation between the organization and its public.
 - d. **Discussion of the Theoretical Results:** This part discusses the theoretical consequences of such shifts, and establishes an analytic framework which explains how digital transformations have led to crowd marketing, emphasis is placed on how this transition has changed people understanding about trust, credibility and the power of marketing influencers.
7. **Scope of the Study:** The scope of this study is limited to theoretical and analytical analysis at a time when no field studies are carried out, nor quantitative information is collected. Its scope is limited to:
- a. Theoretical shifts from classical marketing to crowd marketing.
 - b. Examination of the relevant theories and models of science in relation to the organization - public relationship.
 - c. Construction of a mental map to consider structural changes in the current structure of the marketing process.

Second. The Philosophical Framework

❖ Introduction

This dimension reflects underlying theory of terms on which research is based, primarily the concepts of classical marketing and term crowd marketing. It also presents an overview of the most important theories and models about the transition from organization-to-customer relationship. This theory provides a basis for the analysis of structural changes that have occurred in the marketing process and reasons why crowd marketing is emerging as an alternative or supplement to Classical marketing.

The last few decades experienced a great revolution taking place on the marketing front, away from the Classical model that was dominated by one-way communication between organizations and their publics (Sheth et al., 2024). This is no fad, surface-level change; it represents a step change in the way businesses engage consumers and create value and loyalty in an increasingly complex digital world. The crowd marketing becomes the main model of such transformation (Abdukhalilova & Alimkhodjaeva, 2021) and an effective alternative to lassical marketing methods prevails to this day. Further nuances of these transformations will be analyzed using a theoretical approach, which will pay particular attention to the reasons, principles, and problems as well as future prospects crowd marketing (Abdukhalilova, 2022).

First: Classical Marketing: Dominant Organization and One Way Communication Model

H.1 First Hypothesis: Are the Classical marketing models (historically, at least) no longer able to account for marketing in a changing environment?

Classical marketing is the term used to describe forms of marketing that came into being with the emergence of industrial and commercial enterprises, which were characterized by an organization's full control over its entire marketing process, from planning through implementation to evaluation (Mero et al., 2023). This model is driven by a Classical marketing mix (4Ps: product, price, place and promotion) and assumes that the customer is a passive recipient of marketing messages (Ameen et al., 2022).

The foundation of this strategy Before the internet and digital platforms, Classical marketing was dominant in prior to the internet era, this was the main model upon which most of marketing strategies were built (Miao et al., 2021). This model is called From Institution to publics and has features that influenced companies in the way they approach the markets (Miao et al., 2021), (Rachmad, 2024), (Sheth et al., 2024) institutions decide what it wants to communicate about :

1. **Unidirectional Communication:** The Classical media were used through which the companies expressed their marketing message (television, radio, newspapers Magazines) (Mero et al., 2023). It was through these networks that the message could get to millions of people, but there wasn't any anything like on-the-spot or direct contact with one's market. The subscriber was only able to passively receive information and had very little way of reacting or saying anything in return. No longer was there the conversational tone and constant back-and-forth that characterizes today's digital age (Miao et al., 2021).
2. **Product-Based Focus:** Marketing efforts concentrated on the product and its value as perceived by firm (Sheth et al., 2024). The goal was to lure a customer with the quality of product or service by means of their technological characteristics or properties and not on their consumer experience or social grounds (Abdukhalilova, 2022).
3. **Mass Public Targeting:** Campaigns targeted the masses or huge segments of people on a macro-level, targeting as many people as possible without necessarily focusing on their interests and more in-depth demographic characteristics (Ameen et al., 2022). Messages were actually very generic and not even personalized, one-size-fits-all. This was impervious for newer markets fragmentation and diverse customer segments with their aspirations (Lim, 2022).
4. **Excessive Dependency of Paid Marketing:** There was a more dependence for paid advertisement to buy space or air time in Classical media (Rachmad, 2024). These ads were also expensive and generally worked as well with spending more. This is a model that does not have the tangible life of community engagement and true interaction possible with word-of-net (Agafonova et al., 2018).
5. **Total 'Owning' Of the Brand Narrative:** Brands dictated nearly every part of their image. They could shape, put and push out their message with little customer involvement (Lim, 2022). However, this control started to erode with the advent of platforms that allowed customers to voice their views openly and have a more direct impact on brand reputation (Basu et al., 2023).

Second: Reasons for the Significant Swing Towards Crowd Marketing:

These changes in the marketing scenario did not occur just by the natural course of evolution, but it was a product of deep technological, social and economic changes that undermined classical marketing effectiveness and led companies to have more dialogical and crowd approaches (Rachmad, 2025). These key motives include:

1. **The Internet Revolution & Digital Transformation:** The internet has transformed from information provider to an interconnected digital (shared) ecology that allows, instant communication, access to immense data and the generation of online shared content (Al-Nafisa & Alnafessah, 2021). This revolution has levelled information access and geographic time barriers in a way marketing never knew (Vollrath & Villegas, 2021).
2. **The Rise and Dominance of Social Media Platforms:** A new breed of company: from personal communications to everyday conversation Emerging Trends in Banking and Financial Services (Cp) Facebook, Twitter, Instagram, and LinkedIn have evolved from personal communication tools into active public spaces for daily discussions on products, services and brand (Al-Mulla hasan, 2024). These have allowed individuals to share their thoughts, experiences and feedback publicly and in real-time, thus having a considerable impact on the buying behavior of others. The power of collective brand discussion Group discussions on brands and the emergence of a networked society which these stories can no longer be ignored, overlooked, or 100% controlled by any individual (Zakaria et al., 2024).
3. **Empowerment of the Consumer and in the Digital Age:** Consumers are no longer home-bound victims waiting to be delivered advertising. They are better informed now and able to research material, determine product comparisons, read peer reviews and ratings prior to making a purchase decision. With online search and review tools, consumers are now empowered like never before and they more likely to trust word-of-mouth over Classical advertising (Al-Mulla hasan, 2024).
4. **Decline in Consumer Trust for Classical Ads and Banner Blindness:** Consumers are being exposed every second to brand messages across the board (TV, print and digital) which result in higher amount of skepticism surrounding in-your-face marketing. The so-called banner blindness is a real phenomenon where users deliberately or inadvertently not notice digital advertisements. This has led businesses to alternatives that are more genuine, less disruptive, and involve transparency in the relationships with their target public (Hasan et al., 2022).
5. **The rise of user-generated content (UGC):** Photos, videos, reviews and stories shared by users are now a powerful factor in deciding to buy. UGC is considered more genuine, trustworthy and authentic to the brand content (Sheth et al., 2024). This has resulted in a move from a focus on 'what the brand says about itself' to what 'people say about the brand (Hasan et al., 2023).
6. **The Rise of The Community and Loyalty:** In a more interdependent digital landscape, the online communities are the central place where people with common interests come together (Vollrath & Villegas, 2021). Such organizations can cultivate deep lasting loyalty, which transcends temporary business relations and evolves into a trust-based relationship with the involvement (Bal et al., 2017).

Third: Crowd Marketing, the new interactive and community approach

H.2 Second Hypothesis If Crowd Marketing is a form of structural change in the organization-customer, is the customer is moved from being passive receiver and user to active participator?

The crowd marketing as modern way to take the advertisement center of gravity out of the organization. To the publics (Abdukhalilova & Alimkhodjaeva, 2021). In contrast to the overt, top-down advertising approach, crowd marketing is based on organic engagement (reciprocal value exchange) and active involvement in digital communities (Rachmad, 2025). Crowd marketing is a live way of promotion, following an active and permanent behavior in some online communities and forums, social media, review sites. Its purpose is to create a favorable brand image, to raise awareness of the product or service and generate leads by participating in conversations and discussions as well as by sharing valuable content in an indirect, friendly and trustworthy manner. It's not so much addressing these communities, as engaging in a cordial and effective discussion for this group, instead of imposing an advertising message separately (Abdukhalilova, 2022).

Or, at the other extreme, it is a type of digital marketing based on contributions from the public to develop or improve marketing messages. This form of trust may be 20025 built through things such as user reviews, social media engagements and recommendations, content sharing and individual crowd funding activities (Al-Nafisa & Alnafessah, 2021).

So, the crowd marketing is as follows and it became a basis for formulation of the hypothesis:

H.3 Hypothesis Three: Does the involvement of the publics within marketing messages make these more credible and trustworthy than those only communicated by the organization without them?

1. **From persuasive to engagement and building of trust:** Crowd marketing shifts the focus from directly convincing people to purchase a product (Bauer & Gegenhuber, 2015). Instead, it concentrates on having authentic conversations, solving the users' dilemmas and producing attention-grabbing and value-added replies to their inquiries (Azoury & Daou, 2020). This method focuses on gaining trust and credibility over time, which establishes the brand as a reputable expert in that field just to become an active member of its community with more than an interest in selling (Nasution et al., 2023).
2. **Most Prominent Channels for Practitioners:** Crowd marketing uses many of the platforms where people congregate based on a shared interest (Azoury & Daou, 2020).
3. **Niche Forums and Blogs:** subscriptions to industry forums, passion forums or consumer forums where people share problems, they have with product that you can solve (Al-Nafisa & Alnafessah, 2021). This interaction consists of responding to questions, providing useful contributions and support, supporting in troubleshooting cases and subtly referring to the brand's products, when necessary, in order to add value to the question (Bauer & Gegenhuber, 2015).
4. **Social Media Networks & Groups:** Joining industry and audience interest related groups and pages on platforms like Facebook, LinkedIn, Reddit and others. This

comprises comments on posts, replies to questions and the crafting of material that generates conversation about the brand or its category (Bondarenko et al., 2022).

5. **Review Sites & Q&A sites:** Quora, Yelp, Google Reviews &, Trustpilot. This involves urging customers to provide positive reviews regarding a product or service, responding professionally to these reviews (including negative ones), and providing solutions (Basu et al., 2023). It also could involve returning answers to questions about products, services or industry as well as embedding brand messages underlying a reply (Agafonova et al., 2018).

Crowd marketing features the elements of crowd marketing include:

1. **It is publics-based and voluntary:** Based on the public's participation in another person's opinion (which makes up crowd marketing), that would make the public not just the recipient of a message but an active participant when it comes to creating, expressing, and broadcasting marketing messages. This involves sharing ideas and providing advice and voice in product/service development as well as also-advocacy activity on social networks sharing with other people positive experiences of the firm (Kniazieva et al., 2023). Such participation in this case is distinctly not involuntary, since such people participate to affect (and thus express) their opinions rather than to obtain monetary benefits. Thus, the public itself takes part in an actual marketing effort that enhance direct interaction with their consumer customers as well to a feeling of belonging to the brand (Al-Mulla hasan, 2024).
2. **It offers trust because of crowd authenticity:** One of the main point of differences between crowd marketing and any other form of promoting products is its capability to build trust among customers. Word of mouth and opinion concerning real or public users has higher credibility than Classical advertising from a company (Campagnolo et al., 2018). When saving online customer experience, accessing a review on the product page consumers receive assurance about your site which leads to more purchases. This is why campaigns further curated by customer reviews and friends or influencer recommendations did much better in comparison to the effectiveness of when messages were mostly classical advertising (Dahl & Hofstetter, 2021).
3. **It is Inexpensive:** Certainly, one other advantage to crowd marketing would be the expense as this category of technique seems to generally less cheap than Classical approaches. (Kateryna, 2015) Instead of big ads or costly media to be in advertising companies trust publicly involved in the idea generation and broadcasting (Hasan et al., 2022). This saves money on production and distribution and enables organizations to target a wider audience through digital platforms, which are provided free or at minimal cost, like social media, blogs and forums. Hence, crowd marketing is a cheap consideration in an active model and can serve as an alternative to boost traffic and content spread (especially for startups or companies looking forward to comprehensive reach keeping budget issues intact) (Al-Nafisa & Alnafessah, 2021).
4. **Uses Digital and Interactive Media:** The crowd marketing practices are mostly based on digital facts, which include the interactive media through which direct communication from its audience to the organization is enabled, as well as among themselves (Kniazieva et al., 2023). This consists of social media, online discussion

boards, rating and review websites as well as content sharing resources (such as videos, articles and images)(Abdukhalilova & Alimkhodjaeva, 2021). These tools are tools of marketing and not simply distribution, as they make the marketing process dynamic and participative: audiences can immediately respond to messages, give feedback or suggestions to them and help in building their contents. And, because everything is digital with these tools and services, businesses are able to monitor and analyze public behavior in a higher degree of accuracy that then informs better marketing strategies (Chamaria et al., 2025).

Fourth: The Difference Between Classical Marketing and Crowd Marketing

We need to be clear about the circumstances which created these major discrepancies. Classically, marketing is built on certain assumptions and they are regarding the organization's centrality in the market place; complete control over all the aspects of product design, price set forces-I distribution channel chosen makes it a promotional message as constituted(Basu et al., 2023). According to this model, the customer is considered as being a passive receiver of marketing messages and is not conceived as actively intervening in the process, nor co-creating its content (Vereteno & Leypi, 2018). This perspective of thought also emphasizes on the use of Classical mass media, early such as television, newspaper and magazines to achieve dissemination and control over low messages at high marketing costs(Rachmad, 2025).

By contrast, crowd marketing was produced through digital and social changes that accreted power to organizations and public. The customer has been transformed from a passive recipient of activities to an active contributor of content creation, accountable for sharing experiences with products and shaping public opinion on them(Maclaran et al., 2023). This promotional model is shaped by digital interactive tools (social networks, forums, product review sites) to reduce costs and increase trust and confidence because the messages rest on the experience of society itself(Shitov & Azarova, 2017).

The comparison between the two marketing models is not restricted to the tools employed, but also involves aspects such as model of control, participation of community in managing marketing process, organization vs. patron relationship and degree of openness and trust. Hence, this table help the reader to comprehend the basic differences of two approaches and show the structural changes of marketing process in digital era and provide an easy visualization about from organization central marketing to crowd marketing (Table 1).

Table (1).The difference between classical marketing and crowd marketing

Item	Classical Marketing	Crowd Marketing	Explanation
Promotional tools	Classical Media: Television, Newspapers, Magazines, Radio	Digital and Interactive Media: social media, Forums, Blogs, Interactive Videos	Classical marketing relies on one-way channels, while crowd marketing relies on digital platforms that allow for direct interaction and group participation.

Public role	Passive Recipient of Messages	Participant and Active	In the Classical model, the public is not assumed to have an active role in the marketing process, but in crowd marketing, the public contributes to formulating messages, participates in campaigns, and influences the behavior of other customers.
Degree of control	High	Relatively Low	In classical marketing, organizations have complete control over marketing messages and campaigns, whereas in crowd marketing, organizations have only partial control, as the public participates freely and creates completely unmonitored content.
Costs	High	Relatively Low	Classical marketing requires large budgets for producing and distributing advertisements, while crowd marketing reduces costs by relying on public-generated content and free or low-cost digital platforms.
Nature of the relationship between the organization and the public	Vertical/One-Way Relationship	Horizontal/Participatory Relationship	Classical marketing is based on the organization's control and direction of the public, while crowd marketing is based on interaction and participation, which redistributes power in the marketing process.
Level of credibility	Relatively Low	High	Messages issued by an organization are often perceived as less credible by the public compared with messages created by users or participating crowds, due to their personal nature and real-life experience.
Flexibility and adaptability	Limited	High	Classical marketing is less able to respond immediately to market changes, while crowd-sourced marketing allows for rapid interaction and message adjustments based on public feedback.

Source: Prepared by the researcher based on:

1. Abdukhalilova, L. (2022). C Crowd marketing in marketing research: crowd marketing. *Архив научных исследований*, 2(1).
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Fifth: Multifaceted Theoretical Benefits of Crowd Marketing:

The purpose of crowd marketing is to reach some benefits that could be significant for an organization if it uses it. These benefits include:

1. Establishing Credibility and Trust – Messages originating from peers or natural consumer communications is more trusted than paid advertising; hence brand credibility, becomes more reliable(Kateryna, 2015).
2. Brand Awareness (Organic Brand Awareness) Growth: The tool contributes to the disclosure of the brand name among a larger audience through electronic word-of-mouth (eWOM) recommendations and spontaneous community involvement without incurring in advertising costs directly(Sciglimpaglia & Whitt, 2018).
3. Search Engine Optimization (SEO): Organic links, such as natural backlinks and brand mentions in the discussion or content by users / marketer from communities can greatly affect to increase visibility of a brand into search results(Kniazieva et al., 2023).
4. Greater Public Awareness: A direct access to the public in natural surroundings (forums, groups) raises the level of understanding of your customer (what they need, what they are afraid of and prefer), as well as slang / word usage. This insight is useful for enhancing products and services, as well as designing more focused marketing campaigns(Rachmad, 2025).
5. Qualified Lead Generation: This targets people who are already interested in a solution or information on the field and thus leads generated by crowd marketing are more qualified and warmer if this is a product/service that you offer(Konhäusner, 2021).
6. Cost Effectiveness: Crowd marketing is going to save you too much` money, specifically for small budget organizations, as it based on the work of people and common communication instead of big advertising spending(Shitov & Azarova, 2017).
7. 2.1 Flexibility and Adaptability: Crowd marketing makes it possible for the brand to react fast to public sentiment, popular topics, and immediate end-user feedback(Wang, 2022).

Sixth: Challenges of Crowd Marketing in the Digital Era

Nevertheless, despite considerable advantages the crowd marketing has to remain aligned with a certain number of challenges especially in the context of new media landscape and for human relations complexity:

1. **Availability and Effort Intensity:** I can be described as(Xu et al., 2022):
 - a. Trust buildup: Credibility and good reputation are not built overnight. It takes consistent, authentic, and appreciated engagement over an extended period of time. It's not a sprint, but a marathon approach.
 - b. Ongoing Listening: This is the need to always be listening for relevant opportunities or conversations through which a brand can engage with more Classical detractors and handle any issues they have(Campagnolo et al., 2018).



- c. Keeping it Real and Evading Infomercial Formatting
- d. That Fine Line Which Separates Value and Promotion: The most difficult problem in the process is how to teach something that makes sense for the community but at the same time convey your message without making it directly or indirectly as an advertisement type or selling things attitude which can result on a loss of trust from community members, and even get ban possible if this is with reference to administrators post mod power regulations.
- e. The Negative Effect of Over Engagement: To much engagement, or over promotion, can lead to posts as spam and bad reputation(Telnov & Zozulya, 2024).

2. ROI Measurement Challenges:

- a. Challenging for a Direct Tracking: In contrast to paid advertisements that offer solid numbers; it is challenging to follow the direct ROI of crowdfunding, which may be reflected in non-PI as well and from long-term investments (e.g., trust building, awareness creation, scheduling reputation)(Rachmad, 2025).
- b. The Importance of Qualitative KPIs: To measure the success, one needs to consider qualitative KPIs instead of just quantitative properly:(quantitative:) Engagement Rate (quantitative), Organic Reach (quantity and quality),(brand mention numeric volume) ; Quality of Traffic (Are people who comes from these platforms more valuable consumer than others?) , and Rating & Review Enhancement(Perrin et al., 2017).

3. Reputation Management and Negative Feedback:

- a. Negative Reviews: Open communities provide the opportunity to share bad experiences or public grievances(Vollrath & Villegas, 2021). Recommendations Crowd Marketing is a more than ever an essential tool for innovative management in handling such reviews professionally, transparently and proactively providing solutions(Rachmad, 2025).
- b. Rumors and misinformation: False information or rumors about the brand may appear (Whitla, 2009) A company's immediate response to correct misinformation can help set the record straight.

4. Evolving Platforms and Regulations:

- a. Constantly changing of platform algorithms: The factors that are always being changed such as social media and forum algorithm then we should be ready to learn change and adapt specifically in order to reach target market(Lim, 2022).
- b. Community and Platform Rules Forums or platforms have rules which users must abide by in order not to get banned or lose credibility in the community(Vollrath & Villegas, 2021).

Seventh: Crowd Marketing and Classical Marketing Combined: Implementing a New Mix for Solid Results.

One important thing to note is that the development of crowd marketing does not necessarily indicate an end to Classical advertising and promotion; instead, attention should be paid on how they can be combined and fused into a unified marketing strategy(Petlin, 2020). Businesses can blend the best of both worlds to be most effective and successful(Shevchenko et al., 2022).

H.4 Fourth Hypothesis The combination of the features of Classical marketing and crowd marketing yields a hybrid marketing model that is more adapted to the needs of new digitally oriented environment?

1. Classical marketing as an initial awareness gateway: Classical advertising campaigns (television, radio and outdoor advertising) can be utilized in the early stages to create a broad audience's awareness towards a brand for the first time before it elicits interest within a brand (Kniazieva et al., 2023). So, these are the ways that lets you rapidly get out to a wide audience and draw attention into your head (Shelenko et al., 2018).
2. Crowd Marketing as a Bridge of Trust and Loyalty: After the attraction stage, crowd marketing establishes communication with customers through sharing in digital communities at deeper levels (Abdulkhalilova, 2022). A brand must earn trust and credibility, as well inspire loyalty that goes beyond what paid advertising can do. Here, the dynamic shifts from a basic buy and sell relationship to one of contribution and community.
3. Strengthening Messaging and Engagement: Classical marketing is capable of making a strong, concerted media message to the public (Ameen et al., 2022) but crowd marketing delivers an indispensable method for gathering immediate feedback on that message and how it was received. Such insightful data can be utilized by companies to enhance their products, services and even future marketing campaigns (Sheth et al., 2024).
4. SEO and organic reach boosting: Although paid ads can help you boost your short-term success, the reviews and conversations that are sparked by crowd marketing drive long-lasting SEO and a sustainable digital presence for brands. Such organic influences are more trustable than the paid links themselves (Rachmad, 2025).

Eighth: Ethics and responsibility in crowd marketing

A Challenge with Diminishing Returns But the sensitivity of crowd marketing on trust, community image and ethics is too vital if it has to be successful in the long run...

1. Transparency: Marketers should be transparent about who they are and their relationship to the brand even if they aim for natural interaction (Telnov & Zozulya, 2024). Such followers conceal their identity or pretend they are just a regular consumer while representing a brand, they could lose trust if it is revealed what impact may constitute irreparable reputation damage (Shevchenko et al., 2022).
2. Honesty and Integrity: Do not exaggerate claims about a product or services, provide accurate information based on truthfulness. Misinformation can discredit hard-earned credibility (Petlin, 2020).
3. No Manipulation - No manipulating of the conversation by seeding conversations to spread misinformation or through creating false accounts (otherwise known as sock puppets) promoting the brand and/or attacking competitors (Shevchenko et al., 2022). Such activities not only deteriorate reputation in long term but also can result in strict measures and punishment from platform or community moderators (Telnov & Zozulya, 2024).



4. Privacy: Follow privacy treaties without any compromise and secure the user data that we collect during trafficking. Obviously, if we're going to build trust, there needs to be some protection for user's information simply (Perrin et al., 2017).
5. Attending to Criticism and Complaint: Responding in a constructive, respectful, and empathetic manner. Providing solutions, rather than bickering or pretending there's no problem. A kind response can make what was negative into something more positive (Petlin, 2020).

Ninth: Crowd Marketing Strategies:

One of the most significant expressions of digital transformation in marketing today is crowd marketing, with consumers themselves being actively involved in creating and distributing advertising content (Bondarenko et al., 2022). The customer is not a passive consumer anymore, but has become an active content creator and influencer through digital channels. These tactics show that crowd marketing is not just a tool of PR, but also an innovative approach to interacting and communicating with the audience. The dissemination of marketing messages is no longer the preview solely of organizations. It increases credibility of the brand, helps to decrease the marketing costs and at the same time offers companies more opportunities to establish a sustainable competitive advantage (Kniazieva et al., 2023). So, all in all here are the popular crowd marketing tactics that businesses use to enhance their brand visibility and outperform their competitors.

1. **Reviews and Ratings Strategy:** Reviews as well matings are indeed the most popular crowd marketing strategies. Firms depend on stimulating existing customers to give their reviews and opinion about products or services over different digital networks (Campagnolo et al., 2018). The significance of these reviews is due to the fact that they represent a truthful and trustful source of the information for a perspective consumer who usually prefers others experiences than formal advertising messages (Rachmad, 2025). So, employing this tactic would help in fostering brand trust and customers are known to make purchase decision based on positive reviews. This can be illustrated by references to e-commerce platforms such as Amazon and TripAdvisor, both of which have embedded reviews in the purchasing decision process (Filimonchuk, 2024).
2. **Digital Word-of-Mouth (WOM) Strategy:** The strategy refers to the Classical word-of-mouth marketing transfer from its Classical, local form of sharing positive experiences among limited numbers of people or personal networks towards digital WOM such as social media, blogs and online comm ties (Bal et al., 2017). Digital WOM It is a great tool for it as if one positive post goes viral, just imagine how many potential targets were reached in minutes or hours. This implication-encouraging the consumers to share their experience and move them in social community online of the organizations is motivational (Jain, 2024). This approach is recognized for its capacity to establish long-term trust-worthy relationships, as the evidence shows that customers are more inclined towards opinions of their friends and acquaintances over formal advertising campaigns (Kniazieva et al., 2023).



3. **User-Generated Content (UGC) Strategy** User-generated content strategy is one of the most powerful crowd-sourced marketing strategies. Brands urge their audience to generate content in connection with products or businesses, be it pics, videos or even articles. This information has high credibility due to the reason that this comes from direct consumer experience and will be perceived as more convincing in comparison to a direct ad (Konhäusner, 2021). This content is commonly re-posted on official platforms of the firm, which increases consumers' gratitude and brand loyalty (Jain, 2024). One successful case in this area has been the campaigns launched by clothing and cosmetics companies where clients are encouraged to publish their own images using the products, that resulted to a higher rate of interaction and propagation for the brand (Azoury & Daou, 2020).
4. **Crowd marketing Campaigns:** This is the practice of involving the general public in creating products and services for company use, or just letting people help; also known as campaign advertising (Shelenko et al., 2018). Organizations allow their customers to rate, express opinions or suggest ideas (voting platforms, surveys and open idea platforms) (Perrin et al., 2017). This engagement is about more than collecting data; it engenders a real sense of ownership for customers that makes them feel like they are part of the decision-making process. This results in greater loyalty and brand engagement. For instance, some multinational beverage companies have used a similar approach by asking consumers to propose new flavor combinations that are put up for a public vote, and the winning combination is brought to market (Shelenko et al., 2018).
5. **Influencer & Micro-Influencer Marketing:** Influencer marketing has established itself as a key planning tool in mass-marketing approaches, thanks to the tangible evidence of social influence users display on their audiences inside digital media (Filimonchuk, 2024). This form of marketing leverages the authenticity of publics and the influence of media reaches due to followers perceiving influencers as credible sources for experiential knowledge and advice. As the costs of influencers increase, the trend has been towards utilizing micro-influencers, who tend to have less followers but greater and more deep-reaching targeted influence on their following network (Maclaran et al., 2023).
6. **Viral marketing strategy:** Viral marketing campaigns rely on producing a piece of marketing content which captures the audience's attention and incites them to adopt it, spreading like a virus (Hasan et al., 2023). The technique only works if a video has something unexpected or funny to share, that makes the public want to pass it on. viral campaigns - humans rally around something small, very little to no advertising spend as the focus is not on numbers. It is considered to be one of the most powerful crowd marketing tools since it can generate a big reach in features and competitive, on cost-efficient way (Abdukhalilova, 2022).
7. **Online Communities Strategy:** This strategy focuses on the development of interactive environments bringing together customers through communities around a brand within digital settings, such as Facebook groups, specific forums or internal communications platforms (Abdukhalilova & Alimkhodjaeva, 2021). Community members then serve as brand advocates, spreading word-of-mouth opinions and experiences to stay loyal long-term. This policy works to convert customers from

the simple product user into an interactive community which generates brand advocacy, spontaneously promoting it constantly (Rachmad, 2025).

Tenth: Crowd Marketing Theories

Crowd marketing is grounded on a profound intellectual and philosophical base since several social, psychological and communication theories have contributed to form this new marketing approach (Campagnolo et al., 2018). Allegories of the Market The analysis of crowd marketing Theory is then employed to make consistent sense both from individual's digital behavior in crowds, motivations to engage and interact, as well as what these interactions mean in predicting markets. Earlier theories have shed some insight to the concept that crowd marketing are not a recently developed phenomenon of marketing forced upon itself due to the digital revolution but is in fact a natural extension based on social psychology found in the study of individual and group behavior (Bal et al., 2017). People in digital crowds are affected by social factors, rely on digital media and express different opinions based on social relations. They also seek to realize their identity and psychology satisfaction from participating (Rachmad, 2025). This demonstrates that no crowd marketing strategy could succeed without knowing these theoretical formats, which allow both researchers and practitioners to interpret the behavior of people in groups and use it in order to create a platform for reaching certain marketing goals. Here is an explanation of several key theories constituting crowd marketing Source (Maclaran et al., 2023):

1. **Gustave Le Bon's Theory on Crowds:** Gustave Le Bon stands out as one of the earliest scholars who studied crowd behavior. As He also left His independence decreasing by joining an assembly the next person becomes more influence resistant (Rachmad, 2025). In this crowd marketing perspective, we can follow from how individual customers in digital platforms all evolve into a collective force that shares attitudes and behaviors, e.g., recommending a product or boycotting a brand. Marketer with this belief understands that impacting on the public cannot be done alone, but inspiring latent psychological energy of digital crowds (Nasution et al., 2023).
2. **Media Dependency Theory:** explains that people rely upon media to meet their cognitive, social and leisure requirements; the greater this reliance, the more power a media institution will have in society (Kniazieva et al., 2023). In the context of crowd-marketing, social media has emerged as the first channel through that dependency is created among customers who dependence on other reviews and contents to decide what to buy (Azoury & Daou, 2020). Therefore, crowd marketing serves as a practical addition to the theory since it enhances the connection of customers to publics content as an element of confidence and information (Telnov & Zozulya, 2024).
3. **Social Influence Theory:** This theory focuses on how we are shaped by the behaviors and attitudes of others, especially those in our groups (Telnov & Zozulya, 2024). In crowd marketing, it provides an explanation for why people are influenced to take on new attitudes or purchase products once they observe other people using those products. Social impact in this case is not exclusively limited to friends, but includes influencers and online networks whose indirect social

pressures drive people towards becoming a part of certain public movements(Kniazieva et al., 2023).

4. **Social Capital Theory:** This theory emphasizes the role that relationships, and social networks as non-tangible capital play in providing access to influence and collaboration. (Filimonchuk, 2024)In the phenomenon of crowd marketing, social connections through digital means are an important form of power-as customers act as riffles to spread marketing message across one another owing to the trust they wield in their network. Hence, companies can turn their public into a functional, crowd-oriented advertising power hiring on investing into growing social capital among them(Bauer & Gegenhuber, 2015).
5. **The Diffusion of Innovations Theory (Rogers):** there is a tension that characterizes the adoption and spread of innovations among individuals in various categories beginning with innovators an culminating with majority. This is directly linked with crowd marketing where the society owns the most influential role as an intermediary in the diffusion process exchanging of experiences and references. For instance, a novelty can start as an experiment of work by few people and then be generalized to more public market through content share and crowd interaction(Nasution et al., 2023).
6. **Social Identity Theory:** people derive their identity from the society they are a part of. Consumers identify themselves by reference to that group and therefore share values or beliefs consistent with the group. The same is true for crowd marketing in that people experience an emotional connection with a digital community or brand, which also shares their interests. This ownership drives them to sell or protect the brand, or join its mass actions. In this context, collective identity emerges as a core process explaining the influence of crowd marketing(Bondarenko et al., 2022).
7. **Uses and gratifications theory:** According to uses and gratifications theory publics are not viewed as passive receivers of media content but rather, as searching for ways to satisfy certain needs or gain particular gratifications – like entertainment, knowledge, identity and social integration. In crowd marketing, it can be observed the way individuals disseminate or produce one’s own marketing content not only serves the brand but also fulfils personal needs by means of self-affirmation, social recognition to their general interest over social issue (Nasution et al., 2023).

Conclusion: The Age of the Customer Collaborative Marketing

Crowd marketing is not just some new form of online marketing - it represents a whole new way in which businesses (and relationships with customers) are built in the age of internet and social media. It is more than just a product transaction, and it becomes about forging relationships, caring for communities, and earning trust through being genuine and adding value. Even with its time-related, metric-based and ethics issues crowd marketing is too effective at driving real awareness, building credibility and long-term enhancing SE performance not to be an ingredient in every modern-day marketing effort. As technology, and artificial intelligence in particular, develops on the road ahead, crowd marketing will only become more intelligent and effective; however, at its core it is based on true human interaction – bringing value to communities and



turning customers into actual partners in the brand's lifecycle. The ability to comprehend and execute this paradigm shift is crucial for anyone wishing to thrive in today's marketing environment.

Crowd marketing and the crowd based era. Crowd marketing is considered as a new trend which appears on the technology-driven, socially networked marketplace of today. It is grounded upon the philosophy of involving the public in creating, distributing, or advancing marketing messages. But let's not get over excited - this isn't any sort of separable novelty. Instead, it was grounded on broad intellectual and theoretical shore, where sociology, psychology and communication combine with applied marketing models to create a framework that serves as guidance for the digital crowd behavior processes along their interaction mechanisms with brands.

- **Acknowledgements:** The author would like to thank the University of Mosul for supporting this study.
- **Funding Information:** At the time of submission, the author had not received any specific grant for this research from any public, commercial, or non-profit funding source. The author has no other funding or support to report.
- **Conflict of interest:** The author declares that there are no conflicts of interest, and no financial or institutional relationship with any party that has a vested interest in this work.

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Author's Biography

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