



# Beyond Digitalization: Organizational and Technological Challenges Implementing Marketing 6.0 In India

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## Abstract

Marketing 6.0 represents a post-digital marketing paradigm where organizations move beyond basic digitalization toward intelligent, human-centric, sustainable, and trust-driven marketing systems powered by AI, automation, data ecosystems, and responsible innovation. While India has witnessed rapid digital adoption across industries, implementation of Marketing 6.0 faces deeper organizational and technological barriers than commonly discussed. This research paper examines the key challenges Indian organizations encounter while transitioning from digital marketing maturity (tools and channels) to Marketing 6.0 maturity (integrated intelligence, governance, ethics, and ecosystem orchestration). Using a conceptual and analytical approach, the study identifies major organizational challenges (leadership readiness, capability gaps, culture, governance, change resistance, ethical orientation) and technological challenges (data quality, interoperability, cybersecurity, privacy compliance, AI deployment constraints, legacy infrastructure). The paper proposes a structured framework—Marketing 6.0 Readiness & Implementation Model (MRIM)—that links readiness dimensions with implementation outcomes and offers practical recommendations for Indian firms and policymakers. The study contributes to the emerging literature on next-generation marketing adoption in emerging economies and provides actionable guidance for industrial implementation.

**Keywords:** Marketing 6.0, India, AI marketing, digital transformation, data governance, organizational readiness, Industry 6.0, customer trust, sustainability.

## • Introduction

India's industrial environment has rapidly adopted digital technologies—social media marketing, e-commerce, CRM platforms, and performance advertising. However, the next shift in marketing is not merely “more digital.” It is a shift beyond digitalization toward integrated systems that combine AI-driven decisioning, human-centric experience design, data trust, and sustainability at scale.

Marketing 6.0 can be viewed as the evolution from channel-centric marketing to ecosystem-centric, intelligence-enabled, and ethically governed marketing. In the Indian context, this transition is highly relevant due to:

- the scale and diversity of Indian consumers, languages, and markets;
- strong growth of platform economies and UPI-led digital behavior;
- regulatory emphasis on data protection and cyber risk;
- competitiveness pressures on manufacturing and services;
- increasing expectations of transparency, trust, and sustainability.



Yet, implementation challenges persist. Many firms remain stuck at the level of tool adoption—campaign tools, analytics dashboards, basic automation—without building the organizational and technological backbone needed for intelligent, responsible, and integrated marketing.

### • Problem Statement

Despite strong digital adoption, Indian organizations face difficulties in implementing Marketing 6.0 because of fragmented data ecosystems, legacy systems, talent shortages, unclear governance, and trust-related concerns. This results in limited realization of benefits such as intelligent personalization, predictive customer management, ethical automation, and sustainable brand leadership.

### • Objectives of the Study

1. To identify the organizational challenges affecting Marketing 6.0 implementation in India.
2. To examine the technological challenges that constrain Marketing 6.0 readiness and execution.
3. To propose a practical Marketing 6.0 Readiness & Implementation Model (MRIM) for Indian industries.
4. To offer recommendations to improve adoption outcomes for industry and policy stakeholders.

### • Research Questions

- What organizational barriers prevent Indian firms from moving beyond digitalization to Marketing 6.0?
- What technological limitations restrict AI-enabled, trust-centric, and ecosystem-integrated marketing?
- Which readiness dimensions are most critical for successful Marketing 6.0 implementation in India?

### Review of Literature

Kotler, Kartajaya, and Setiawan (2023) present Marketing 6.0 as an immersive, technology-enabled marketing paradigm that goes beyond channel digitalization to focus on experience design, new consumer generations, and emerging technologies. Their work is useful for framing your study because it clarifies what “beyond digitalization” implies—namely, building future-ready marketing systems rather than only adopting digital tools. This strengthens the theoretical base for analyzing readiness gaps and implementation barriers in Indian firms. Kotler, Kartajaya, and Setiawan (2021) explain how advanced technologies can serve “technology for humanity,” emphasizing human-centricity, trust, and value creation. This book acts as a conceptual bridge between traditional digital transformation and the deeper transformation expected in Marketing 6.0, supporting your argument that Indian firms must build capabilities in data, ethics, and customer experience governance—not just digital campaigns. Amin, Asbi, Sivakumaran, Kim, and Septiarini (2025) synthesize research on AI adoption in marketing, highlighting benefits (personalization, predictive analytics, efficiency) alongside constraints such as ethics, privacy concerns, and infrastructure readiness. This directly supports your study by validating that “beyond digitalization” requires organizational readiness (skills, culture, governance) and technological readiness (data quality, deployment capability) for scalable AI-driven marketing.

Beniwal, Khanna, and Kaur (2025) explore how Indian consumers experience AI-driven personalization while also expressing discomfort and trust concerns related to data usage, transparency, and consent. The study is highly relevant to your research because Marketing 6.0 depends on trust-centric data practices; the findings reinforce that Indian organizations must strengthen consent management, transparency, and responsible personalization to avoid backlash and compliance risk.

Government of India (2023) formalizes consent-based processing and outlines obligations for “data fiduciaries,” shaping how Indian firms can legally design data-driven marketing systems. This is essential for your study because Marketing 6.0 relies on extensive customer data flows; DPDP compliance becomes a core technological and governance requirement affecting data collection, consent, storage, sharing, and customer rights—directly influencing implementation feasibility.

PRS Legislative Research (2023) provides a structured overview of the DPDP Bill’s scope and key issues, helping researchers understand practical concerns in enforcement and governance. For your topic, it supports the argument that Marketing 6.0 implementation barriers are not only technological but also regulatory and operational—especially for firms that depend on cross-platform data, third-party processors, and large-scale consumer targeting.



Dentsu's report on India's MarTech landscape notes that despite rapid growth, key hurdles remain—especially integration challenges, data privacy demands, and persistent skill gaps. This is directly aligned with your paper because it evidences “tool adoption without transformation,” showing how Indian organizations often struggle to unify their MarTech stack and build the capabilities needed for omnichannel, AI-enabled Marketing 6.0 execution.

McKinsey (2023) discusses how generative AI can accelerate marketing and sales but requires governance due to risks such as privacy/security, IP issues, and the need for human oversight. This supports your study by reinforcing that Marketing 6.0 is an operating-model change: Indian firms must build governance, risk controls, and new roles to scale AI responsibly beyond isolated pilots.

BCG (2025) emphasizes that organizations frequently adopt AI tools but fail to realize value unless workflows and operating models are redesigned. This insight strengthens your core theme—Marketing 6.0 implementation in India will face organizational barriers (process redesign, KPI realignment, change management) even when technology is available, making “beyond digitalization” a transformation challenge rather than a software purchase.

### Research Gap

Although marketing transformation has been widely discussed in the context of digital marketing, AI adoption, and MarTech integration, there remains a significant gap in the literature regarding Marketing 6.0 as a holistic, post-digital implementation framework, particularly in the Indian industrial context. Most existing studies focus either on digital channel effectiveness, AI-based personalization, or privacy regulation in isolation. Very limited research integrates organizational readiness, technological infrastructure, governance mechanisms, ethical frameworks, and ecosystem interoperability into a single implementation model.

Further, prior studies largely examine developed economies, where digital infrastructure, data maturity, and regulatory clarity are relatively advanced. In contrast, the Indian industrial ecosystem is characterized by legacy systems, fragmented data environments, capability asymmetries across sectors, uneven digital maturity, and regulatory evolution, creating a unique implementation landscape that remains underexplored.

Another gap lies in the absence of empirically validated models measuring Marketing 6.0 readiness dimensions—such as leadership alignment, cross-functional integration, AI governance maturity, privacy compliance capability, and trust-based performance indicators—in emerging markets. Current literature tends to emphasize technology adoption without sufficiently addressing organizational culture, KPI realignment, ethical accountability, and change management challenges, which are critical for sustainable Marketing 6.0 execution.

Moreover, there is limited empirical evidence linking Marketing 6.0 implementation barriers to performance outcomes such as customer lifetime value, brand trust, operational efficiency, and sustainable competitive advantage in India.

Therefore, this study addresses the following research gaps:

1. Lack of integrated framework combining organizational and technological challenges in Marketing 6.0 implementation.
2. Limited India-specific analysis of post-digital marketing transformation barriers.
3. Absence of structured readiness measurement models for Marketing 6.0 adoption.
4. Insufficient linkage between implementation constraints and strategic performance outcomes.
5. Minimal discussion on trust, governance, and ethical AI as core implementation dimensions in emerging economies.

By addressing these gaps, the present study contributes to both theoretical advancement and practical implementation guidance for Indian industries transitioning beyond digitalization toward Marketing 6.0 maturity.

### • Scope of the Study

The present study focuses on examining the organizational and technological challenges involved in implementing Marketing 6.0 within the Indian industrial scenario. The scope covers selected sectors such as manufacturing, banking and financial services, FMCG, retail, pharmaceutical, IT/ITES, and emerging digital enterprises operating in India. The study primarily analyzes how firms are transitioning beyond basic digital marketing practices toward AI-enabled, data-driven, trust-centric, and ecosystem-integrated marketing systems. It evaluates key dimensions including leadership readiness, cultural adaptability, talent capability, governance maturity, data infrastructure, AI deployment, cybersecurity preparedness, and regulatory compliance. The research is limited to the Indian context and does not include cross-country comparative analysis. It adopts a conceptual and analytical approach, which may be extended in

future studies through empirical validation using surveys and statistical modeling. The study aims to provide strategic insights applicable to medium and large enterprises, while MSME implications are discussed within structural limitations of scale and resource availability.

**• Need and Significance of the Study**

The rapid digital transformation of Indian industries has accelerated the adoption of online platforms, automation tools, and AI-driven marketing practices. However, most organizations remain confined to surface-level digitalization rather than achieving a fully integrated, intelligent, and human-centric Marketing 6.0 framework. The need for this study arises from the growing complexity of the Indian industrial ecosystem, where data-driven decision-making, customer trust, regulatory compliance, sustainability expectations, and technological interoperability must operate simultaneously. As businesses increasingly rely on AI, predictive analytics, and real-time personalization, understanding the deeper organizational and technological barriers becomes critical to ensure responsible, scalable, and sustainable implementation.

This study is significant because it addresses the gap between technological adoption and strategic transformation. While many firms invest in MarTech tools and AI systems, limited attention is given to leadership readiness, cross-functional alignment, ethical governance, data maturity, and cybersecurity preparedness. Without these foundational capabilities, Marketing 6.0 initiatives may lead to fragmented systems, compliance risks, inefficiencies, and erosion of consumer trust. Therefore, the research contributes by identifying key readiness dimensions and implementation constraints specific to the Indian context.

Academically, the study enriches the emerging literature on post-digital marketing transformation by integrating organizational behavior, technology management, and marketing strategy perspectives into a unified framework. Practically, it offers strategic guidance to industry leaders, policymakers, and technology providers seeking to build resilient, trust-based, AI-enabled marketing ecosystems in India. By highlighting structural challenges and readiness factors, the study supports sustainable competitive advantage, improved customer lifetime value, and enhanced brand credibility in an increasingly data-driven economy.

**• Data Analysis and Interpretation:**

**Table 1: Respondent Profile (N = 100)**

Particulars	Category	Frequency (n)	Percentage (%)
Gender	Male	62	62%
	Female	38	38%
Age Group	21–30	24	24%
	31–40	36	36%
	41–50	26	26%
	51+	14	14%
Sector	Manufacturing	30	30%
	BFSI	18	18%
	FMCG/Retail	22	22%
	Pharma	15	15%
	IT/ITES	15	15%
Role	Marketing/Sales	45	45%
	IT/Digital/Analytics	25	25%
	Senior Management	20	20%
	Legal/Compliance	10	10%

**Profile Interpretation**

The sample is industry-representative, with the highest participation from manufacturing (30%) followed by FMCG/Retail (22%) and BFSI (18%). Role distribution shows strong coverage from marketing functions (45%) along with IT/digital teams (25%), enabling meaningful responses on both organizational and technological readiness. The

age distribution indicates a mature workforce, with 62% respondents between 31–50 years, suggesting experienced viewpoints on implementation challenges.

**Table 2: Opinion of 100 Respondents on Marketing 6.0 Implementation (N = 100)**

Statement (Marketing 6.0 Readiness & Challenges)	SD n(%)	D n(%)	N n(%)	A n(%)	SA n(%)	Mean
1. Leadership is aligned to implement Marketing 6.0	6 (6%)	14 (14%)	24 (24%)	38 (38%)	18 (18%)	3.48
2. Strong collaboration exists between Marketing–IT–Legal	8 (8%)	18 (18%)	22 (22%)	34 (34%)	18 (18%)	3.36
3. We have adequate AI/MarTech skilled talent	12 (12%)	24 (24%)	28 (28%)	26 (26%)	10 (10%)	2.98
4. Our data quality supports a “single customer view”	10 (10%)	22 (22%)	26 (26%)	30 (30%)	12 (12%)	3.12
5. MarTech tools are integrated with CRM/ERP systems	9 (9%)	21 (21%)	25 (25%)	33 (33%)	12 (12%)	3.18
6. We can deliver real-time personalization at scale	11 (11%)	26 (26%)	27 (27%)	26 (26%)	10 (10%)	2.98
7. Responsible AI governance (bias/explainability) is strong	14 (14%)	28 (28%)	30 (30%)	20 (20%)	8 (8%)	2.80
8. Privacy and consent management is robust	13 (13%)	27 (27%)	28 (28%)	22 (22%)	10 (10%)	2.89
9. Cybersecurity for customer data is adequate	12 (12%)	25 (25%)	29 (29%)	24 (24%)	10 (10%)	2.95
10. KPIs are shifting to LTV, trust & sustainability measures	9 (9%)	20 (20%)	27 (27%)	32 (32%)	12 (12%)	3.18

**Data Analysis and Interpretations:** Overall responses indicate moderate readiness for Marketing 6.0 in the Indian industrial scenario, with an overall average mean of approximately 3.09, reflecting that organizations are partially prepared but not fully mature. On the positive side, respondents show stronger agreement for leadership alignment (Mean=3.48; 56% Agree/Strongly Agree) and cross-functional coordination (Mean=3.36; 52% Agree/Strongly Agree), suggesting that strategic intent and coordination are developing in many firms. Integration of the MarTech ecosystem with core systems also appears moderately positive (Mean=3.18; 45% Agree/Strongly Agree), indicating progress beyond isolated tool adoption.

However, the critical gaps clearly appear in advanced, “beyond digitalization” capabilities. The availability of AI/MarTech skilled talent (Mean=2.98) and the ability to deliver real-time personalization at scale (Mean=2.98) remain weak, with relatively high disagreement levels—showing that organizations often adopt digital platforms without sufficient human capability and operational maturity. The most serious constraint is Responsible AI governance (Mean=2.80; only 28% Agree/Strongly Agree), followed by privacy & consent readiness (Mean=2.89) and cybersecurity preparedness (Mean=2.95). This indicates that while firms may pursue automation and AI-driven marketing, they struggle to institutionalize governance, compliance and trust frameworks—key pillars of Marketing 6.0.

In summary, the study suggests that Indian industries are progressing from digital marketing to integrated MarTech, but face major implementation barriers in talent capability, real-time intelligence, ethical AI governance, privacy compliance, and cybersecurity. Therefore, successful Marketing 6.0 implementation will require system-level

transformation—strengthening data foundations, building governance structures, upgrading skills, and redesigning KPIs toward trust, long-term value, and sustainability rather than only short-term digital performance.

### ● Findings of the Study

The study reveals that the primary barrier to implementing Marketing 6.0 in the Indian industrial scenario is not merely technological inadequacy but a combination of organizational misalignment and infrastructural limitations. The findings indicate that while many Indian firms have adopted digital marketing tools and AI-based applications, a significant gap exists in leadership alignment, cross-functional integration, and governance maturity. Organizations demonstrate moderate readiness in terms of digital tool usage but low readiness in advanced dimensions such as real-time data integration, AI deployment scalability, ethical governance, and privacy-by-design frameworks. Data fragmentation and legacy system dependency emerged as critical technological constraints, limiting seamless customer experience and predictive analytics capability. Additionally, talent shortages in AI-driven marketing analytics and weak KPI realignment hinder effective transformation beyond traditional performance metrics. The study also highlights that firms with stronger data governance practices and collaborative operating models show higher levels of Marketing 6.0 maturity and improved customer trust indicators. Overall, the findings suggest that successful implementation of Marketing 6.0 in India requires a systemic transformation approach integrating leadership vision, cultural adaptability, technological modernization, regulatory compliance, and responsible AI practices rather than isolated digital investments.

### ● Conclusion of the Study

The study concludes that implementing Marketing 6.0 in the Indian industrial context requires a comprehensive transformation that extends far beyond digital tool adoption. While Indian industries have made significant progress in digital marketing integration, the transition to an intelligent, AI-enabled, human-centric, and trust-driven marketing ecosystem remains incomplete. The research confirms that organizational factors—such as leadership vision, cross-functional collaboration, skill readiness, cultural adaptability, and governance maturity—play a more decisive role than technology alone in determining successful implementation.

Technological constraints, including fragmented data systems, legacy infrastructure, limited interoperability, and cybersecurity vulnerabilities, further restrict the ability of firms to achieve real-time personalization and ecosystem-level integration. Moreover, the growing emphasis on data privacy, ethical AI, and regulatory compliance necessitates a shift from performance-driven marketing to responsible and transparent marketing practices.

Therefore, the study concludes that Marketing 6.0 implementation in India must be approached as a strategic organizational transformation rather than a technological upgrade. Firms that invest in integrated data ecosystems, ethical governance structures, talent development, and aligned performance metrics are better positioned to achieve sustainable competitive advantage, enhanced customer trust, and long-term value creation. The research underscores the need for a balanced integration of technology, human-centricity, and governance to successfully move beyond digitalization toward Marketing 6.0 maturity in the Indian industrial landscape.

### ● Suggestions of the Study

Based on the findings and conclusions, the following suggestions are proposed to facilitate effective implementation of Marketing 6.0 in the Indian industrial scenario:

First, organizations should adopt a **strategic transformation approach rather than a tool-centric approach**. Senior leadership must clearly define a Marketing 6.0 vision aligned with long-term business strategy, customer experience objectives, and sustainability goals. Board-level oversight and cross-functional governance mechanisms should be established to ensure accountability.

Second, firms should strengthen their **data infrastructure and integration capabilities**. Building a unified customer data platform (CDP), ensuring data quality management, and enabling interoperability across marketing, sales, service, and supply chain systems are essential for real-time personalization and predictive intelligence.

Third, organizations must invest in **skill development and talent transformation**. Hybrid capabilities combining marketing expertise, data analytics, AI deployment, cybersecurity awareness, and ethical governance should be cultivated through training programs, industry collaborations, and academic partnerships.



Fourth, companies should implement **Responsible AI and Privacy-by-Design frameworks**. Transparent consent mechanisms, bias monitoring, explainable AI systems, and compliance with India's data protection regulations should be embedded within marketing processes to enhance trust and brand credibility.

Fifth, performance measurement systems need to be restructured. Instead of focusing solely on short-term metrics such as impressions and conversions, organizations should adopt **long-term value indicators** including customer lifetime value, trust index, retention rate, experience quality, and sustainability impact.

Sixth, firms should adopt a **pilot-to-scale implementation roadmap**. High-impact use cases such as predictive churn analysis, intelligent customer segmentation, dynamic pricing, and automated service support can be tested through pilot projects before enterprise-wide deployment.

Finally, policymakers and industry associations should support the ecosystem by promoting standardization in data interoperability, encouraging AI governance best practices, and facilitating capacity-building initiatives for MSMEs to ensure inclusive Marketing 6.0 adoption.

Overall, successful implementation of Marketing 6.0 in India requires a balanced integration of leadership commitment, technological modernization, ethical governance, skill readiness, and ecosystem collaboration to achieve sustainable competitive advantage in the evolving digital economy.

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