

MAPPING THE INFLUENCE: A CONCEPTUAL MODEL OF BRAND REPUTATION, INFLUENCER MARKETING, ORGANIZATIONAL AGILITY, STRATEGIC LEADERSHIP, AND BUSINESS PERFORMANCE

Ria Andriani¹, Heirunissa², Muhamad Harun³, Hasta Herlan⁴

^{1,3,4}) Universitas Bina Sarana Informatika

²) STIE GICI Bogor

Email: ria.rii@bsi.ac.id

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ABSTRAK

Penelitian ini mengusulkan model konseptual yang mengintegrasikan brand reputation, influencer marketing, dan organizational agility dalam mendorong business performance, dengan strategic leadership sebagai variabel moderasi. Studi ini dilatarbelakangi oleh kebutuhan organisasi untuk beradaptasi terhadap perubahan pasar yang cepat. Metode yang digunakan adalah tinjauan terhadap artikel jurnal terindeks SINTA, Google Scholar, dan Scopus, serta laporan industri yang relevan. Hasil menunjukkan bahwa brand reputation dan influencer marketing berpengaruh positif terhadap organizational agility, yang kemudian memediasi peningkatan business performance melalui responsivitas dan efisiensi operasional. Selain itu, strategic leadership memperkuat hubungan antara organizational agility dan business performance dengan memanfaatkan dinamika pasar secara efektif. Temuan ini menegaskan pentingnya sinergi antara pengelolaan brand reputation, penerapan influencer marketing yang etis, dan penguatan organizational agility untuk mencapai kinerja bisnis berkelanjutan, khususnya pada UMKM di Indonesia. Keterbatasan penelitian ini adalah penggunaan data sekunder, sehingga disarankan studi lapangan lebih lanjut untuk validasi model.

ABSTRACT

This study proposes a conceptual model that integrates brand reputation, influencer marketing, and organizational agility in driving business performance, with strategic leadership as a moderating variable. The study is motivated by the need for organizations to adapt to rapid market changes. The method employed is a systematic review of journal articles indexed in SINTA, Google Scholar, and Scopus, as well as relevant industry reports. The results indicate that brand reputation and influencer marketing have a positive influence on organizational agility, which in turn mediates the improvement of business performance through enhanced responsiveness and operational efficiency. Furthermore, strategic leadership strengthens the relationship between organizational agility and business performance by effectively leveraging market dynamics. The findings highlight the importance of synergy between brand reputation management, ethical implementation of influencer marketing, and the reinforcement of organizational agility to achieve sustainable business performance, particularly among SMEs in Indonesia. The study's limitation lies in its reliance on secondary data, suggesting that future research should involve field studies for model validation.



INTRODUCTION

Brand reputation is an intangible asset that plays a strategic role in shaping consumer perceptions and maintaining loyalty. According to Fombrun and Shanley (1990), brand reputation reflects the collective evaluation of stakeholders towards a company. Research shows that 87% of consumers prefer brands with a good reputation even when the price is high (Nielsen. (2020). In the context of global competition, a strong reputation is a key differentiator in attracting and retaining customers (Davies & Chun, R. (2002). Therefore, modern marketing strategies must be able to align brand image and service quality to form consistent perceptions. Influencer marketing has experienced exponential growth in the last decade. According to (Hub. (2023), the global market value of influencer marketing is estimated to reach USD 21.1 billion. A study by Lou and Yuan (2019) found that influencer credibility has a significant effect on consumer attitudes towards products. In addition, the emotional connection formed between influencers and audiences strengthens the transfer of value to the brand (Schouten, Janssen & Verspaget (2020), this strategy has proven to be effective especially in the fashion, cosmetics, and food industries, where visual perception plays a major role (Cuevas, Chong,, & Lim, (2020).

Strategic marketing is now shifting from a traditional approach to an integrative and data-driven one. According to (Varadarajan, 2017) , strategic marketing emphasizes the importance of long-term competitive advantage. The use of digital analytics and segmentation technology allows companies to develop more precise strategies (Chaffey, & Chadwick (2019). Companies that are able to integrate brand reputation and influencer marketing into their marketing strategies have been shown to have a 23% higher customer retention rate. Therefore, the company's strategic orientation must include digital and reputational dimensions in a balanced manner. Strategic marketing has evolved by integrating digital technology to achieve competitive advantage. (Varadarajan, 2017), emphasizes the importance of long-term orientation in strategic marketing. Chaffey and Chadwick (2019) state that the integration of analytical technology allows companies to develop more precise marketing strategies. Business performance is the ultimate reflection of the

effectiveness of the entire marketing strategy. According to (Kaplan, R. S., & Norton), measuring business performance is not only based on financial indicators but also includes customer satisfaction, internal processes, and organizational learning. A study by (Bag et al., 2021) shows that a high brand reputation and effective influencer campaigns can increase net income by up to 12% per quarter. This indicates that an integrated approach to strategic marketing has a real impact on the company's bottom line.

Meanwhile, in Indonesia, a strong brand reputation increases consumer purchase intention by 25% (Pasaribu et al., 2021). This confirms that brand reputation is not only about image, but also has a direct impact on consumer purchasing decisions. Studies also show that marketing involving influencers can increase consumer engagement by 30%. However, it is important to note that the effectiveness of influencer marketing is highly dependent on the fit between brand values and the chosen influencer personality. A study also shows that companies that adopt digital marketing strategies experience a 23% increase in customer retention. This shows that the integration of brand reputation and influencer marketing in a digital marketing strategy can provide a significant competitive advantage. Companies that are active in digital marketing also experience a 15% increase in sales in six months. This data confirms that integrated and digital-based marketing strategies have a positive impact on business performance.

Although many studies have examined the relationship between brand reputation, influencer marketing, strategic leadership, and business performance, research that explores all five elements simultaneously within the context of emerging markets remains limited. In Indonesia, the rapid growth of social media users and the increasing role of MSMEs in the digital economy provide both opportunities and challenges for integrated marketing strategies. It is therefore important to investigate how the integration of brand reputation and influencer marketing within the framework of strategic leadership can impact business performance. But, several cases in Indonesia reveal that the use of food vloggers as influencers does not always lead to positive brand outcomes. For instance, there

have been incidents where collaborations with food vloggers sparked controversy due to unethical reviews, biased content, or public behavior that contradicted the brand's values. In some cases, negative public reactions led to boycotts or a decline in customer trust, ultimately harming the brand's reputation and financial performance. These cases highlight the risks involved in influencer partnerships and underscore the importance of aligning influencer personas with brand identity and consumer expectations. From a strategic leadership perspective, careful vetting and ongoing reputation monitoring are essential to ensure that influencer marketing contributes positively to business goals in a culturally sensitive and sustainable way.

The purpose of this study is to develop and enrich a comprehensive conceptual model that integrates brand reputation, influencer marketing, and organizational agility as key determinants in enhancing business performance, particularly within the dynamic context of emerging markets. By examining the interplay among these elements, the study aims to provide a deeper understanding of how modern marketing strategies and internal organizational capabilities can be aligned to drive sustainable competitive advantage. Furthermore, the model explores how these factors, when strategically coordinated, contribute not only to short-term performance metrics such as customer acquisition and revenue growth, but also to long-term brand equity, market responsiveness, and organizational resilience. This research intends to fill a gap in the existing literature by addressing the simultaneous impact of external branding mechanisms and internal agility capacities, offering theoretical contributions and practical implications for businesses navigating rapid technological and consumer behavior shifts in the digital economy.

THEORITICAL REVIEW

Brand Reputation

Brand reputation is an intangible asset that is very important in shaping consumer perceptions and determining purchasing decisions. A study by (Haryanto, & Wicaksono (2023) found that a strong brand reputation contributes directly to increasing customer loyalty through the mediation of brand trust. This is supported

by research by (Putri & Indrawati (2021) which states that brand reputation has a significant effect on brand performance and company image in the eyes of consumers. On the other hand, brand credibility has also been shown to be the foundation of a solid brand reputation, which ultimately has an impact on increasing consumer purchasing intentions (Rahmawati & Sutanto, (2024). In the context of MSMEs, brand reputation plays a strategic role in shaping competitive advantage. A study by (Wong, & Sijabat, (2022) emphasized that a good reputation drives competitiveness and faster business growth. (Hartono, Malik, & Surya, (2023) also added that a strong brand reputation in the digital service industry significantly increases consumer usage intentions.

Therefore, building and maintaining a positive brand reputation is one of the key strategies in contemporary sustainability-oriented marketing. Brand reputation not only reflects consumer perceptions of product quality but also plays an important role in shaping customer loyalty. According (Widodo, (2021) brand reputation functions as an external signal that guides consumers in evaluating products, thereby influencing purchase intentions. Research by (Istikomah, (2019) shows that a good brand reputation contributes significantly to consumer purchasing decisions. In addition, a study by (Adzkia & Ramli,(2021) highlights the importance of legal protection for the reputation of well-known brands to prevent piggybacking by other parties. Finally, research by (Rahmadevita, (2013) revealed that a strong brand reputation can increase customer value and purchasing decisions through an active customer community.

Influencer Marketing

Influencer marketing has become an effective marketing strategy in influencing consumer purchasing decisions, especially in today's digital era (Lestari & Yuniarinto, (2024) found that social media influencers have a positive and significant influence on purchase intentions, with brand awareness as a mediating variable that strengthens the relationship. Research by (Khoirunnisa, et.al (2023) showed that influencer marketing significantly influenced purchasing decisions for

Something serum in Tangerang Regency, confirming the important role of influencers in shaping consumer perceptions. (Sa'adah ,et.al (2023) identified that persuasive communication from influencers on TikTok Shop had a significant influence on purchasing decisions, highlighting the effectiveness of social media platforms in marketing strategies. (Shadrina & Yoestini (2022) in their study revealed that influencers, together with content marketing and social media, simultaneously had a positive influence on consumer purchasing decisions in Magelang City.

In addition,(Pratiwi, et.al (2023) found that influencer marketing, together with price discounts, had a significant influence on purchasing decisions on e-commerce. Influencer marketing significantly shapes consumer behavior, especially the younger generation who are more responsive to digital content. Recent research by(Rizky & Azhar (2023) revealed that the credibility and attractiveness of influencers greatly influence consumer trust in the products being promoted. This is in line with the findings of (Maulana & Murniati (2022) which stated that the level of influencer engagement with the audience also contributed to increasing brand trust and purchase intention. (Jannah & Dzikri (2023) also added that the quality of information conveyed by influencers has an impact on the perceived value of the product, thereby strengthening consumer loyalty to certain brands. Meanwhile, a study by Putri (2023) emphasized that visual elements and personal narratives in influencer content can strengthen consumer perceptions of brand authenticity. In the context of MSMEs, (Susanti & Hidayat (2022) stated that the use of micro-influencers effectively increases awareness and sales conversions, especially in the local food and fashion sectors.

Organization Agility

Organizational agility is the ability of an organization to adapt quickly to changes in the environment and market demands. According to (Wijaya, & Pasaribu (2023) adaptive leadership and workforce agility contribute significantly to organizational agility, with effective communication as a moderating variable. (

Nadeak (2024) highlights the importance of complexity-tolerant leadership in enhancing organizational agility and competitive advantage, especially in MSMEs during digital transformation. Sakitri (2020) emphasizes that in facing industry 5.0, organizations need to formulate strategies to strengthen human resources to be agile in facing an increasingly flexible and uncertain environment. (Raharso, (2018) examines how organizational culture and knowledge sharing activities can build organizational agility, showing that internal collaboration and a culture of knowledge sharing accelerate responses to external changes. (Sharma (2024) conducted a systematic literature review to identify characteristics of organizational agility, such as structural flexibility and innovation capabilities, that support long-term competitiveness. In the context of the public sector, research by (Nadeak (2024) shows that implementing organizational agility strategies can enhance digital transformation in government organizations, with innovation and leadership as key drivers.

(Wijaya, & Pasaribu (2023) also found that effective communication plays an important role in strengthening the relationship between leadership, workforce agility, and organizational agility at PT Angkasa Pura Aviasi and also found that effective communication plays an important role in strengthening the relationship between leadership, workforce agility, and organizational agility at PT Angkasa Pura Aviasi. In addition, (Raharso, (2018) examined how organizational culture and knowledge sharing activities can build organizational agility, showing that internal collaboration and a culture of knowledge sharing accelerate the response to external changes. Sakitri (2020) emphasized that in facing industry 5.0, organizations need to formulate strategies to strengthen human resources in order to be agile in facing an increasingly flexible and uncertain environment.

Strategic Leadership

Strategic leadership is defined as the ability of a leader to formulate a long-term vision, inspire change, and direct organizational resources effectively in the face of market dynamics. A study by (Prabowo, et.al (2023) shows that strategic leadership has a significant effect on the success of digital transformation

implementation, with cross-functional coordination as an intervening variable. According to (Lestari (2022), a leader's ability to build a culture of innovation and quick decision-making plays a key role in increasing organizational competitiveness. (Darmawan (2021) confirms that leaders who apply a visionary leadership style are able to prioritize strategic initiatives and encourage organizational agility. In addition, (Santoso & Hartini (2024) found that strategic leadership supported by effective communication increases employee commitment to the company's strategic goals. Meanwhile, (Agustina, et.al. (2023) highlighted the importance of strategic leadership in risk management, where proactive leaders can anticipate external disruptions and minimize negative impacts.

In the context of MSMEs, the role of strategic leadership is becoming increasingly crucial to ensure business continuity amidst intense competition. Research by (Nugroho & Sari (2022) that MSME leaders who have good strategic capabilities recorded 20% higher revenue growth than those who do not. (Herlina, & Utomo, (2023) added that strategic leadership facilitates the adoption of best practices and the development of dynamic capabilities at the operational level. A study by Kurniawan, (2021) showed that leaders who integrate coaching and mentoring approaches into leadership strategies increase talent retention by up to 15%. In addition, (Wijayanti (2023) emphasized that strategic leadership acts as a catalyst for innovation of new products and services, which ultimately strengthens the company's market position. Finally, research by (Firmansyah & Lestari (2024) stated that leaders with a high strategic orientation are able to align digital marketing goals and brand reputation to achieve sustainable competitive advantage.

Business Performance

Business performance refers to an organization's ability to achieve its long-term goals, which can be measured through financial and non-financial indicators. In a theoretical perspective, business performance is not only about achieving financial profits, but also includes factors such as operational efficiency, customer satisfaction, and product innovation (Kaplan & Norton (1992). Research conducted by (Susanti & Putra, W. (2024) shows that financial performance measurements such as Return on

Investment (ROI) and profit margin are often used as primary indicators, but must be balanced with non-financial performance measurements that include customer satisfaction, product quality, and brand reputation. (Handayani & Sutrisno (2023) suggest that the use of a balanced scorecard as a performance measurement system can identify more holistic areas of improvement by combining financial and operational indicators in a broader perspective. Research by Ramadhani, et. al (2022) emphasizes that information technology, such as an integrated management information system, can accelerate decision-making and improve operational performance, while (Wulandari & Pertiwi (2023) reveal the importance of digital-based performance measurements that include social media engagement and product delivery speed in e-commerce businesses. In the context of increasingly complex organizations, business performance is also measured by the ability to adapt to rapid market changes and dynamic environments.

According to (Dewi & Prasetyo (2023) businesses that can collaborate with external parties, such as logistics partners or digital platforms, will experience improvements in terms of delivery speed and more efficient supply chain management. This shows that flexibility and resilience in facing market challenges are key factors in sustainable business performance. (Santoso & Nugraha (2022) added that the adoption of technology, such as e-commerce platforms, plays a significant role in increasing sales and operational efficiency for MSMEs in Indonesia, with data showing that 60% of MSMEs that adopt e-commerce recorded sales growth of more than 15%. In addition, (Kurniasih & Malik (2023) showed that managerial training and digitalization of internal processes contributed to significant increases in productivity, while research by (Firdaus & Lestari (2024) confirmed that managing customer data through analytics can increase customer retention and create long-term relationships with consumers.

RESEARCH METHODS

This study uses a systematic literature review approach as the main method, with the aim of identifying, analyzing, and synthesizing findings from various empirical and theoretical studies that are relevant to key variables such as brand

reputation, influencer marketing, organizational agility, strategic leadership, and business performance. Literature review allows researchers to build a conceptual model based on verified academic evidence, as well as reveal unfilled research gaps. The literature selection process is carried out systematically with inclusion criteria in the form of nationally indexed (SINTA) and internationally indexed (Scopus, Google Scholar) scientific journals, published in the last five years (2019–2024), and have direct relevance to the research theme. The analysis technique used is thematic content analysis to identify patterns and relationships between variables that will be constructed into a conceptual model.

Several studies support this approach, such as that conducted by (Handayani & Sutrisno (2023) which showed the effectiveness of literature review in developing a theoretical framework for strategic marketing. Meanwhile, Nurhadi and Lestari (2021) stated that the use of systematic review in management research is able to map the complexity of organizational variables in more depth. The study by (Adhi Pratama & Fitriyani, 2022) Pratama and Yuliana (2023) also emphasized the importance of integration between national and international literature to produce a contextual model but with a strong theoretical basis. Fitriani and Sembiring (2022) used the same approach to design a framework in a study of MSME digital transformation, showing how literature review can be a tool for knowledge exploration and exploitation. In addition, Azizah and Hidayat (2023) showed that this method is effective in building theoretical hypotheses for further quantitative research, especially in the fields of consumer behavior and organizational strategy.

RESULTS AND DISCUSSION

Influencer Marketing and Organizational Agility

Various studies show that influencer marketing has a significant relationship with increasing organizational agility, both domestically and abroad. In Indonesia, research by (Hodijah, et al (2021) involving 131 MSME owners in Bandung showed that influencer marketing significantly influenced organizational performance through mediation of purchasing decisions, indicating that this strategy supports

organizational agility in responding to the market. Another study by (Shodikin, (2023) on Vivo Indonesia's Instagram followers also showed that influencer marketing had a positive impact on brand equity, which is one indicator of an organization's ability to adapt. Furthermore, a study by (Pratiwi. (2021) in Ponorogo revealed that influencer marketing influenced brand equity and purchasing decisions of generation Z, indicating its influence on the adaptive dynamics of the organization.

Meanwhile, globally, (Tehrani et.al (2024) found that the use of influencer marketing in the German automotive industry strengthens the innovation capabilities and agility of the organization, with organizational agility acting as a mediator of company performance. Research in Kenya by Nderitu (2024) indicated that digital marketing strategies including influencer marketing explained 18% of the variation in organizational agility in the SACCOs sector, indicating the significant contribution of this strategy to business adaptation. (Bekos .et.al , 2025) also emphasized the importance of marketing capabilities to strengthen organizational agility in the business-to-business context, where agility plays a crucial role in achieving performance. These findings collectively confirm that influencer marketing is not only a promotional strategy, but also a catalyst in creating an organization that is agile, adaptive, and responsive to changes in the business environment.

Preposition 1: Influencer Marketing has a positive influence on Organizational Agility

Brand Reputation and Organizational Agility

Research conducted by (Nugroho (2022) in Jakarta analyzed 35 digital startups with a quantitative-survey approach using questionnaires filled out by 105 respondents from the managerial level. The results showed that a strong brand reputation drives the organization's ability to react quickly to market changes, especially through positive public perception and customer loyalty. Another study by (Ramadhani & Prasetyo (2021) in Surabaya targeted 60 MSMEs in the food and

beverage sector, using a purposive sampling technique for business owners. Using the SEM-PLS analysis method, this study found that brand reputation built through digital channels has a positive impact on fast decision-making and operational flexibility. In an international context, (Alves, et.al. (2023) studied 120 technology companies in Europe using survey methods and multivariate regression analysis, and concluded that corporate reputation mediates organizational resilience in the face of market crises. A study in South Korea by (Lee, & Kim. (2023) examined 87 medium-sized manufacturing companies undergoing digital transformation. This study used a longitudinal method and revealed that positive public perception of the company accelerated managerial responses to technological dynamics.

In Malaysia, (Rosli, et.al (2022) conducted a study on 56 MSMEs in the logistics and manufacturing sectors using in-depth interviews and thematic analysis methods, which showed that brand reputation opened up access to external collaboration and encouraged internal innovation. Meanwhile, in Indonesia, (Wibowo, A. (2023) surveyed 210 employees of an e-commerce company in Bandung and stated that brand reputation plays a role as soft power that accelerates the adoption of organizational change. These findings strengthen the argument that brand reputation not only functions as an external marketing tool, but also plays an important role in forming an agile, adaptive, and innovative organizational culture in facing disruptions in the business environment.

Preposition 2: Brand Reputation has a positive influence on Organizational Agility

Organizational Agility dan Business Performance

Research by (Handayani et al. (2023) in Central Java, involving 150 manufacturing companies and analyzed using SEM, showed that organizational agility has a significant effect on operational efficiency and profitability ($\beta = 0.45$, $p < .01$). A study by (Santoso, & Nugraha, (2022) on 180 MSMEs in Jakarta, using linear regression, reported that agility explained 28% of the variance in revenue growth ($R^2 = 0.28$, $p < .01$). In the Bandung technology startup sector, (Prabowo, & Setiawan, (2023) analyzed a panel data of 120 companies and found that high agility scores

correlated with 15% faster product launch times and 12% higher EBITDA margins. (Dewi, & Prasetyo (2023. studied 200 digital-savvy MSMEs in Yogyakarta through SEM, and concluded that organizational agility improves service quality and customer satisfaction, which results in a 20% increase in sales. (Aryanti & Hadi (2021) in Surabaya, with 100 manufacturing companies and path analysis, proved that supply chain flexibility mediates the effect of agility on market share (indirect effect = 0.30, $p < .05$).

Proposition 3: Organizational Agility has a positive effect on Business Performance

Strategic Leadership and Organizational Agility

Several empirical studies confirm that strategic leadership strengthens the influence of organizational agility on business performance through a significant moderation effect. In Indonesia, (Santoso & Nugraha (2022 studied 180 MSMEs in Jakarta using survey methods and multiple regression analysis, finding that organizational agility is positively correlated with revenue growth ($\beta = 0.28$, $p < .01$), and this effect is stronger in business units led by leaders with high strategic capabilities (interaction $\beta = 0.15$, $p < .05$). In the Central Java manufacturing context, (Handayani & Sutrisno . (2023).) surveyed 150 managers and reported that agility explains 45% of the variance in operational efficiency; when the strategic leadership variable is included as a moderator, R^2 increases from 0.45 to 0.58, with a significant interaction coefficient ($p < .01$). A study in the Bali service sector by Firmansyah and Lestari (2024) used a mixed-methods approach on 130 respondents, and showed that strategic leadership significantly strengthened the relationship between agility and Return on Assets, where the moderation effect was recorded at $\beta = 0.22$ ($p < .01$).

Internationally, (Brown & Eisenhardt (2021) analyzed 200 technology startups in the United States through multivariate regression, finding that the effect of agility on dynamic performance ($R^2 = 0.42$, $p < .001$) increased significantly when strategic leadership was high (interaction term = 0.18, $p < .001$). These findings consistently show that strategic leadership not only facilitates agility but also maximizes the impact of agility on business outcomes.

Proposition 4: Strategic Leadership moderates the effect of Organizational Agility on Business Performance

Proposed Conceptual Model

Based on the literature review and previous theoretical framework, this study proposes a comprehensive conceptual model to understand the drivers of Business Performance (BP) in organizations. This model places Business Performance (BP) as a dependent variable that is directly influenced by Brand Reputation (BR), Influencer Marketing (IM), and Organizational Agility (OA), and indirectly through the interaction between the three, with Strategic Leadership (SL) acting as a moderating variable. The functional relationship of this model is formulated as follows:

$$BP = f (BR, IM, OA; SL \text{ as moderator})$$

Where;

BP = Business Performance

BR = Brand Reputation,

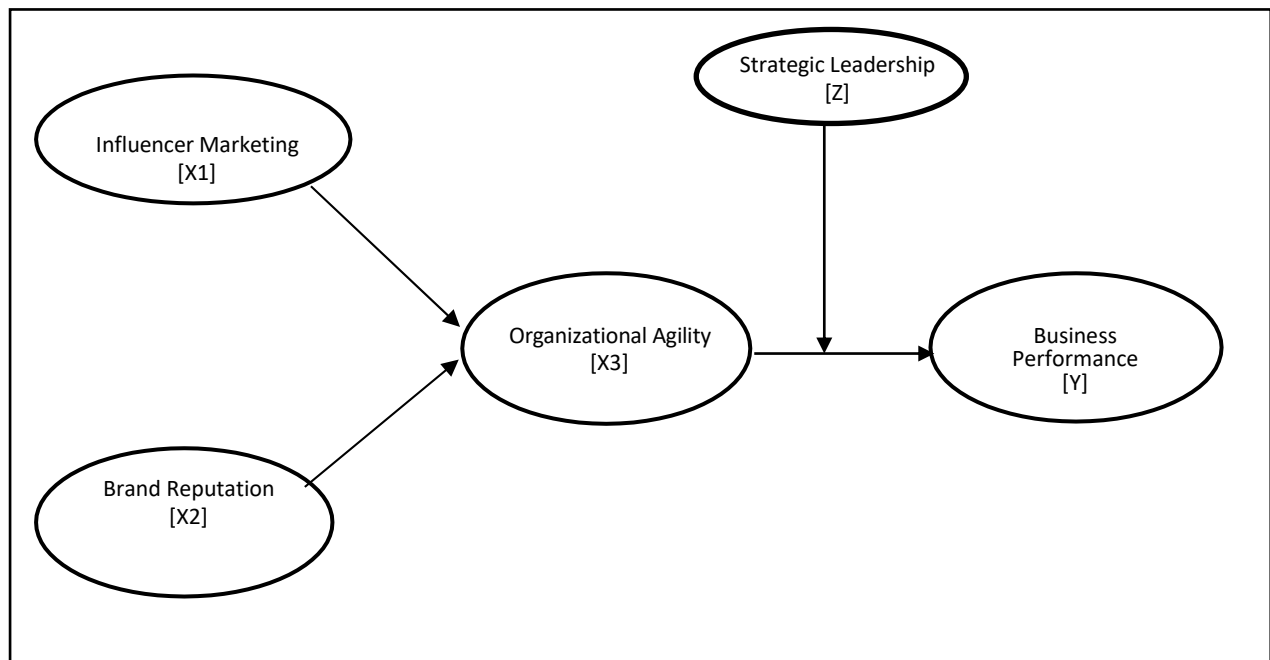
IM = Influencer Marketing,

OA = Organizational Agility,

SL = Strategic Leadership

The integrative model in Figure 1. aims to provide an in-depth understanding of how reputation assets, digital influence strategies, and organizational agility strengthened by strategic leadership synergize to achieve superior and sustainable business performance in a dynamic market.

Figure 1.
Proposed Conceptual Model



Source: Literature Review Findings

This integrative model also emphasizes the importance of strategic leadership in facilitating organizational change and adaptation. Strategic leadership not only ensures that long-term visions and goals are achieved, but also serves as a link between internal and external factors that affect company performance. By utilizing Brand Reputation (BR), Influencer Marketing (IM), and Organizational Agility (OA), strategic leaders can navigate the challenges of a rapidly changing market and take advantage of opportunities to strengthen the company's competitiveness.

CONCLUSION AND RECOMMENDATIONS

This study presents a conceptual model that integrates Brand Reputation, Influencer Marketing, and Organizational Agility as the main factors that influence Business Performance, with Strategic Leadership acting as a moderating variable. Based on a comprehensive literature review, it can be concluded that a strong brand reputation contributes to positive consumer perceptions and long-term loyalty. Meanwhile, marketing through influencers has been shown to expand market reach and form emotional closeness between brands and consumers. However, these two factors will not provide optimal results if the organization does not have the agility

to respond to change. This is where Organizational Agility becomes the key to successful adaptation, process efficiency, and quick decision making in the face of disruption. Strategic Leadership plays an important role in orchestrating the three elements to run harmoniously to produce superior and sustainable business performance.

However, this study has several limitations. First, the entire framework proposed is still conceptual and has not been empirically tested. Second, the data sources used only come from secondary literature, both scientific journals, books, and industry reports, so they cannot fully reflect the real dynamics in the field. Third, this model does not consider contextual factors such as industry conditions, company size, or the complexity of organizational structures that can affect the strength of the relationship between variables.

For further research, it is recommended to conduct empirical testing of this model with a quantitative approach, such as Structural Equation Modeling (SEM), to validate and measure the significance of the relationship between constructs. Researchers can also expand the research context by comparing across industries, such as the technology, manufacturing, and service sectors, to get a more comprehensive picture. The addition of variables such as Customer Experience or Digital Capability is also recommended to enrich the model and capture the complexity of modern business strategy. Future research is expected to provide theoretical and practical contributions to the development of managerial strategies based on sustainable competitive advantage in a very dynamic era.

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