Advancements in Marketing Education: The Evolution of the API Model through Iterative Feedback

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Abstract:- This study examines the iterative development and testing of the API marketing model initially created in 2019. The model was tested with 188 participants from 2019 to 2022, leading to revisions based on feedback, particularly addressing issues of complexity and visual clarity. A revised version, tested with 142 participants from 2022 to 2024, demonstrated improvements in clarity, simplicity, and overall effectiveness. Key advantages of the API model include its ability to integrate strategic and tactical marketing elements through visual presentation, while its primary limitation remains the complexity of the material. Collaboration with participants proved valuable in refining the model and enhancing its functionality and user engagement. Despite these improvements, future research must address the model's limitations, including its complexity and adaptability across different educational contexts. This study contributes to marketing education by presenting the API model that effectively supplements traditional teaching techniques and enhances learning outcomes, with implications for educators and practitioners in marketing management.

Keywords:- API Marketing Model, Iterative Process, Visual Presentation, Co-creation, Marketing Education, Teaching Techniques.

I. INTRODUCTION

Conger and Xin (2000) concluded that significant executive education (EE) changes have emerged, affecting learning needs, content, and pedagogy. Effective teaching relies on pedagogy, which should be measured (Borba-Salvador et al., 2023). Traditional executive education has a limited impact on managerial practice while action-learning designs enhance collaboration and outcomes by engaging participants in diagnosis, reflection, and action (Tushman et al., 2007). Learning is increasingly seen as a social, collaborative process where students and professors engage in dialogue and co-create solutions (Lubicz-Nawrocka & Owen, 2022). Students are active partners, contributing to pedagogical methods and value creation through personal engagement, reflection, and feedback. Educators facilitate learning by guiding students in this co-creation process, promoting critical thinking. The ongoing dialogue and collaboration between students and educators are vital for value co-creation and knowledge development (Dollinger et al., 2018).

A key challenge in teaching marketing management to MBA students, which are executives from diverse industries, is helping them adopt approaches suited for fluid situations with varying macroeconomic conditions and stakeholders (Jayaratne & Mort, 2011). The practical application of existing models and theoretical frameworks often lacks relevance across different industries, making it difficult for managers to apply them to specific or constrained business contexts. Visual models and pedagogical methods involving interactivity and co-creation can be used to communicate marketing thinking in a short time frame effectively. Visual presentations (such as diagrams, charts, infographics, PowerPoint slides, or other visual materials) serve as tools for knowledge transfer and can be extremely helpful in the learning process. They enhance teaching effectiveness by making information easier to understand and remember, comprehending complex concepts, connecting information, and creating mental images that facilitate learning (Kremer et al., 2017).

In this study, participants are first introduced to a visual API model (A – Analysis, P – Planning, I – Implementation), a strategic and tactical marketing model for management education created in 2019 by a professor. This research approach involved refining the model through an iterative process, in which the model was improved between 2019 and 2024 based on feedback from MBA program participants. They provided feedback on its strengths and weaknesses on two occasions through open-ended questionnaires.

Therefore, this research aims to address the following hypotheses:
- H1: Through an iterative process, it is possible to successfully test, revise, and improve the API model.
- H2: Collaboration with education participants can provide useful feedback for enhancing the API model.
- H3: The most significant advantages of the API model are its clarity and simplification through visual presentation and the integration of all elements of strategic and tactical marketing actions.

- H4: The API model's biggest disadvantages are its limitations regarding the topic's comprehensiveness and complexity.

The paper first discusses visual presentations in marketing education in general, followed by the introduction of the API strategic and tactical marketing thinking model. The next section presents the working method through an iterative process of testing the API model, followed by the research results, discussion, and conclusion, which outlines the limitations of the research and recommendations for future studies.

II. VISUAL PRESENTATIONS IN MARKETING EDUCATION

The authors Clarke et al. (2006) recommend using visual showing that summarize material on a given topic and present relationships between various parts. This approach helps students better grasp the "big picture" and the connections between different topics, which is crucial for better retention of the material. They also emphasize that visual presentations using color are particularly suitable for business training and business students. Approximately 40% of students are visual learners, but marketing education often relies on verbal methods, which can lead to lower student performance (Clarke et al., 2006). Clarke et al. (2006) conclude that using visual summaries in marketing courses is beneficial because integrating visual aids with traditional teaching methods can improve student performance, and visual presentations generally enhance student satisfaction with marketing education. Roberts (2017) supports this through Participatory Action Research, finding that appropriate images combined with minimal text increase students' interaction with and comprehension of academic content. Using images to complement text in lecture presentations has been shown to enhance student engagement and understanding better than text alone (Roberts, 2017). Since people have 'separate systems for processing pictorial and verbal material,' they can learn more deeply from words and pictures together than from words alone. Therefore, it is effective to use visuals that are explained because they present information in a different form (Roberts, 2017).

Luckie et al. (2011) found that using visual models is common in science and should be more frequently used in teaching. Gardner et al. (2024) studied the effectiveness of using graphs in instruction and concluded that graphs invite and engage students in discussions about their content and meaning. They provided a framework focusing on six instructional practices: engaging students with data, grounding graphing in the discipline, explicit instruction, using real-world 'messy' data, encouraging collaboration, and emphasizing reflection. Exposure to real-world data improves students' understanding of concepts, inquiry skills, and ability to draw conclusions (Gardner et al., 2024).

These are also the reasons why the API marketing model was created, followed by details about it.

A. Visual Summary in API Marketing Model

With the aim of better presenting the entirety of marketing strategic thinking and tactical actions, as well as theoretical knowledge in marketing, in 2019, the first visual API (A – Analysis, P – Planning, I – Implementation) marketing model for management education was developed (FIGURE I). It was created in a PowerPoint presentation. It is primarily intended for executive managers from different firms and managers attending the MBA program who do not have prior economic backgrounds and do not have extensive prior experience and knowledge of marketing. It was assumed that this model could help them better understand the entirety of strategic marketing management in a way that enables them to master it more quickly and efficiently. The goal was to simplify, summarize, and visually present the core principles of strategic and tactical marketing management and the interrelationships between individual constructs in the model, which would be explained in class through verbal explanations of the model's components.

The use of various constructs depicted graphically has long been widespread in marketing, with Lazer (1962) having written about this and predicting that as the marketing discipline matures, there will be an increasing number of more complex models with broader applications. According to Lazer (1962), who classified marketing models, the API model is a systems model in which business is viewed as an overall system and a systems approach is used to better understand the existing interrelationships among marketing elements. The API model presents the available theory about the real marketing world and provides a frame of reference for solving marketing problems. It is suggestive and flexible, with symbolization used in model building to achieve greater internal consistency and a closer connection with real business practices (Lazer, 1962). According to the classification of models put forth by Eryigit (2017), this would also be a descriptive model that explains the decision-making process of marketing managers.

Fig 1 The old API Model of Strategic and Tactical Marketing Thinking (Year 2019)
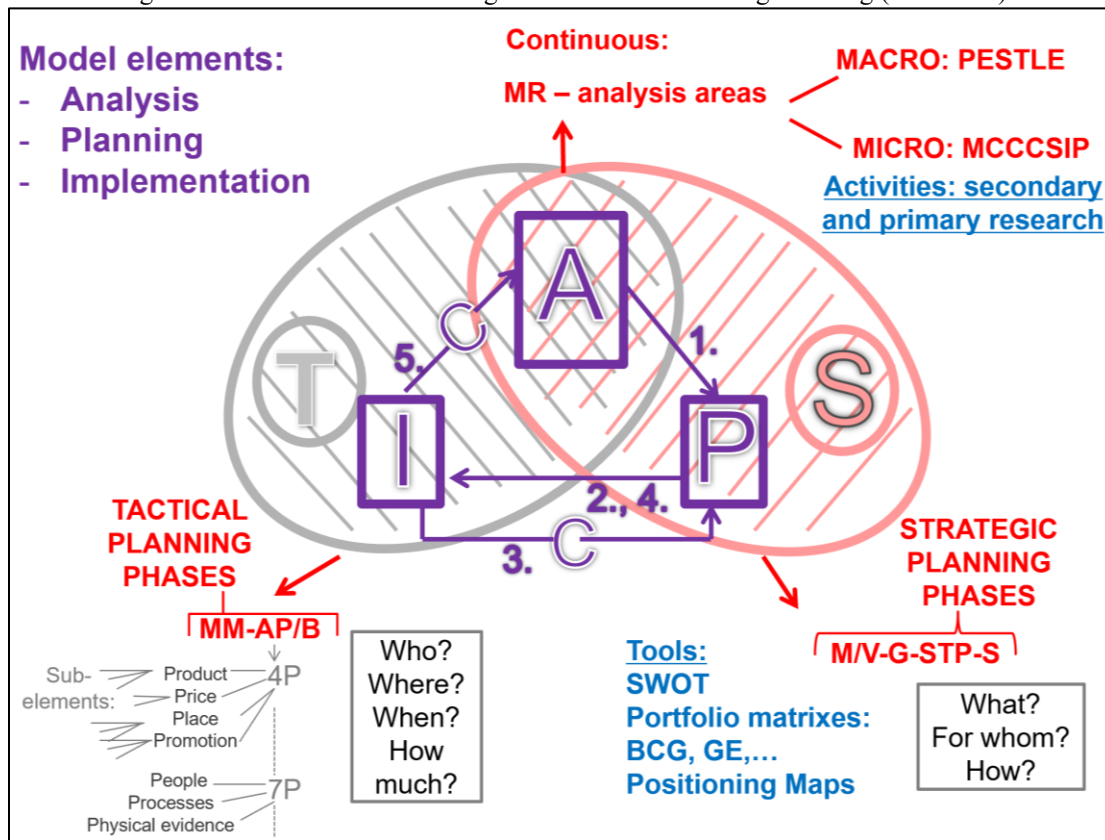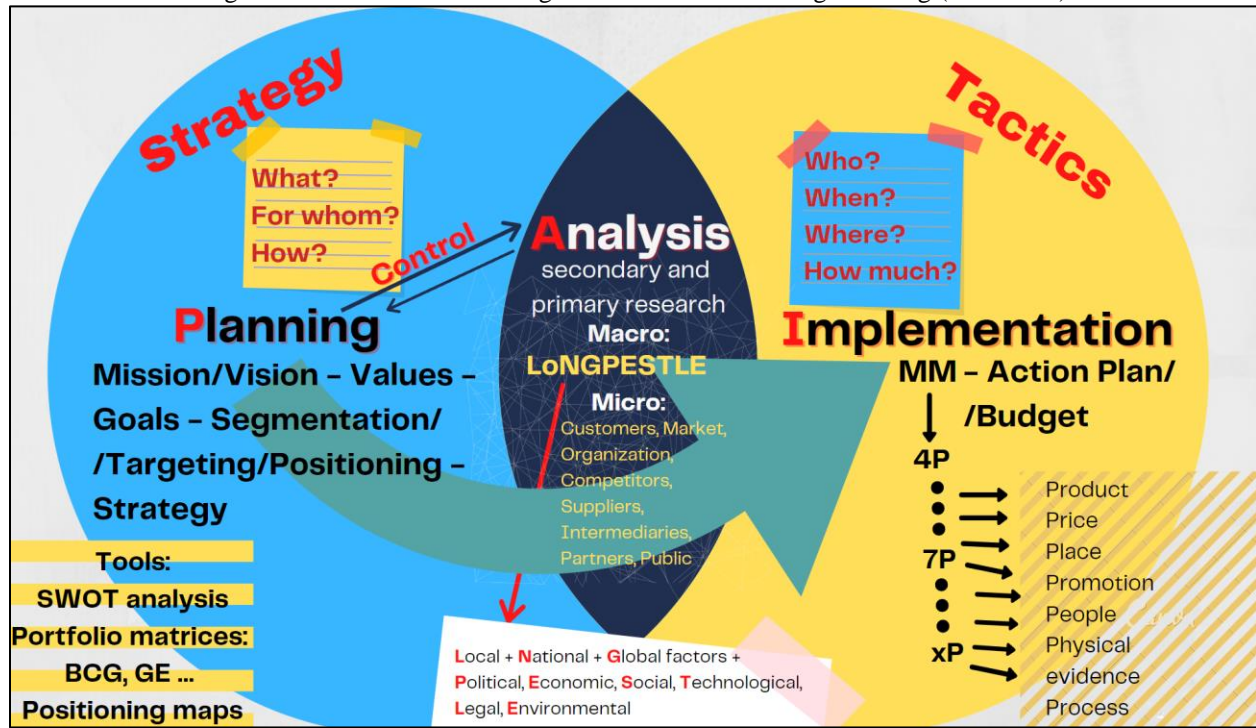

Source: Author's work, 2019

Explanation of acronyms from the API model:

- S = Strategy; T = Tactics; C = Control; MR = Market Research;
- Macro environment: PESTLE (Political, Economic, Social, Technological, Legal, Environmental/Ecological);
- Microenvironment: MCCCSIP (Market, Company, Customers, Competitors, Suppliers, Intermediaries, Public);
- Tactical Planning Phases: MM-AP/B (Marketing Mix - Action Plan/Budget);
- Strategic Planning Phases: M/V-G-STP-S (Mission/Vision - Goals - Segmentation/Targeting/Positioning - Strategy);
- SWOT: Strengths, Weaknesses, Opportunities, Threats;
- BCG, GE: Boston Consulting Group, General Electric growth-share matrices.

The API model can be used for analysis and marketing planning of any business and long-term competitive strategy. This model can successfully address existing marketing situations in companies operating in various industries and of different sizes. Regardless of the type of business, this model answers the following questions: What are the strengths and weaknesses of our company?; What opportunities are available to us, and what are the threats?; What from our macro and micro environment can affect our business in the short or long term?; What is our strategy, positioning, and differentiation that sets us apart?; What are our target markets?; What elements must we carefully design and implement for our strategy to succeed?; Who will carry it out, and how much will we spend on it? (Graham et al., 1992).

Lazer (1962) determined that models display logical conceptual relationships among certain constructs or variables, and model adjustment can be made through feedback. Thus, based on feedback from API model users, a new version was created, which was developed in Canva in 2022 (FIGURE II).

Fig 2 New API Model of Strategic and Tactical Marketing Thinking (Year 2022)

Source: Author's work, 2022

Osuagwu (2016) argues that a marketing model is a representation of reality regarding a marketing system or phenomena and that it is conceived as a representation of some or all aspects of a larger marketing system of interest, dealing with exchange transactions and relationships that are mutually beneficial to the relevant parties. Osuagwu (2016) also states that this representation of marketing reality can be abstract, verbal, or physical, with various marketing models. Among these models, the API model can be viewed as a logical flow marketing model, where a picture presents the sequence of issues/variables to be considered and how they are related. This model is supported by a verbal component where the context and key constructs are explained through spoken words and clarifications during the presentation of the model (Osuagwu, 2016).

III.   METHOD

Following the example of other researchers who used iterative procedures (Larréché and Montgomery, 1977; Goldsby et al., 2017) for developing concepts that would receive positive feedback from relevant stakeholders or iterative design processes (Leocadio, 2024), this study conducted iterative modeling through several research phases described in TABLE I.

Table 1 Phases of the Iterative Process in the Revision, Testing, and Improvement of the API Model

Phase	Phase Description	Activity Description	Outcome
1	Development of the Initial API Model (2019)	The professor begins developing the initial model based on theory and previous research.	Key constructs and variables of the model are identified. Version 1 of the API model is created.
2	Testing the Initial Model (2019-2022)	The initial model (Version 1) is tested with a group of 188 participants to assess its validity and effectiveness.	Data are analyzed to identify any weaknesses or necessary modifications to the model.
3	Model Revision	Based on the testing results, the model is revised and improved.	The professor considers feedback and suggestions from MBA participants and integrates them into a new version of the model. Version 2 of the API model is created.
4	Retesting I (2022-2024)	The revised model (Version 2) is tested with a new group of 142 participants.	Results are analyzed to evaluate changes in the model's effectiveness and validity, as well as its strengths and weaknesses.

Source: Author's work, 2024

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In this study, qualitative data were collected twice through surveys with open-ended questions about the API model's advantages and disadvantages. These questions allowed students to express their opinions freely (Smørvik and Vespestad, 2020).

The sample in both research phases consisted of convenience samples from a strategic marketing course in an MBA program at an accredited higher education institution. Participants primarily came from non-economic fields such as engineering, medicine, architecture, art, construction, language instruction, and law. Participation was voluntary, and students were assured that their feedback would not affect their grades. They were informed that their insights would contribute to the development of the API model and the course in the future. Data were collected using Google Forms, and respondent anonymity was ensured.

Similarly to the study by Kremer et al. (2017), participants also evaluated the quality of content, design, organization, and user-friendliness in order to investigate whether the model could enhance learning by helping students remember, understand, and apply conceptual knowledge. Kremer et al. (2017) conducted a study on the perceived quality of a web application used in an entrepreneurship course for non-business students in higher education, utilizing two open-ended questions. Participants were asked about the strengths and weaknesses of the application as perceived by the users, with the aim of identifying the characteristics that were spontaneously highlighted by the users. The method of this research was based on the same principle.

The research was conducted over five years in two phases. In the first phase, from December 2019 to February 2022, 188 MBA participants provided feedback on the API model's strengths and weaknesses after its initial presentation. After the model was refined based on their input, the second phase, running from February 2022 to February 2024, involved 142 MBA participants who evaluated the revised model's strengths and weaknesses following its presentation. Their responses were analyzed and presented as a foundation for future steps, with the results detailed in the following sections.

IV. RESEARCH RESULTS

A qualitative analysis was conducted on the data collected to address the research hypotheses. The data were gathered through two open-ended questions: one asking for the advantages and the other for the disadvantages of the API model. Four analyses were carried out—two for each question, one for the group before changes were made to the presentation and development of the API model, and one for the group after the changes. A thematic analysis was conducted to evaluate and extract meaningful information from qualitative text through coding and categorization, allowing flexibility in case any new, unforeseen themes emerge, following the method used in Blackburne's (2024) study.

The following tables present the defined categories and subcategories and examples of statements in each subcategory.

Table 2 Analysis of Responses Regarding the Advantages of the old API Model (N=188)

Topic	Subtopic	Number of times mentioned	Examples (shorten)
Comprehensiveness and integration	Comprehensive model	20	"It's a comprehensive model, all in one" "Everything important put together" "Complete perception of environment and customer needs"
	Integration of elements	15	"Combines all the necessary knowledge of marketing activities" "Integration of analysis, planning, and implementation" "Combines strategy and tactics"
Clarity and simplicity	Simple and direct	12	"Simple, direct" "Simplicity of the model" "Clear overview of the marketing strategy activities and tools"
	Easy to understand	10	"Easy to understand, 'whole picture'" "Very clear and useful" "Easy to read and work with"
Strategic and tactical planning	Strategic overview	15	"Strategic overview of what to consider" "Helps to create and implement organizational strategy" "Better understanding and overview of needed steps for optimal marketing"
	Tactical planning stages	10	"Tactical planning stages" "Gives you the steps on how to create a successful marketing strategy" "Segments marketing process in 3 steps"
Analytical Focus	Continuous analysis	10	"You have to analyze the whole time" "Emphasis on analyzing results and competitors" "Ensures you don't forget important aspects of marketing"
	Data management	8	"Good data management" "Insights in marketing processes" "Clear numerical answers"
Efficiency and Productivity	Efficiency	12	"Increases productivity" "Efficiency, personalization, adaptation" "Saves costs"
	Automation	8	"Automation, improving workflow" "Accessing applications" "Improves connectivity and collaboration"
Visualization and representation	Visual representation	10	"Great visual representation" "Everything explained in visual form" "Clear visualisation of different marketing activities"
	Summarized information	8	"Well-explained summary of key elements" "Everything on one page" "Clear summary with key terms"
Decision-making support	Informed decisions	10	"Supports informed decision-making" "Helps in understanding strategic decisions" "Objective, numerical answers"
	Tools and frameworks	8	"Includes tools like SWOT analysis, PESTLE" "Provides necessary marketing tools" "Marketing mix, macro/micro environment analysis"
Market orientation and adaptability	Market focus	10	"Helps to understand customers" "Adaptation to market needs" "Market orientation and segmentation"
	Flexibility and personalization	8	"Can be personalized and shared easily" "Flexible integration" "Allows for various market investigation techniques"

Source: Author's work, 2024

Out of 188 respondents, 174 answered the open-ended question, specifically comments on the advantages of the old API model (TABLE II). The most positive comments were related to the 'comprehensiveness and integration' of all elements (35). This was followed by 'strategic and tactical planning' (25), with a particular emphasis on 'strategic overview'. The following 22 comments pertained to the 'clarity and simplicity' of the presented model. Following that, 'efficiency and productivity' received 20 comments. Finally, there were 18 comments each in the categories of 'analytical focus,' 'visualization and representation,' 'decision-making support,' and 'market orientation and adaptability.'

Table 3 Analysis of Responses Regarding the Disadvantages of the old API Model (N=188)

Topic	Subtopics	Number of times mentioned	Examples (shorten)
Complexity and understandability	Complexity	19	"Complex data" "Complicated" "Too many stages"
	Difficult to understand	14	"Hard to understand if you are not familiar with terms" "Unclear without additional explanations" "Too theoretical"
Visual and aesthetic issues	Visual confusion	17	"Not really aesthetic to read" "Visually confusing, too much in one model" "It looks a bit chaotic"
	Need for improved visualization	11	"Maybe put the different steps in another color" "Make the model a bit more visually appealing" "Better overview would be good"
Integration and connectivity	Lack of integration	9	"Doesn't always work in real life" "Too general" "Not the same for all companies"
	Practical challenges	7	"Unpredictable external factors" "Subjective information and assumptions" "Limitless options in marketing"
Time and resource consumption	Time-consuming	8	"It can last too long and never get to the end" "Detailed and time-consuming" "Time and money-consuming"
	Resource-intensive	7	"Requires a lot of information, resources like time, manpower, and money" "Easier to do for bigger firms" "Possible lack of resources for some industries"
Lack of detail and explanation	Lack of detail	8	"Not enough details" "Lack of end-user boundaries" "Primary and secondary research"
	Need for explanations	6	"Not all abbreviations are explained" "Explanation needed to understand acronyms and visuals" "Further presentation and clarification required"
Security and control issues	Security concerns	6	"Problems with security" "Vulnerable to DDoS attacks (cyber attacks in general)" "Security risks"
	Loss of control	5	"Loss of control" "Fixed questions with no open-end answers" "API's are closed, dictated by the offering company"

Source: Author's work, 2024

Regarding the disadvantages of the old API model, respondents provided 117 comments, while the remaining participants either had no comments or left the question unanswered (TABLE III). The most significant number of comments addressed 'complexity and understandability' (33), followed by 'visual and aesthetic issues' (28). This was followed by comments related to 'integration and connectivity' (16), 'time and resource consumption' (15), 'lack of detail and explanation' (14), and 'security and control issues' (11).

Table 4 Analysis of Responses Regarding the Advantages of the New API Model (N=142)

Topic	Subtopics	Number of times mentioned	Examples (shorten)
Comprehensive and integrated approach	All-in-One Model	16	"Comprehensive model, all in one" "Combines all necessary knowledge of marketing activities" "Complete perception of environment and customer needs"
	Integration of Elements	14	"Connects all necessary activities together" "Combines strategy, planning, and implementation" "Intertwines different elements to make a final decision"
Clarity and simplicity	Clear and Easy to Understand	15	"Simplicity" "Simple, direct" "Clear overview of marketing strategy activities and tools"
	Easy Application	12	"Easy to read and work with" "Easy to use, giving a great image of the firm" "Simple visual representation and interconnection"
Strategic and tactical planning	Strategic overview	13	"Strategic overview of what to consider when managing a marketing department" "Clears the order of steps - hierarchical" "Clear picture of marketing strategy"
	Tactical Steps	10	"Tactical planning stages" "Helps to create and implement organizational strategy" "Gives clear numerical answers"
Continuous analysis and data management	Continuous improvement	11	"Continuous improvement of brand and product" "Understanding the importance of analysis" "Analysis, planning, and implementation of decisions"
	Data management	9	"Good data management" "Tools (SWOT, PESTLE, etc.)" "Structured flow of marketing"
Efficiency and productivity	Efficiency	12	"Efficiency, personalization, adaptation" "Increases productivity, saves costs" "Improves connectivity and collaboration"
	Automation	8	"Automation, improving workflow" "Accessing applications" "Simplifies making decisions"
Visualization and representation	Visual representation	10	"Great visual representation" "Visualizes the whole story" "Everything explained in visual form, easy to remember"
	Summarized information	9	"Everything on one place" "Clear visualization of different marketing activities" "Summarizes key elements and terminology"
Decision-making support	Informed decisions	10	"Forces you to consider many parameters" "Supports understanding strategic decisions" "Encourages innovation and collaboration"
	Tools and frameworks	8	"Tools (SWOT, etc.), planning and research activities" "Structured business processes" "Comprehensive approach to brand sale, positioning, development"
Market orientation and adaptability	Market focus	11	"Understanding market needs" "Market orientation" "Insights into marketing processes"
	Flexibility and adaptability	8	"Flexible and personalized" "Adapts to market changes" "Universal model applicable to all organizations"

Source: Author's work, 2024

Regarding the advantages of the new version of the API model, following the adjustments, 142 respondents provided a total of 176 comments, as some noted more than one advantage (TABLE IV). The most significant number of comments related to the advantages of the new API model was about the 'comprehensive and integrated approach' (30), followed by 'clarity and simplicity' (27). They also provided 23 comments on the 'strategic and tactical planning' overview. There were 20 comments each on 'continuous analysis and data management' and 'efficiency and productivity.' Both 'visualization and representation' and 'market orientation and adaptability' received 19 comments each. 'Decision-making support' was mentioned in 18 comments.

Table 5 Analysis of Responses Regarding the Disadvantages of the New API Model (N=142)

Topic	Subtopics	Number of times mentioned	Examples (shorten)
Complexity and understandability	Complexity	12	"Too many items, no relative importance from one factor to the other" "Probably it's too complicated for people that are not in the business field" "Complexity"
	Difficult to understand	9	"A bit confusing to understand at first look" "If it's not explained by professionals some may not understand it" "It could have more grounding in real-life scenarios"
Time and resource consumption	Time-consuming	10	"It takes too much time" "Expensive and time-consuming" "Very complex with a lot of data to enter"
	Resource-intensive	5	"Incorporating this model sometimes may be costly" "Expensiveness" "Possible breaches?"
Small business applicability	Challenges for Small Businesses	8	"Hard to implement in a small company" "Questionable for small businesses" "It is difficult to use in small business"
Visual and aesthetic issues	Visual confusion	7	"Visual presentation is a bit confusing" "Design, it needs to be more straightforward and minimalistic" "Too much going on, it is hard to understand when there is so much in it"
Real-world relevance and practicality	Practical challenges	6	"Reality is unpredictable" "A model is always a simplification of reality" "Not for every business"
	Need for real-world examples	5	"Guidelines on how to connect the information identified in the tools" "Practical case studies or examples of how to use the model in various industries" "More detailed way of approaching each step"
Lack of detail and explanation	Lack of detail	6	"Simplicity" "It is written with high-school level of English" "Not much competition data"
	Need for explanations	4	"Having to explain the model in a specific way to understand it" "The impact on people who don't know how to read it" "Clear instructions of what to do at first and clear flow of actions"
Security	Security concerns	4	"Security" "Potential for security vulnerabilities" "Security concern and limited control"
Focus and prioritization	Lack of focus	5	"Lack of focus" "Too many factors to consider" "Specific Know-How"

Source: Author's work, 2024

Regarding the disadvantages of the API model, after its modification and concerning the new version of the model, 142 respondents provided a total of 81 comments (TABLE V). The leading comments were about 'complexity and understandability' (21), followed by 'time and resource consumption' (15). Comments related to 'real-world relevance and practicality' (11), 'lack of detail and explanation' (10), 'small business applicability' (8), 'visual and aesthetic issues' (7), 'focus and prioritization' (5), and 'security' (4) were also noted.

V. DISCUSSION

TABLE 1 outlines the stages of the iterative process in which the API model was tested after its initial development in 2019. Between 2019 and 2022, the first version was tested with a group of 188 participants to assess its validity and effectiveness, and the data were analyzed to identify any weaknesses or necessary modifications to the model. Based on the feedback and suggestions, the API model was revised and improved. A new version was developed, which was more visually appealing, addressing the previously mentioned negative comments in this regard. Additionally, for greater clarity, acronyms were removed, and full names of constructs

and variables were used. A new logical sequence of activities within the model was also created to make it clearer for users. The model was retested between 2022 and 2024, with the revised version being tested on a new group of 142 participants. The results were again analyzed to evaluate changes in the model's effectiveness and validity, as well as its strengths and weaknesses. Conclusions regarding further improvements were presented in the recommendations for future research. This fully confirms hypothesis H1: Through an iterative process, it is possible to successfully test, revise, and improve the API model.

The most significant issues identified by participants in the first phase of the research on the original version of the model were "complexity and understandability" and "visual and aesthetic issues." These aspects were addressed in the next iteration, resulting in a significantly reduced number of negative comments, especially concerning "visual and aesthetic issues." Additionally, although fewer participants took part in the second iteration, the number of positive comments did not decrease; in fact, it slightly increased. Therefore, hypothesis H2 can be fully accepted: Collaboration with education participants can provide useful feedback for enhancing the API model.

In both iterations of the study, the majority of positive comments were directed at categories related to the "comprehensive and integrated approach" (35 for version 1 of the API model and 30 for version 2) and "clarity and simplicity" (22 for version 1 and 27 for version 2). It is evident that a significant number of participants appreciate the visual model presentation, finding it a simpler way to learn and grasp the theory. Therefore, hypothesis H3 can be fully accepted: The most significant advantages of the API model are its clarity and simplification through visual presentation and the integration of all elements of strategic and tactical marketing actions.

Data analysis showed that the complexity of the material associated with the API model is among the model's greatest weaknesses, as the majority of negative comments in both iterations were related to "complexity and understandability" (33 for version 1 and 21 for version 2). Although the reduced number of comments in the new version of the model indicates some improvement in this area, hypothesis H4 can still be fully accepted: The API model's biggest disadvantages are its limitations regarding the topic's comprehensiveness and complexity.

VI. CONCLUSION

This research demonstrated that through an iterative process, the API model can be successfully tested, revised, and improved. Each iteration brings enhancements and adjustments based on insights and feedback, allowing the model to continuously evolve for better results. This ongoing refinement can lead to a more advanced and precise model, ready for practical application or further research.

Collaboration and co-creation with participants during the educational process are beneficial, as it helps them feel engaged and valued. Their feedback is carefully considered, and teaching methods should be adapted to suit various contexts. Marketing education, in particular, must align with current practices, emphasizing key pedagogical factors for improvement (Borba-Salvador et al., 2023). Analyzing real-life business problems makes participants more confident in using frameworks, addressing complexities, and strategy formulation challenges (Graham et al., 1992).

Jayaratne and Mort (2011) highlighted that, from a practitioner's perspective, marketing knowledge involves creatively applying codified information. Similarly, Kremer et al. (2017) noted that students sought more practical examples relevant to their contexts. Based on this study and previous findings, the model could be further revised in the next iteration, providing more practical examples and additional explanations.

For instance, after presenting the model, students could work in focus groups on exercises tied to real-world scenarios, guided by a professor collecting new feedback. Further research is required, and studies have already been initiated to test the API model with different focus groups. Providing diverse examples from various industries and business situations could improve understanding of the marketing approach.

One effective method to demonstrate the model's usefulness is to present company scenarios from different sectors and show how strategies and actions are adopted. In this learning process, students play a central role while teachers act as facilitators and coaches (Borba-Salvador et al., 2023). Graham et al. (1992) argued that case study learning, supported by models, enhances strategic thinking and knowledge retention by organizing information and forming opinions, rather than offering direct answers.

While the importance and value of visually oriented materials in supporting marketing education should be emphasized, the model has limitations. It is not feasible to include graphics for every marketing term, especially within strategic and tactical management. Since summaries are more effective when they clearly depict relationships, it can be difficult to represent key topics like international marketing or ethics this way, making it more appropriate to use the visual model as a supplement (Clarke et al., 2006). Moreover, while visual summaries are not equally effective for everyone, many students tend to prefer this learning method (Clarke et al., 2006).

Another limitation is that the sample consists of students enrolled in the course, which may not reflect how others might view the model. Additionally, the development of the model and visual summary could vary depending on the instructor, meaning different educators might design it differently. Future

research could involve testing the model on a different population with a different instructor.

Most of the negative feedback in the study focused on the complexity and understandability of the material, highlighting that the complexity of the content associated with the API model is one of its main drawbacks. Future studies should explore this further to determine whether the issue lies with the model itself or if the material is generally complex for students. Understanding more about the students' characteristics could help tailor the teaching approach to better meet their needs.

The findings of this study have practical implications for educational institutions teaching marketing. The research demonstrated that a specific marketing model is effective for learning and teaching marketing management. Although the study was limited to an MBA marketing course with non-business students, the API model can be applied to other marketing courses, different student groups, and executive education programs. This study contributes to marketing education literature by offering a model that can supplement other teaching techniques, generating positive learning outcomes and providing students with a broader perspective on strategic and tactical marketing. These implications could significantly impact marketing academics, educators, and managers.

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