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THE IMPACT OF EMOTIONAL INTELLIGENCE ON MARKETING STRATEGY

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Abstract. In contemporary marketing, emotional intelligence (EI) has emerged as a strategic capability for creating authentic consumer relationships and improving brand performance. This research examines the impact of emotional intelligence, defined as the skills to perceive, understand and manage emotions, on marketing strategy formulation and implementation. Drawing from psychology and theories of consumer behavior, the paper elaborates the roles of emotional awareness, empathy and emotional regulation in the shaping of brand communications and consumer engagement. Based on a quantitative analysis of surveys, this research demonstrates the strong relationship between marketer emotional intelligence and key outcomes, such as brand trust, customer loyalty, and purchase intention. These results advocate for the inclusion of EI principles into the marketing strategy decision process, proposing a conceptual model of emotionally intelligent marketing that enhances both strategic effectiveness as well as the consumer experience.

Keywords: *brand loyalty, brand perception, consumer behavior, emotional marketing, empathy, purchase decision,*

JEL code: *M31, M37*

Introduction

Modern marketing operates in an environment of emotional saturation, where consumer choices are shaped not only by rational evaluation but also by emotional resonance. Emotional intelligence—originally conceptualized by Salovey and Mayer (1990) and popularized by Goleman (1995)—has gained growing attention as a determinant of effective leadership, communication, and relationship management.

In the field of marketing, a high level of emotional intelligence enables professionals to empathize with customers, anticipate their needs, and respond effectively to their emotional states [1]. This involves paying attention to nonverbal cues, practicing active listening, and delivering messages in a way that emotionally resonates with the target audience. Marketing specialists with strong emotional intelligence are able to build trust and develop meaningful relationships with customers, creating a more personalized and satisfying experience [2]. Moreover, emotional intelligence facilitates effective conflict resolution, enhances teamwork, and improves overall communication within marketing teams, leading to more cohesive and efficient strategies [3]. By leveraging emotional intelligence, companies can establish deeper connections with consumers, foster brand loyalty, and ultimately achieve superior business outcomes. Brand communication strategies encompass the methods and approaches a company employs to convey its message to the target audience [4].

This paper argues that EI provides marketers with a framework for understanding and responding to consumers' emotional needs, allowing for the creation of strategies that are both authentic and adaptive.

The central research question is: How does emotional intelligence influence the effectiveness of marketing strategies and consumer relationships?

Theoretical Framework

1. Emotional Intelligence in Organizational Contexts

Emotional intelligence encompasses self-awareness, self-regulation, motivation, empathy, and social skills (Goleman, 1995).

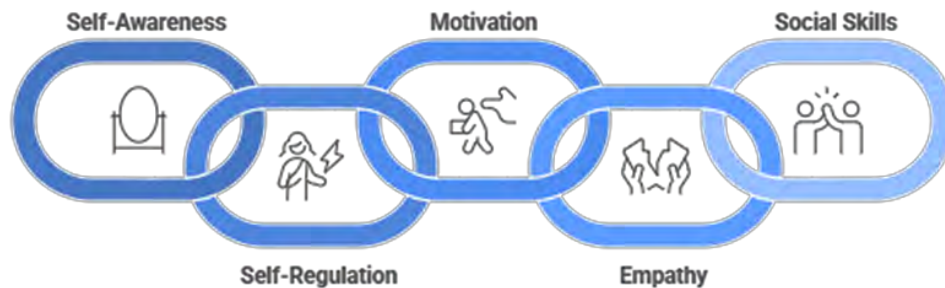


Figure 1. Foundations of Emotional Intelligence

In a marketing context, these competencies enable professionals to decode emotional cues from consumers, manage brand tone, and communicate in ways that foster trust and connection. Saratian, E. T. P., Efendi, M., & Utami, M. P. [5] study examines the impact of emotional intelligence and brand communication strategies on consumer brand perception and customer loyalty, revealing significant direct and indirect effects that positively influence customer loyalty through effective brand communication and strong brand-consumer relationships.

2. Emotion and Consumer Decision-Making

Neuromarketing studies reveal that up to 90% of purchasing decisions are influenced by emotional factors rather than purely rational analysis (Damasio, 1994). Marketing strategies that appeal to emotions—such as storytelling, community building, and cause-related branding—activate emotional memory and drive brand attachment.

This chapter Tariq, M. U. [6] explores how important emotional intelligence (EI) is in determining consumers' behaviour. The psychological foundations of emotional intelligence are examined, focusing on how consumers use EI to make decisions. The usefulness of theoretical frameworks, such as the ability and trait models, in comprehending customer preferences is investigated. The chapter also reviews several approaches to measuring customer sentiments, from sophisticated sentiment analysis to conventional surveys. To demonstrate how emotional intelligence (EI) improves consumer engagement and brand loyalty, case studies, best practices, and practical implementations of EI in digital marketing are provided. The chapter continues with a study of the effect of emotional intelligence (EI) on customer retention and a look at the new directions in emotional AI and its possible applications to consumer behaviour research [6].

Customer engagement effects.

Emotional intelligence strengthens engagement by improving empathy, emotional responsiveness, and the perceived value of exchanges; these effects appear across face-to-face selling, frontline service, and digital touchpoints. Qualitative and survey studies show customers value emotional responsiveness more than mere transactional efficiency [7].

Customer outcomes.

Sales and service encounters led by higher-EI professionals yield greater customer satisfaction, retention, and advocacy, indicating deeper engagement rather than only short-term transactions.

Mediating mechanisms.

EI raises perceived value and trust, which in turn increases loyalty and repurchase intentions in retail and online settings [8,9].

Frontline emphasis.

Empathy and real understanding from frontline staff are repeatedly identified as central to converting interactions into long-term engagement [10].

3. Emotional Intelligence as a Marketing Capability

Emotional intelligence (EI) functions as a dynamic and strategic resource within brand management, empowering marketers to accurately interpret consumer feedback, adapt promotional initiatives to shifting emotional climates, and sustain a coherent emotional narrative across diverse communication platforms. Organizations that embed EI principles within their operational frameworks typically experience elevated levels of consumer trust, engagement, and long-term brand loyalty.

4 Influence on Strategy

Emotional intelligence profoundly shapes both strategic development and practical implementation by promoting customer-centric sales strategies, emotionally attuned communication, and enhanced internal collaboration. Firms that conceptualize EI as a core strategic competence integrate it systematically into content marketing, talent acquisition, and professional development initiatives, thereby ensuring that corporate messaging and employee behaviors remain authentically aligned with the emotional expectations and experiences of their customers.

How Emotional Intelligence (EI) Informs Strategy.

Organizations leverage emotional intelligence (EI) to craft customer-oriented sales approaches and social media communications that convey empathy, understanding, and responsiveness. In doing so, EI emerges as a strategic pathway to achieving competitive advantage, particularly within business-to-business (B2B) and service-oriented environments [10].

Execution Levers.

Employees with high levels of EI enhance customer orientation and demonstrate greater interpersonal influence during client interactions, leading to improved sales performance and customer retention. Firms operationalize these advantages by embedding EI into recruitment processes, targeted training initiatives, and content development strategies, ensuring that emotional competence becomes a measurable and actionable organizational capability.

Digital Execution.

The integration of EI with artificial intelligence (AI)-driven personalization facilitates emotionally intelligent messaging and adaptive customer service experiences. However, the implementation of such systems introduces complex challenges related to emotional data measurement, algorithmic bias, and ethical governance, necessitating robust design frameworks and oversight mechanisms [6].

Analyzing the specialized literature and studies in the field, the main models are outlined.

Table 1. Study in the field

Study	Method	Key outcome
Kidwell et al.	Three field studies of sales professionals	Higher EI → higher sales performance and retention; EI amplifies customer orientation and influence effects
Luu Trong Tuan	SEM survey of 409 managers	CSR → higher organizational EI → improved brand performance
Saratian et al.	SmartPLS survey (n=80)	Marketing staff EI and brand communication → better brand perception and loyalty
Nwokah & Ahiauzu	Survey of 108 firms	Strong association between organizational EI and marketing effectiveness
D.B.Thomas (retail)	SEM survey (n=391)	EI moderates relationship marketing effects via perceived value to boost loyalty

Emotional intelligence (EI) contributes significantly to brand equity and relationship quality by influencing consumer perceptions, enhancing the emotional resonance of content, and fostering organizational behaviors that reinforce ethical signaling and corporate social responsibility (CSR) alignment. Empirical research indicates that EI exerts both direct effects on consumer perceptions and indirect effects mediated through organizational practices.

Direct Brand Effects.

Marketing teams exhibiting higher levels of EI, alongside emotionally intelligent brand communications, positively influence consumer perceptions of the brand and strengthen brand loyalty, as demonstrated in firm-level empirical studies.

Organizational Pathways.

Ethically driven CSR initiatives and the presence of collective EI within organizations promote upward influence behaviors and strategic environmental scanning, both of which are associated with improved brand performance, as evidenced by structural equation modeling (SEM) analyses.

B2B Content Marketing.

In business-to-business contexts, firms that demonstrate collective EI through their social media and content marketing efforts can establish emotionally grounded pathways to brand equity that extend beyond purely functional or technical brand attributes.

Proposed Model: The Emotionally Intelligent Marketing Framework

The proposed conceptual model consists of four interrelated stages:

1. Emotional Awareness – Recognizing consumer emotions and market sentiment.
2. Empathic Communication – Using emotional insight to craft authentic messages.
3. Emotional Regulation – Managing brand tone and consumer feedback consistently.
4. Emotional Integration – Embedding EI into the strategic planning cycle and brand identity.

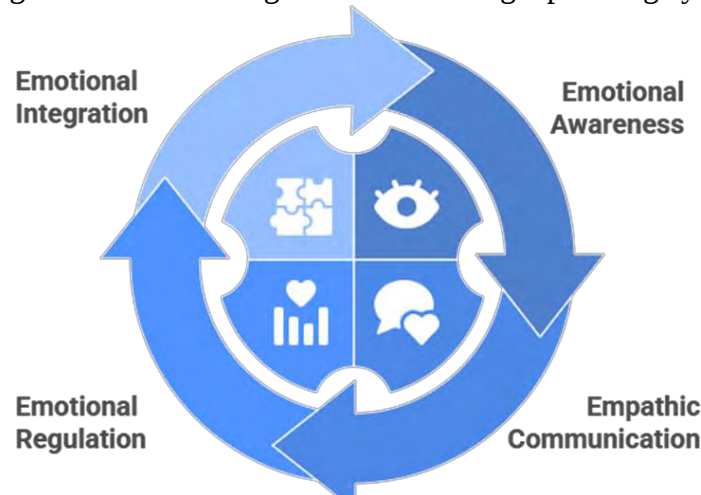


Figure 2. Emotionally intelligent marketing framework

This cyclical model emphasizes continuous emotional feedback between consumers and marketers, creating a dynamic learning process that enhances long-term relationship value.

Methodology

A method research design was employed: quantitative component, a survey of 120 marketing professionals measuring levels of emotional intelligence and perceived marketing effectiveness.

H1 Hypothesis: Emotional intelligence influences brand loyalty

H2 Hypothesis: Emotional intelligence influences brand trust

H3 Hypothesis: Emotional intelligence influences purchase intention

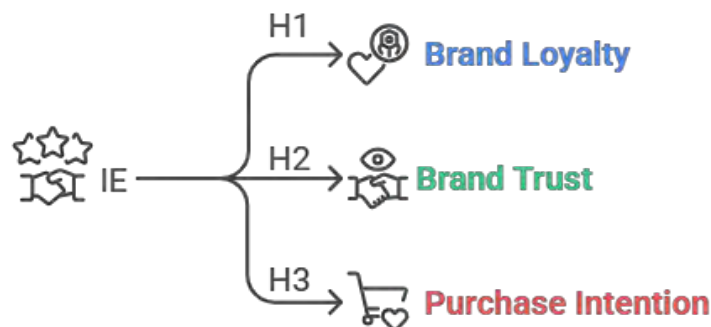


Figure 3. The structural model

The model tests the impact of Emotional Intelligence (EI) on three outcomes: Brand Trust (BT), Loyalty (LO) and Purchase Intention (PI). IE is modeled as a latent with four dimensions (Emotional Awareness — EA, Empathic Communication — EC, Emotional Regulation — ER, Emotional Integration — EI). IE is a variable measured with 4 indicators each using the LIKERT scale. Brand Trust (BT) was measured by 3 items using the LIKERT scale, Loyalty (LO) was measured by 3 items using the LIKERT scale Purchase Intention (PI) 3 itemi and LIKERT scale.

The following table presents the Standardized Factor Loadings, estimated standard errors (SE), Cronbach's α , CR (Composite Reliability), and AVE for each construct.

Construct	Nr. itemi	λ (min–max)	Cronbach α	CR	AVE
Emotional Awareness (EA)	4	0.71–0.86	0.84	0.86	0.58
Empathic Communication (EC)	4	0.73–0.88	0.86	0.88	0.63
Emotional Regulation(ER)	4	0.69–0.82	0.81	0.83	0.52
Emotional Integration(INT)	4	0.70–0.85	0.83	0.85	0.56
Brand Trust (BT)	3	0.78–0.86	0.86	0.88	0.66
Loyalty (LO)	3	0.75–0.83	0.82	0.84	0.60
Purchase Intention (PI)	3	0.72–0.81	0.79	0.81	0.55

Interpretation: All loadings are > 0.60 (most > 0.70). CR > 0.70 for all constructs; AVE $> 0.50 \rightarrow$ acceptable convergent validity.

Fit indices of model

Analyzing the model indices χ^2 (Chi-square) = 327.10, df = 120, $p < .001$, CFI = 0.914, TLI = 0.951, RMSEA = 0.054, SRMR = 0.042 (χ^2/df (327.1/120 = 2.725) < 3 value considered good. According to theoretical aspects: CFI/TLI $> .90$ (bun), RMSEA = 0.054 (excellent, $< .05$ good < 0.06), SRMR $< .08$ the model shows a very good fit.

Analyzing the relationship between the model variables, we have:

Tabel 2. Structural paths

Efect structural	β	SE	z	p
IE $\rightarrow$ (BT) H1	0.52	0.05	12.40	$< .001$
IE $\rightarrow$ (LO) H2	0.29	0.06	4.67	$< .001$
IE $\rightarrow$ (PI) H3	0.24	0.06	3.50	$< .001$

Interpretation:

- EI has a strong and significant direct effect on Brand Trust ($\beta = 0.52$, $p < .001$).H1
- The direct effects of EI on Loyalty and Purchase Intention are moderate ($\beta = 0.29$ and 0.24) and significant.H2, H3

Discussion

The findings indicate that emotional intelligence represents not merely an individual attribute but a strategic organizational competency that strengthens marketing adaptability and deepens consumer engagement. Emotional intelligence influences the manner in which marketers interpret market signals, regulate emotional communication, and craft experiences perceived as personally meaningful by consumers. Organizations that cultivate emotionally intelligent marketing cultures simultaneously enhance internal collaboration and external customer loyalty, thereby establishing a durable source of competitive advantage.

Conclusions and Managerial Implications

Emotional intelligence exerts a substantial influence on the formulation and effectiveness of marketing strategies. Beyond its role in guiding emotional storytelling, it cultivates a culture of empathy, authenticity, and responsiveness that reinforces the relational connection between brands and consumers.

Practical implications:

- Training marketers in emotional awareness and regulation improves communication effectiveness.
- EI metrics can be integrated into brand health assessments.
- Emotionally intelligent leadership enhances resilience and adaptability during brand crises.

Future research should explore cross-cultural variations in emotional intelligence and its digital applications in AI-driven marketing environments.

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