



Investigating the revised international marketing strategies during COVID-19 based on resources and capabilities of the firms: A mixed method approach

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ABSTRACT

This paper aims to identify the revised international marketing strategies in communication during the COVID-19 pandemic by utilizing the firm's resources and capabilities. We conducted in-depth interviews and a questionnaire survey with key stakeholders of retail organizations which changed their digital marketing strategies during COVID-19. The data is collected from 587 respondents from different parts of the world through resource orchestration theory. The qualitative findings support a high degree of association among the firm's resources and capabilities, leveraging processes based on the revised international marketing strategies during the COVID-19 pandemic. We have developed a conceptual model based on these findings with six variables: leveraging process of the firm's capabilities information technology-related resources; information technology-related capabilities, dynamic capabilities, environmental uncertainty, and leveraging process of the firm's resources. However, environmental uncertainty and leveraging of the firm's resources were not influential in forming digital marketing strategies during COVID-19. This study proposes a new process for international marketing managers in business organizations to restructure the resources within their organizations by creating new capabilities and leveraging them.

1. Introduction

COVID-19 disrupted the international marketing strategies of firms around the globe (He & Harris, 2020; Jiang & Wen, 2020). Global supply chains have been disrupted due to slowing the global economy and production interruptions. This also as a result of this situation; business firms must re-evaluate their existing business models to remain competitive (Filimonau, Derqui, & Matute, 2020; He & Harris, 2020; Ratten, 2020). Moreover, social distancing measures affected firms by creating the need to adopt digital platforms to maintain customer contact (Alber & Dabour, 2020).

Some of the revised international marketing strategies during COVID-19 which became important are the need for businesses to close

their doors to the public and workers and to let them work from home with home delivery and company failure rates increasing significantly (Crick & Crick, 2020; Elsafty & Ragheb, 2020). Morris, Schindehutte, and LaForge (2002) identified seven aspects of EM behavior: constructive orientation, opportunity-driven behavior, consumer strength, innovation-focused behavior, risk management, resource leveraging behavior, and value development. Although much of the EM literature focuses on small businesses, Nguyen, Sharma, and Crick (2021) point out that behavior can also occur in larger, developed businesses, which aligns with the current study. Many attempts have previously been made to meta-analyze either the marketing strategy-export success relationship or the antecedents or outcomes of international marketing strategy standardization (ipek, 2020).

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