Modern Marketing

Marketing Strategies in Offline and Online Environments

By

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Introduction

Modern Marketing: Marketing Strategies in Offline and Online Environments provides an analysis of contemporary marketing practices, navigating the complex interplay between traditional and digital realms.

Today's marketing professional needs to be a good IT specialist, digital marketing specialist, content specialist, data analyst, pay-per-click (PPC) specialist who plans and manages paid or organic online advertising campaigns; SEO specialist who works on optimizing content for better visibility in search engines; content marketing specialist who creates and distributes relevant content to attract and engage a target audience; web analytics data analyst through which consumer behavior can be understood and marketing strategies can be optimized; social media specialist, who deals with the presence of campaigns on social media platforms, and so on.

The role is changing rapidly and profoundly. The book positions modern marketing strategy within the context of the social economy. It examines the evolution and integration of the marketing mix, exploring how foundational strategies for product, pricing, placement, and promotion are adapted and reimagined for both physical and virtual markets.

It explores influencing factors—from environmental and cultural to legislative and political—that shape market structures.

A significant contribution of this work is its forward-looking perspective on the integration of artificial intelligence into marketing policies and the challenges and opportunities this presents.

Drawing on critical and strategic perspectives, this work offers a nuanced guide for implementing effective integrated marketing campaigns.

It is essential reading for business and economic specialists, researchers, and students, as well as for a wider audience seeking to understand the profound changes transforming the modern business environment.

Chapter 1

Foundation of Marketing Strategies and Policies

1.1 Identifying market strategies – offline and online

Favorable factors for implementing traditional market strategies
Reasons for developing modern market strategies

Identifying market strategies can answer the fundamental questions of marketing policies: on which markets should the firm operate, where, and how?

Companies can consider one of the four levels of the market, depending on the two major approaches, considered favorable factors for implementing traditional market strategies in the business domain:

– **the adaptive approach:** companies will select the type of market based on the environmental factors dominating the market.

– **the planned approach:** the market will be considered in relation to internal dominant factors, as well as the culture and specificity of the company.

Generally, the predominant approach for companies in the market is the planned one. However, the greatest benefits are linked to the adaptive visionary approach, which takes into account long-term market forecasts.

Within these two market approaches, there are four methods (pathways) for allocating resources and activities based on the company's capacity relative to the market and competition.

All companies implement their entire range of tools to grow in the market by trying to expand the sale of their products at the expense of direct and indirect competitors.

The reasons for developing modern market strategies start from the premise that companies will approach the market in relation to the market area and its volume, with an inverse proportionality relationship existing between intensive and extensive approaches when defining the company's mission.

1. The intensive pathway. The first method is the intensive approach, which involves directing the company's focus toward consumer categories with specific needs or a particular set of needs distributed unevenly across the market.

At the same time, the company's market orientation will target different classes or types of consumption with diverse attitudes toward the value of products.

This type of orientation can be described as intensive, as it is based on the idea that there are numerous uses for the product or technology that have not been implemented yet. This volume-oriented approach aims to:

- Increase the physical volume of consumption for the product,
- Increase the value of individual consumption.

This approach is particularly characteristic of business areas with a higher degree of innovation, which do not have fixed but rather evolving markets that can't be effectively delineated.

Regardless of the business domain, the capacity for innovation and the investor's willingness or inclination toward innovation imply such an approach. Some industries, with a lower capacity for innovation, can be defined as global or fragmented businesses and are less inclined toward such strategies, while younger industries excel in this type of orientation.

2. The mixed, predominantly intensive pathway. The second market approach is based on a mixed development philosophy, combining both intensive and extensive strategies for the company's market growth.

However, in this case, the market orientation is predominantly intensive, focusing primarily on markets where the volume of consumption among the population and organizational consumers can grow and, at the same time, on these markets, products are offered with integrated uses and superior quality.

In this context, we are talking about a derived and complementary demand, which is determining the characteristics of the final product or service.

This type of business is fundamentally oriented toward a market composed of categories and segments of consumers.

In this way, the demographic and natural factors, along with the cultural and social factors and their influences on consumption patterns on the market are very important, transforming a potential demand into an effective demand. These factors determine a demand oriented towards numerous consumption needs and consumption utilities.

Demographic and natural factors generate specific needs in demand based on different population categories – needs that could be satisfied by a product or technology that was not available to consumers until then.

Socio-cultural factors determine the diversity of the options or utilities associated with a product, depending on the personality and self-awareness of different consumer segments.

This is often referred to as the cultural approach to markets. In international markets, cultural poles are often dispersed, which makes it difficult to manage activities, so companies resort to licensing or franchising systems.

Additionally, we are talking about a diffuse and segmented demand within the market, which complicates the activity and necessitates its concentration within the market area and the use of an intensive distribution system with numerous business partners.

This market is the most value-oriented, prompting companies to pay special attention to customers and product quality.

In terms of competition, we can talk about business areas combined with areas of activity in which there are numerous participants, medium and large companies that determine the market game.

These participants act as growth drivers, creating a monopolistic-type market. Such domains experience strong growth driven by growth poles formed by powerful market competitors.

Simultaneously, the market shows frequent tendencies toward activity concentration and collaboration among competitors, forming strategic alliances within the business domain. Because of their strong market image, competitors gain a certain level of authority and monopoly over demand, resulting in intense market absorption.

Small companies are usually gradually eliminated from the industry, with the sector slowly transitioning toward oligopolistic conditions. Situation in which, many states support companies in these industries to maintain the competitiveness of their respective sectors in the market.

3. The extensive pathway. The third possible market approach is the extensive approach, based on expanding consumer segments and the activity area toward new groups of buyers.

As specific to the market on which the company operates, it consists of the totality of consumption segments within that particular business domain.

These markets often exhibit a high potential for expansion, especially when medium-term growth trends indicate an industry advancing toward maturity. At the same time, the market presents numerous groups of consumers-buyers to whom the product is not yet available.

The extensive approach is characterized by its focus on reaching new groups of buyers or untapped areas of the market, which must be independently served with tailored offerings.

This type of markets are predominantly influenced by cultural (social-cultural) and institutional (legal and political) factors, which create numerous subdivisions of the market that can be acted on in a homogeneous way.

Companies adopting such a strategic and marketing system will typically target regional markets, where they can make homogeneous investments, often in partnership with producers, service providers, or other types of local companies.

It is important to select those states that share the same political culture and social culture, shaped by historical development within a shared geographic area.

4. The mixed, predominantly extensive pathway. A final method of selecting and approaching markets is the mixed, predominantly extensive one.

This approach takes into consideration all purchasing situations along with all types of consumption that are practiced in a certain market.

In terms of market demand, it is generally highly concentrated and homogeneous, driven by the standardization of a common lifestyle across all markets and the generalization of a universal class of consumption value.

Thus, the demand becomes largely specialized, with minimal value differences between products due to the background of a generalized technology. Moreover, demand is influenced by dominant institutional and developmental factors (economic and technological).

The demand presents an effective character when all consumers in the targeted market possess the necessary resources to purchase the product and exhibit the same consumption pattern.

These market forms indicate business and activity domains where demand is capped and tends toward stagnation. In such cases, intensive solutions focus on increasing product value and reinvigorating consumption.

Extensive growth can be achieved by attracting new consumers to the company's activity domain and its products through new forms of activity aligned with the population's lifestyle and purchasing behavior.

In this market approach, competition tends to focus on a business domain or activity field through specific forms of specialization.

Within this domain, companies adopt various methods to integrate geographic-regional markets and consumer classes. Success is largely determined by the type of business and the way it is developed, rather than by the business domain itself.

In general, when the market is concentrated within a specific business domain, there will typically be leading companies with extensive sales networks that create monopolies, alongside smaller companies whom, due to their flexibility and cost-reduction capabilities, will generate new levels of value.

These small firms will tend to gradually erode the position of large companies by offering alternative business models based on alternative technologies independent to the older types of businesses.

Companies seeking entry into this type of market approach are those with significant capital resources and expansion potential. Furthermore, this expansion must be supported by the ability to establish business centres and profit centres capable of self-management and development through hierarchical representation relationships.

The company's culture is global, with businesses having no local or national specificity. These companies are capable of producing in any market worldwide to reduce costs through production specialization.

This culture translates into a group culture, characterized by numerous strategic business units between which there are representation relationships, as well as specific process departments developed within these units, reflecting a hierarchical structure of these strategic units.

Market strategies can be classified into two main categories: **offline** and **online**. These strategies are complementary and can be used simultaneously to maximize market impact. Each has its specific characteristics and advantages, depending on the type of product or service, target audience, and available resources.

Offline market strategies: offline strategies focus on traditional channels such as mass media advertising (television, radio, print), direct marketing (flyers, brochures), promotional events (fairs, exhibitions), and face-to-face sales promotion.

These strategies are less influenced by technology and rely more on direct consumer relationships. Examples include:

- **Traditional advertising:** TV, radio, or print advertisements remain relevant in many industries, having a broad impact on the audience.

- **Direct sales promotion:** sales representatives can interact directly with customers and adapt offers based on their needs.
- **Events and fairs:** creating direct consumer experiences and facilitating face-to-face interaction.
- **Physical distribution:** Traditional retail and in-store sales enhance the shopping experience through personalized services.

Online market strategies: as digitalization expands, online strategy becomes essential for most businesses. These strategies focus on using the internet and digital technologies to reach consumers. Examples include:

- **Online advertising:** Platforms like Google Ads, Facebook Ads, Instagram Ads, or other social media channels allow precise audience targeting.
- **SEO and content marketing:** Optimizing websites for search engines (SEO) and creating valuable content (blogs, videos) to attract and retain customers.
- **E-commerce:** Creating online stores for the direct sale of products or services.
- **Influencer marketing:** Collaborating with influencers on platforms like Instagram, YouTube, or TikTok to reach broad audiences..
- **Email marketing:** Personalized email campaigns to reach consumers directly with special offers or relevant information.

Favorable factors for implementing classical market strategies – classical market strategies still play a significant role in certain industries, and their implementation can be facilitated by several factors:

Traditional target audience: In some markets, such as products for seniors or regions that are less digitalized, offline strategies can be far more effective.

Lack of access to technology: In areas where internet access is limited or digital infrastructure is insufficient, traditional marketing may be more efficient.

Luxury or traditional products industry: Certain brands, especially in the luxury goods sector, can benefit from an offline approach that emphasizes exclusivity and personalization.

Creating a physical experience: Products with a strong sensory component (e.g., clothing, perfumes, cars) can benefit from physical presentations that highlight their features and create an emotional connection with consumers.

In response to new challenges and opportunities driven by technology, companies are increasingly adopting modern market strategies that blend technology with data analysis and personalization. Reasons for their development include:

- **Changing consumer behavior:** Today's consumers are increasingly connected to the internet and rely on digital platforms for information and purchases. This has led to the need to adopt effective online strategies.
- **Access to data and analytics:** Modern technologies allow for the collection and analysis of large volumes of data about consumer behavior, which can be used to personalize the offer and improve the user experience.

- **Market globalization:** Technology has enabled markets to expand beyond geographical boundaries, and online strategies (e.g., e-commerce or, digital advertising) help companies quickly reach customers in different parts of the world.
- **Lower costs and efficiency:** Online strategies enable more economical campaigns than offline ones, with a significantly lower cost per contact. Additionally, digital advertising is easier to monitor and optimize in real time.
- **Personalization:** With the help of technology, brands can personalize consumer experiences through targeted offers and advertisements based on their online behavior (retargeting, real-time personalization).
- **Interactivity and real-time feedback:** Online platforms allow for direct and immediate interaction with customers through comments, reviews, and social media. This feedback helps companies to improve their products and services.
- **Flexibility and adaptability:** Modern strategies enable quick adjustments to campaigns based on performance, making them much more efficient and adaptable to market changes.

The success of a market strategy depends on a strong understanding of market characteristics and consumer behavior.

While offline strategies still hold a significant role in certain industries, the shift toward modern online strategies is inevitable, given current digitalization trends, access to data, and the desire to create personalized consumer experiences.

Thus, the combination between traditional and modern approaches can ensure a complete market coverage and effective interaction with the target audience.

1.2 Risks of business engagement through market strategy implementation

Risks in implementing various strategic approaches arise primarily from the influence of cultural environmental factors in the market (table 1.2.1 Characteristics of attitudes as cultural factors):

Table 1.2.1 *Characteristics of attitudes as cultural factors*

Cultural factor	Explanation
Individualism vs. collectivism	Individualism characterizes societies where interpersonal connections are weak, as individuals expect everyone to focus only on themselves and their family. Collectivism characterizes societies where individuals are integrated from birth into large and small groups, in which their life is well defended (protected) and therefore they demand loyalty.
Masculinity vs. femininity	Masculinity and femininity are characterized based on one or more elements that dominate the human behavior: security or certainty, modesty or caution. Masculine societies are generally much more competitive than feminine ones; the differences between masculine and feminine value systems are greater in feminist societies.
Removing insecurity	Insecurity avoidance is defined by the degree to which members of a society perceive unknown or unexpected situations and adopt structured positions toward them.
Long-term vs. Short-term orientation	In long-term orientation, values such as perseverance, resilience, tenacity, orientation according to situations, and a tendency toward saving dominate. In short-term orientation, personal firmness, the importance of "appearance," and respect for traditions are prioritized.

Source: Hünerberg, R., Internaţionales Marketing, Moderne Industrie Verlag, Landsberg Lech, 1994, p. 64.

From this point of view, Keegan identified four types of attitudes in multinational societies that constitute as risks in business involvement through market strategy implementation: ethnocentrism, polycentrism, regiocentrism and geocentrism[1]:

1. In the **ethnocentric version**, the international operations are subordinate to national ones and are mainly initiated to place surplus domestic production. In this concept, no systematic marketing research is conducted, no significant product changes are made, and no special attention is given to foreign customers.

2. In the **polycentric phase,** the subsidiaries are established in foreign markets. Each subsidiary operates independently from the others and sets its own objectives and marketing programs.

3. In the **regiocentric stage** we can talk about an intercultural marketing. As cultural factors impose the most restrictive influence on standardizing international marketing, between the theoretical concerns and in the practices of the companies, it finds its place the one variant that treats the issue through the lens of cultural variables. This approach recognizes the cultural diversity of markets while aiming to identify elements that could allow for production adaptation and the use of global practices. Intercultural marketing, derived from this theoretical and practical vision, relies on an analysis of international priorities in concept.

[1] Keegan, W.J., Multinational Marketing Management, Prentice Hall. Inc., Englewood Cliffs, New Jersey, 1980, p. 247.

4. In the **geocentric stage** the company views a region or the entire globe as a single market and aims to develop regional or global strategies.

As a conclusion, the ethnocentric company centralizes the management of international marketing activity, the polycentric company decentralizes it, while the regiocentric and geocentric companies, on the other hand, integrate their approach. This highlights significant differences in characteristics and content among the four orientations, as shown in Table 1.2.2 – Marketing strategy alternatives by market scope.

As observed from the table, apart from the export approach, which represents an initial form, international strategies can be adopted in three stages. The first two stages correspond to ethnocentric and polycentric orientations, while the third corresponds to a geocentric orientation.

The strategic orientation in the ethnocentric stage is one of extension, meaning that companies adopting it extend their products and programs as widely as possible. In the second stage, the orientation shifts to decentralization, with all possible responsibilities for local operations being delegated to local management. The third stage is an integrated model that seeks to synthesize inputs from regional and central management and country-based organizations.

The data from Table 1.2.2 shows that from the first to the third stage, there is an evolution in all major organizational elements, from the international division to the regional one and to the matrix.

The development of decision-making and marketing programs move from being standardized and centralized in the first stage, to unique and decentralized in the second, and to interactive and circumstantial in the final stage.

Even the marketing process evolves, tending to be ad hoc in the first two stages and standardized in the third. In this regard, it is not so much the adoption of standardized marketing programs that is necessary but rather the adoption of a standardized vocabulary and orientation.

In the first stage, the product comes through export, while in the second stage, the most frequent or preferred source is an arrangement for local production. In the third stage, the product is ensured through a plan that takes into account costs, delivery, and all other factors that affect competitiveness and profitability.

In the first stage, employees are nationals of the home country in both central and local management on various markets.

In the second stage, key positions in local units are held by individuals from the respective markets, while central management remains staffed by nationals of the original country. In the third stage, the best person is chosen for all managerial positions, regardless of nationality. Research and development (R&D) in the first stage is led from the home country, while in the second stage it becomes decentralized and fragmented.

In the final stage, the research becomes part of an integrated global research and development plan, usually decentralized to leverage resources.

Table 1.2.2 *Marketing strategy alternatives by market scope*

No.	Multinational Global			
	Stage 1	Stage 2	Stage 3	Stage 4
1. Management orientation	Ethnocentric	Polycentric	Regiocentric	Geocentric
2. Objective	Extension	Decentralization	Decentralization/Integration	Integration
3. Structure	International division	Regional division	Regional division/ Integration	Matrix organization
4. Planning process	Top-down	Bottom-up	Bottom-up/ Integration	Interactive
5. Decision-making	Centralized	Decentralized	Decentralized/ circumstantial/ interactive	Circumstantial/ interactive
6. Marketing process	Ad hoc	Ad hoc	Ad-hoc/ Standardized	Standardized
7. Marketing program	Standard	Unique	Unique/ circumstantial/ interactive	Circumstantial/ interactive
8. Product Source	Export	Local production	Local Production/ circumstantial	Circumstantial
9. Local management (nationality)	From home country	From foreign market	From foreign market/The best	The best
10. Central management	From home country	From the market	From the market/ the best	The best
11. Research and development	In home country	Decentralized, fragmented	Decentralized, fragmented/ circumstantial/ integrated	Circumstantial/ integrated
12. Control	By norms	Decentralized	Decentralized/ circumstantial	Circumstantial

Adapted from: W.J. Keegan, Multinational Marketing Management, Prentice Hall. Inc., Englewood Cliffs, New Jersey, 1980, p. 249.

1.3 Reconceptualizing marketing in the climate change era: Sustainability vs. greenwashing

Global warming and its increasingly visible consequences (ecosystem degradation, loss of natural resources, pressure on quality of life and economic instability) require a re-evaluation of the role of marketing in relation to society and the environment. In an economy under the pressure of climate change, marketing can no longer be limited to product promotion, but becomes a strategic instrument for guiding behaviours toward long-term sustainability and responsibility. Recent research increasingly highlights the discrepancy between declarative “green” communication and the real actions of organizations, the phenomenon of greenwashing generating distrust and affecting corporate legitimacy.

While this reconceptualization seeks to align economic objectives with the need to reduce environmental impact, the growing public interest in “green” products and initiatives has also generated a spread of the greenwashing phenomenon, through which some organizations communicate exaggerated or misleading ecological performances that they do not actually support.

This phenomenon fuels consumer skepticism, undermines the credibility of sustainable marketing, and limits the ability of companies with authentic practices to differentiate their efforts. As a result of these actions, contemporary marketing must move beyond the stage of superficial communication and orient itself toward transparency, measurable evidence, and real responsibility, offering a solid framework for building a relationship of trust between organizations and society.

The acceleration of global warming and the intensification of extreme climate phenomena decisively transform the economic and social context, placing companies in front of a responsibility toward ecological limits. The traditional logic, focused on immediate profit and the rapid satisfaction of consumer demands, no longer corresponds to current challenges related to environmental degradation, pressure on resources, and growing social expectations. Approaches such as social marketing, sustainable marketing, or human marketing are becoming increasingly relevant, promoting behaviours with positive impact on the community, the protection of ecosystems, and a future-oriented perspective.

Climate change, constantly highlighted by IPCC (Intergovernmental Panel on Climate Change) and UNEP (United Nations Environment Programme) reports, goes beyond the strictly ecological dimension and is shaping up as a significant economic risk, prompting companies to assume increased responsibilities in reducing their carbon footprint, in the sustainable management of resources, and in promoting more balanced consumption models.

Climate change already has a tangible impact on economies across various regions of the world, with effects ranging from reduced agricultural productivity to population displacement and labor market destabilization. In Ethiopia, for example, it is projected that in the coming decades declining agricultural yields will lead to a significant reduction in average incomes, estimated at approximately 30% over a 50-year period. In Nigeria, climate change exacerbates food insecurity and generates conflicts over resources, directly affecting sustainable development.

Women in communities such as Augie and Zumba have experienced the consequences of deforestation and flooding, but often interpret these phenomena through traditional beliefs, highlighting the need for awareness and education campaigns. In the southeastern part of the country, landslides and tornadoes have destroyed homes, roads, and crops, further intensifying economic losses. In Sri Lanka, increased precipitation has proven beneficial for certain crops, while higher temperatures have caused losses of up to 50% in agricultural productivity. Across Sub-Saharan Africa, changes in temperature and rainfall directly affect agricultural output, widening the economic gap compared to other developing regions.

Sustainability can be understood as a framework for organizing human activities aimed at maintaining a balance between present societal needs and the long-term capacity of ecosystems to support life. From a conceptual perspective, sustainability emerges at the intersection of three fundamental dimensions: environmental, economic, and social, each playing its own unique role in preserving this balance.

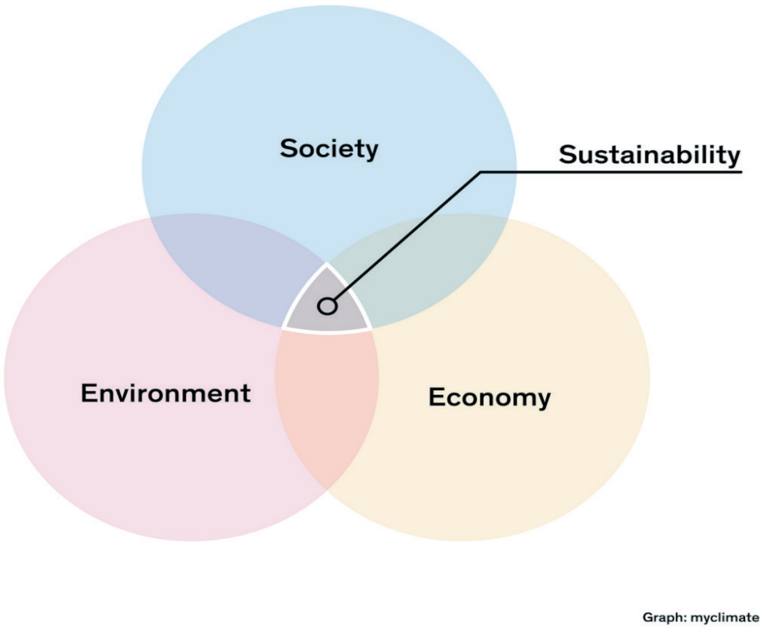

Figure 1.3.1 *Fundamental dimensions of Sustainability*

Source: https://www.myclimate.org/en/information/faq/faq-detail/what-is-sustainability/

The environmental dimension focuses on protecting the natural environment and maintaining ecosystem integrity through the reduction of pollutant emissions, responsible resource use, and the conservation of biodiversity. The economic dimension is associated with sustainable development, referring to economic growth that does not compromise the ability of future generations to meet their own needs. The social dimension emphasizes equity, inclusion, and collective well-being by ensuring fair access to resources, opportunities, and acceptable living conditions.

This integrative approach was established as early as the 1987 Brundtland Report, which defines sustainability as development that meets the needs of the present without compromising the ability of future generations to meet their own needs. In recent decades, sustainability has gained increasing importance, extending beyond public policies and international regulations to influence corporate strategies, educational systems, and consumer behavior.

Within the business context, integrating sustainability involves more than reducing negative environmental impacts; it also entails creating long-term value for all stakeholders, including customers, employees, local communities, and the natural environment.

Within this framework, sustainable marketing represents a broader approach that incorporates environmental, social, and economic considerations into marketing strategies, aiming to meet current consumer needs while preserving the ability of future generations to meet their own needs.

A new paradigm is emerging in which society becomes the top priority, followed by customer needs and, subsequently, profit. This approach, known as "humanistic marketing" or "enlightened marketing", promotes social responsibility and sustainability as central elements of marketing strategies.

The concept of "enlightened marketing" is grounded in five fundamental principles:

- consumer orientation;
- innovation;
- value creation;
- organizational mission;
- social responsibility.

These principles go beyond the limited objective of satisfying immediate consumer needs and involve anticipating and responsibly addressing long-term social and environmental challenges. In this approach, companies adopt a holistic perspective on their activities, where economic performance is closely linked to generating a positive and sustainable impact on both society and the natural environment.

Green marketing focuses on the promotion of products and services that are environmentally friendly and respectful of natural ecosystems, aiming to encourage sustainable and responsible practices throughout the entire value chain. It involves the use of recyclable, reusable, and biodegradable materials in product packaging, the promotion of organic or sustainably produced goods, as well as the development and communication of services designed to minimize environmental impact. At the same time, green marketing emphasizes transparent communication regarding environmental attributes, supporting businesses in reducing their ecological footprint and in adopting production and distribution processes aligned with sustainability principles. Through these actions, green marketing seeks not only to differentiate products on the market, but also to attract and engage environmentally conscious consumers, fostering more responsible consumption patterns and long-term environmental awareness.

Social marketing represented the starting point in directing marketing activities toward objectives of public relevance, such as population health, pollution reduction, social inclusion, or environmental protection. This perspective subsequently evolved into sustainable marketing, which, as mentioned before, brings together three essential dimensions: the ecological component, oriented toward reducing environmental impact; the economic component, focused