

**KRİZ DÖNEMLERİNDE STRATEJİK PAZARLAMA VE
MARKA YÖNETİMİ
(COVID-19 PANDEMİSİ ÖRNEĞİ)**

Dr. Hasan Selçuk ETİ



© Copyright 2022

Bu kitabın, basım, yayın ve satış hakları Akademisyen Kitabevi A.Ş.'ye aittir. Anılan kuruluşun izni alınmadan kitabın tümü ya da bölümleri mekanik, elektronik, fotokopi, manyetik kağıt ve/veya başka yöntemlerle çoğaltılamaz, basılamaz, dağıtılamaz. Tablo, şekil ve grafikler izniniz alınmadan, ticari amaçla kullanılamaz. Bu kitap T.C. Kültür Bakanlığı bandrolü ile satılmaktadır.

ISBN

978-625-8399-23-3

Kitap Adı

Kriz Dönemlerinde Stratejik Pazarlama ve Marka Yönetimi
(COVID-19 Pandemisi Örneği)

Yazar

Dr. Hasan Selçuk ETİ

Yayın Koordinatörü

Yasin DİLMEN

Sayfa ve Kapak Tasarımı

Akademisyen Dizgi Ünitesi

Yayıncı Sertifika No

47518

Baskı ve Cilt

Vadi Matbaacılık

Bisac Code

BUS090000

DOI

10.37609/akya.1252

GENEL DAĞITIM

Akademisyen Kitabevi A Ş

Halk Sokak 5 / A

Yenişehir / Ankara

Tel: 0312 431 16 33

siparis@akademisyen.com

www.akademisyen.com

ÖNSÖZ

Değerli okuyucu,içinde bulunduğumuz Covid 19 Pandemi sürecinde “Kriz Dönemlerinde Stratejik Pazarlama ve Marka Yönetimi (Covid 19 Pandemisi Örneği)” kitabımın literatüre ve sizlere önemli katkılar sağlayacağını ümit ediyorum.

Küresel rekabet yoğunlaştıkça ve rekabet avantajı etkisini kaybettikçe bu unsurların marka değerine ve yönetimine yaptığı katkı artmaktadır. Bu bağlamda stratejik pazarlama ve marka yönetiminin nasıl bir etkileşimde olduğunu, iki alanın birleşimiyle ortaya çıkan yeni stratejilerin ve katkıların bilinmesi gereklilik arz etmektedir. Bu amaçlar doğrultusunda bu kitap öncelikle iki alanın derinliğini ve ortak noktalarını anlaşılır kılmak için bu alanların hangi tabanda kesiştiğini ve birbirlerini hangi açılardan tamamladığını görmek üzere bir içerik sunacaktır. Aynı zamanda marka yönetimindeki temel öğelerin stratejik pazarlama ile nasıl dönüştüğünü ortaya koymak da kitabın hedeflerindedir. Daha sonra stratejik pazarlamanın marka yönetimindeki etkisi başarı varsayımıyla ve çeşitli metrikler ile ifade edilmeye çalışılacaktır.

*Sevgili annem,babam.....
Kitabı, yaşamım boyunca desteklerini üzerimde
hissettiğim,fedakarlıkları ile her anıma katkı sağlayan sebeb-i
varlığım anne ve babama ithaf ediyorum.*

İÇİNDEKİLER

GİRİŞ	1
STRATEJİK PAZARLAMA VE MARKA YÖNETİMİNİN KESİŞİMİ	3
Stratejik Pazarlama.....	3
Marka Yönetimi.....	5
Stratejik Pazarlama Çerçevesinde Marka Yönetimi.....	8
Marka Penetrasyonu	9
Marka Genişlemesi.....	10
Marka Aktarımı (Transferi)	11
Uluslararasılaşma	12
Marka Geliştirme/ Çoklu Marka Stratejisi.....	15
Marka Çeşitlendirmesi	16
Ürün Marka Stratejisi	17
Şemsiye Marka Stratejisi.....	18
Aile Markası Stratejisi.....	20
Kurumsal Markalaşma Stratejisi	21
Stratejik Pazarlama İle Dönüşen Marka Kültürü ve Kimliği	23
Marka Yönetiminde Stratejik Pazarlama Etkisi ve Pazarlama Metrikleri	27
Özet.....	38
Krizin Tanımı ve Kapsamı	41
KRİZ DÖNEMLERİNDE STRATEJİK PAZARLAMA VE MARKA YÖNETİMİ	41
Kriz Yönetimi.....	42
Krizin Stratejik Pazarlamaya Etkisi	43
Krizin Marka Yönetimine Etkisi.....	44
Kriz Dönemlerinde Stratejik Pazarlama ve Marka Yönetimi Etkileşimi	47

Özet	50
COVID-19'a Genel Bakış	53
COVID-19 KRİZİNDE STRATEJİK PAZARLAMA VE MARKA YÖNETİMİ	53
COVID-19'da Firmaların Kriz Yönetimi Bağlamında Stratejik Pazarlama ve Marka Yönetimi Araçları	54
Marka Mesajının ve Kimliğinin Gözden Geçirilmesi	55
Marka ve kültürün birleştirilmesi	56
Çalışan deneyimi	58
Paylaşılan değer yaratılması	61
Reklam Seçimi ve Marka İletişimi	64
Yeni Pazarlama Araçlarının Kullanımı	68
İçerik Pazarlaması	70
Sosyal Medya Pazarlaması	71
E-Mail Pazarlaması	73
E-Ticaret ve Dijital Pazarlama	74
Özet	76
SONUÇ	79
KAYNAKLAR	85

KAYNAKLAR

- Aaker, D. A. ve Moorman, C. (2017). Strategic market management. 11th Edition, New York: Wiley.
- Alavinasab, S.M., Soltani, M. ve Alimohammadi, J. (2017). "The Effect of Brand Extension Strategy on Brand Image to Customers", British Journal of Economics, Management & Trade, 17(4), ss.1-9.
- Bansal, H. S. ve Taylor, S. F. (2015). "Beyond service quality and customer satisfaction: investigating additional antecedents of service provider switching intentions", Proceedings of the 1999 Academy of Marketing Science (AMS) Annual Conference Springer.
- Baudrillard, J. (2017). Simulacra and Simulation. Michigan: University of Michigan Press.
- Baumöl, U., Hollebeek, L. ve Jung, R. (2016). "Dynamics of customer interaction on social media platforms". Electronic Markets, 26(3), ss.199–202.
- Bern, T. (2020). "State of Social Media Report: The Impact of COVID-19". Socialbakers, [Çevrimiçi]: socialbakers.com/blog/COVID-19-is-changing-behavior-on-social-media-for-both-brands-and-users (10.09.2021).
- Bose, U. (2012). "An ethical framework in information systems decision making using normative theories of business ethics". Ethics and Information Technology, 14(1), ss.17–26.
- Bu, Y., Parkinson, J. ve Thaichon, P. (2020). "Digital content marketing as a catalyst for e-WOM in food tourism". Australasian Marketing Journal, ss.1–12.
- Buchwald, E. (2020). "Airbnb will give laid-off employees 14 weeks base pay and health insurance, but millions of other laid-off workers are not so lucky", Marketwatch.
- Bundy, J., Pfarrer, M.D., Short, C.E. ve Coombs, W.T. (2017). "Crises and

- crisis management: integration, interpretation, and research development", *J. Manag.* 43 (6), 1661–1692.
- Business Roundtable, (2019). "Our Commitment", [Çevrimiçi]: <https://opportunity.businessroundtable.org/ourcommitment/> (30.09.3021).
- Chien, M. P., Sharifpour, M., Ritchie, B. W. ve Watson, B. (2017). "Travelers' health risk perceptions and protective behavior: A psychological approach". *Journal of Travel Research*, 56, ss.744–759.
- Cleeren, K., Van Heerde, H. ve Dekimpe, M. G. (2013). "Rising from the ashes : How brands and categories can overcome product-harm crises". *Journal of Marketing*, 77(2), ss.58-77.
- Coombs, W. T. (2007). "Protecting organization reputations during a crisis: The development and application of situational crisis communication theory". *Corporate Reputation Review*, 10, ss.163–176.
- De Neys, W. (2017). *Dual Process Theory 2.0*. Routledge, London.
- Eagleton, T. (2002). *The Idea of Culture*, Oxford: Blackwell Publishing.
- Edeling, A. ve Fischer, M. (2016). "Marketing's impact on firm value: Generalizations from a meta-analysis". *Journal of Marketing Research*, 53(4), ss.515–534.
- Eren Erdoğan, I., Akgün, I. ve Arda, E. (2018)." Drivers of successful luxury fashion brand extensions: cases of complement and transfer extensions". *Journal of Fashion Marketing and Management*, 22, ss.476-493.
- Ettinger, A., Grabner-Krauter, S. ve Terlutter, R. (2018). "Online CSR communication in the hotel industry: evidence from small hotels". *Int. J. Hosp. Manag.* 68, ss.94–104.
- Evans, J.S.B.T. ve Stanovich, K.E. (2013). "Dual-process theories of higher cognition: advancing the debate". *Perspect. Psychol. Sci.* 8 (3), ss. 223–241.
- Farida, S.N. ve Azizah, N. (2019). "Optimization of Corporate Branding Strategy in Higher Education as the Marketing Sustainability", ERN: Other Organizations & Markets: Policies & Processes (Topic).
- Firat, F. A. ve Venkatesh, A. (1993). "Postmodernity: The age of marketing". *International Journal of Research in Marketing*, 10 (3), ss.227-249.
- Fox, A. (2020). "Frozen Food Company Dr. Praeger's Buying Food for Grocery Stores Employees Amid the Coronavirus", Video.
- Gretry, A., Horvath, C., Belei, N. ve van Riel, A.C. (2017). "Don't pretend to be my friend!" when informal brand communication style backfires on social media. *J. Bus. Res.* 74 (4), ss.77–89.
- Groh, M. (2014). "Strategic management in times of crisis", *American Journal of Economics and Business Administration*, 6 (2), ss.49-57.
- Harbar, Z., Selezneva, O.N., Litvinov, O., Kaptalan, S. ve Gonchar, V. (2020). "Strategic Marketing Management Of Innovative Activities In

- Ensuring Enterprise Economic Security". REICE, 8(15), ss.300-313.
- Hardeman, G., Font, X. ve Nawijn, J. (2017). "The power of persuasive communication to influence sustainable holiday choices: appealing to self-benefits and norms". *Tour. Manag.* 59, ss. 484–493.
- Hardy, Q. (2020). "COVID-19 and Our Surprising Digital Transformation", *Forbes*. 2020. [Çevrimiçi]: <https://www.forbes.com/sites/googlecloud/2020/03/11/beyond-spreadsheets/#401e43c76c7f> (05.09.2021).
- Heilweil, R. (2020). "Coronavirus scammers are flooding social media with fake cures and tests", *Vox*.
- Hollebeek, L. D. ve Macky, K. (2019). "Digital Content Marketing's Role in Fostering Consumer Engagement, Trust, and Value : Framework, Fundamental Propositions, and Implications". *Journal of Interactive Marketing*, 45, ss.27–41.
- Hsieh, T. (2010). "Delivering Happiness: A Path to Profits, Passion, and Purpose", Grand Central Publishing.
- Jobber, D. (2004). *Principles and Practice of Marketing*, 4th edn, McGraw-Hill, London.
- Kalaignanam, K., Kushwaha, T. ve Eilert, M. (2013). "The impact of product recalls on future product reliability and future accidents: Evidence from the automobile industry". *Journal of Marketing*, 77(2), ss.41-57.
- Kapferer, J.M. ve Valette-Florence, P. (2018). "The impact of brand penetration and awareness on luxury brand desirability". *Journal of Business Research*, 83, ss.38-50.
- Kapferer, J.N. (2012). *The New Strategic Brand Management : Advanced Insights and Strategic Thinking*, Kogan Page Ltd, UK.
- Keller, K.J.(1993)."Conceptualizing, Measuring, and Managing Customer-Based Brand Equity," *Journal of Marketing*, 57 (1), ss.1-22.
- Kelly, J. (2020). "Uber Lays Off 3,500 Employees Over A Zoom Call—The Way In Which A Company Downsizes Its Staff Says A Lot About The Organization", *Forbes*.
- Kim, K., Kim, J. ve Reid, L. N. (2017). "Experiencing motivational conflict on social media in a crisis situation: The case of the Chickfil-A same-sex marriage controversy". *Computers in Human Behavior*, 71, ss.32-41.
- Kim, R.Y. (2020). "The impact of COVID-19 on consumers: Preparing for digital sales". *IEEE Eng. Manag. Rev.*, 48, ss. 212–218.
- Kirsch, P. M. (2012). "The influence of social contagion and technology on epidemic non-suicidal self-injury". *Library Events at Digital Scholarship@UNLV*. 1-15. [Çevrimiçi]: <https://digitalscholarship.unlv.edu/award/8> (08.09.2021).
- Koerber, D. ve Zabara, N. (2016). "Preventing damage: The psychology of crisis communication buffers in organized sports". *Public Relations Review*, 43(1), ss.193-200.

- Kotler, P. (2017). Pazarlama 4.0.: Gelenekselden Dijitale Geçiş, Optimist Yayın Dağıtım.
- Kotler, P. ve Keller, K. L. (2015). Marketing Management: Global Edition, Pearson Education.
- Lawrance, E. (2020). "Mary Barra: How GM shifted to high gear during coronavirus pandemic", Detroit Free Press.
- Lee, N. R. ve Kotler, P. (2016). Social Marketing. London: Sage Publications.
- Liu, D., Juanchich, M., Sirota, M. ve Orbell, S. (2020). "Differences between decisions made using verbal or numerical quantifiers". *Thinking & Reasoning*, 27(1), ss.69–96.
- Lude, M. ve Prügl, R. (2018). "Why the family business brand matters: Brand authenticity and the family firm trust inference". *Journal of Business Research*, 89, ss.121-134.
- Mahase, E. (2020). "Long covid could be four different syndromes, review suggests". *BMJ* 371:m3981. doi: 10.1136/bmj.m3981.
- Mamula, T. (2012). "Role of marketing metrics in strategic brand management". *Marketing Science*, 43, ss.49-61.
- Medvedeva, M. ve Starodubtseva, E.B. (2020). "The Russian exported goods under the umbrella brand: Expectations and reality". *National Interests: Priorities and Security*, 16, ss.1636-1655.
- Melewar, T.C. ve Skinner, H. (2020). "Territorial brand management: Beer, authenticity, and sense of place". *Journal of Business Research*, 116, ss.680-689.
- Milichovsky, F. ve Simberova, I. (2015). "Marketing effectiveness: Metrics for effective strategic marketing". *The Engineering Economics*, 26, ss.211-219.
- Morgan, J. (2017). "Why the Millions We Spend on Employee Engagement Buy Us So Little", HBR.
- Morhart, F., Malär, L., Guèvremont, A., Girardin, F. ve Grohmann, B. (2015). "Brand authenticity: An integrative framework and measurement scale". *Journal of Consumer Psychology*, 25(2), ss.200–218.
- Morning Consult, (2020). "WEATHER NG THE STORM: Brand Management in the COVID-19 Era".
- Nooyi, I.K. ve Govindarajan, V. (2020). "Becoming a Better Corporate Citizen", HBR.
- Novixoxo, J.D., Jamal-Deen, A., Anning, L. ve Darko, S. (2018). "THE EFFECT OF BRANDING ON THE MARKETING PERFORMANCE OF COMPANIES IN THE MOBILE PHONE INDUSTRY", *International Journal of Developing and Emerging Economies*, 6(2), ss.39-60.
- Palmer, An. (2020). "TECH As coronavirus kills another Amazon worker, the company's response is adding to employees' fears", CNBC.
- Pecujlija, M. ve Cosic, D. (2019). *Crisis Management: Introducing Compa-*

- nies Organizational Reactivity and Flexibility. Nova.
- Pecujlija, M., Jaksic, K., Drobnjak, S., Cosic, I., Kesetovic, Z. ve Seslija, D. (2017). "Serbian Companies reactivity and flexibility and their crisis management efficiency and effectiveness". *Journal for East European Management Studies*, 22, 2, 257-270.
- Porter, M. (1998). What is strategy? in Segal-Horn (ed.), *The Strategy Reader*, Blackwell in association with The Open University.
- Prentice, C., Han, X. Y., Hua, L. L. ve Hu, L. (2019). "The influence of identity-driven customer engagement on purchase intention". *Journal of Retailing and Consumer Services*, 47, ss.339–347.
- Reimers, V., Chao, C-W. ve Gorman, S. (2016). "Permission email marketing and its influence on online shopping". *Asia Pacific Journal of Marketing and Logistics*, 28(2), ss.308-322.
- Ritchie, B. W. (2004). "Chaos, crises and disasters: A strategic approach to crisis management in the tourism industry". *Tourism Management*, 25, ss.669–683.
- Schiavone, F. ve Simoni, M. (2019). "Strategic marketing approaches for the diffusion of innovation in highly regulated industrial markets: the value of market access". *Journal of Business & Industrial Marketing*, 34(7), ss.1606–1618.
- Sheng, J. (2019). "Being Active in Online Communications: Firm Responsiveness and Customer Engagement Behaviour". *Journal of Interactive Marketing*, 46, ss.40–51.
- Shujie, Y. (2017). "Driving factors for successful brand extensions in Chinese market: The case of Chinese brand Xiaomi Tech", Graduate School of Management, St. Petersburg State University.
- Sotirios, V. ve Nikolaos, G. (2016). "Measurement of Strategic Management Effectiveness in Tourism Enterprises". *BESSH-2016*, 146(3), ss.41-45.
- Steenkamp, J. B. E. M. ve Fang, E. (2013). "The impact of economic contractions on the effectiveness of R&D and advertising: Evidence from US companies spanning three decades". *Marketing Science*, 30(4), ss.628–645.
- Steimer, S. (2020). "How marketers are working during the pandemic". *Marketing News*, Spring. [Çevrimiçi]: <https://www.ama.org/marketing-news/how-marketers-are-working-during-the-pandemic/> (03.09.2021).
- Taiminen, K. ve Ranaweera, C. (2019). "Fostering brand engagement and value-laden trusted B2B relationships through digital content marketing: The role of the brand's helpfulness". *European Journal of Marketing*, 53(9), ss.1759–1781.
- Tanusondjaja, A., Nenycz-Thiel, M., Dawes, J. ve Kennedy, R. (2018). "Portfolios: Patterns in brand penetration, market share, and hero

- product variants". *Journal of Retailing and Consumer Services*, 41, ss.211-217.
- Tiku, N. (2020). "Airbnb creates a new listing: Its laid-off workers", *Washington Post*.
- Trimble C. S. ve Rifon, N. J. (2006). "Consumer perceptions of compatibility in cause-related marketing messages". *International Journal of Nonprofit and Voluntary sector Marketing*, 11(1), ss.29-47.
- Van Heerde, H. J., Gijsenberg, M. J., Dekimpe, M. G. ve Steenkamp, J. B. E. M. (2013). "Price and advertising over the business cycle". *Journal of Marketing Research*, 50(2), ss.177-193.
- Wang, C. Y., Wu, L. W., Lin, C. Y. ve Chen, R. J. (2017). "Purchase intention toward the extension and parent brand: The Role of Brand Commitment". *Journal of Economics & Management*, 13(1), ss.83-103.
- Welch, J. (2015). "Three Ways to Take Your Company's Pulse".
- Wheelen, T.L. ve Hunger, J.D. (2012). *Strategic Management and Business Policy TOWARD GLOBAL SUSTAINABILITY*, Pearson.
- Williams, R. (2015). *Keywords: A Vocabulary of Culture and Society*. New York: Oxford University Press.
- Woodroof, P. J., Deitz, G. D., Howie, K. M. ve Evans, R. D. (2019). "The effect of cause-related marketing on firm value: A look at fortune's most admired all-stars". *Journal of the Academy of Marketing Science*, 47(5), ss.899-918.
- Yalkın, Ç. (2017). "A Brand Culture Approach to Managing Nation Brands", *European Management Review*. <https://doi.org/10.1111/emre.12129>.
- Yin, S. ve Jing, R. (2014). "A Schematic View of Crisis Threat Assessment", *Journal of Contingencies and Crisis Management* 22(2),ss. 97-107.
- Yu, S., Liu, M.J. ve Ye, D. (2019). "Place Umbrella Branding and the Provision of Quality: A Case Study of the "ZhejiangMade" Brand." *China Branding*, ss.1-13.
- Zhao, Y. (2016). "THE IMPACTS OF BRAND MANAGEMENT PRACTICES ON BRAND PERFORMANCE AND FIRM VALUE", Michigan State University.