Providing a framework for examining the impact of strategic complexity on marketing strategy and organizational performance in businesses

Abbas Ahmadi[1] . Anahita Kiyayi[2]

[1] Assistant Professor of Management, Payame Noor University, Babol
[2] Department of Management, Payame Noor University, Babol

Abstract

It has an inherently complex strategy. Describing a good strategy is a reason to increase its complexity, but implementing a strategy requires simplifying it. One of the best marketing strategies on social media is viral marketing. The purpose of viral marketing in social media is to spread information quickly. With the formation of virtual social networks, the creation of wider and wider networks beyond geographical borders has created a larger and richer context of communication and network structure. The importance of this issue is so great that many companies in various businesses have been inevitably destroyed due to lack of alignment with the growth of technology. Therefore, the importance of addressing this issue in our growing society is very high and vital. In this research, by presenting important and influential aspects of strategic complexity on marketing strategy and organizational performance in commercial companies, we have evaluated the components of viral marketing in order to develop them and provide a model to measure it. So that organizations and companies that benefit from viral marketing can measure the impact of social media development in advertising, customer attraction and in general in sales and profitability, and by strengthening the social components expressed in the research, the effects Increase them. The present study is an applied research and in terms of nature and method is a non-experimental descriptive research. In this study, Cochran's formula was used for sampling and 385 questionnaires were distributed among specialists, experts, university professors and administrators familiar with the research topic. The method of data collection in this research is the use of questionnaires as well as the use of library information and referring to the documents in scientific and valid articles and understanding and inferring from this information. The mean test was calculated on the main and specific hypotheses in SPSS22 software and at a confidence level of 0.95. Finally, a framework for examining the impact of social media on viral marketing in commercial companies is provided.

Keywords: Strategic complexity, marketing, organizational performance, marketing strategy.

Introduction:

Top executives in companies that do not have these characteristics spent a lot of effort to turn the strategy into several key priorities. A European job search website was one of the businesses that could not identify a specific group of clients, as it offered a wide range of jobs to job seekers, employers, advertisers and partners in different countries. In addition, the company's executives were unable to combine the strategy of the company and the strategy of the business units [1]. Strategies faced a particular challenge in the transition process. Combining priorities that used to lead to success with priorities that needed to be addressed in the future led to complex statements that made it difficult for employees to focus on different categories in daily activities. Simple strategies did not work in companies that competed in different business environments, served different groups of customers, or were in the midst of a strategic transformation [2]. To interpret the strategy in the form of simple and flexible statements, it is better for managers to divide it into a set of top priorities. In fact, a group of strategists have argued that managers should provide a summary of a few key priorities just by translating the organization's strategy into clear, concise statements (less than 35 words). The strategy-sharing approach is based on several main categories of strategic priorities - target customer selection or core competitive advantage - which is a summary of each organization's strategy [3]. Instead of summarizing the organization's strategies, managers should interpret them as a set of essential medium-term measures for implementation. Strategic priorities should be forward-looking and action-oriented and focus on one of the most important priorities affecting the success of the organization in the next few years. The main motivators in network marketing are spontaneous (unwanted) effectiveness, electronic referrals to create awareness, interest, sales or product adoption [4]. However, despite many studies on the high interpersonal (person-to-person) impact of this electronic system, little is known about how it works, or indeed, any word-of-mouth (linguistic) process reveals the actual behaviors of consumers. Especially in a chaotic online environment, it affects. Word of mouth (person-to-person) electronic communications is a key factor influencing online sales [5]. However, the factors that lead to person-to-person electronic communications in the free trade environment are not fully understood. Because many online retailers have embraced the free trade business model, it is essential to understand the factors of word-of-mouth electronic communication that lead to success in free trade business.

Problem Statement

Many senior executives say they use the strategic priorities approach, but also point out that it has not been as effective as they expected. Studies have shown that to determine the strategic plan and its effective implementation, strategic priorities must be able to balance instructions and the degree of flexibility in execution, create balance across the business, and create integration across different parts of the business. Setting strategic priorities makes all of these actions possible on a regular basis [2]. According to researchers, this new type of online marketing communication, called viral marketing, has no purpose other than to promote the brand name of the product, and by turning the Internet network of customers and subscribers into a huge machine that spreads word of mouth, the company Exposes to everyone. One of the best marketing strategies on social media is viral marketing [3]. The purpose of viral marketing in social media is to spread information quickly. There is a lot of talk about social networks like Facebook and Twitter and how much they affect marketing. Many companies have created their own pages in virtual networks [4].

While many experts believe that word of mouth is very valuable to customers, the true value of social media is not yet fully understood. Given the above, it can be said that people want to realize their social motivations, and the need to use technology and technologies in various industries is felt more than ever [5]. Today, capitalists are looking for ways to reduce advertising and marketing costs and thus reduce the price of their goods, products and services in order to create a competitive advantage and be able to have a greater share of the competitive market. Social networks have enabled companies to use the tools and technology of information and communication technology, pave the way to achieve this advantage and through it to attract customers [6]. Many organizations, despite the use of social networks in their business, have not made significant changes in marketing and have not been able to achieve success in this area, and in general, this technology has not been useful in their organizational structure and marketing configuration. They have not brought the main interest to their company which is more customer attraction and higher sales [7]. The need to realize the motivation of people to send messages to each other on the one hand, and the need for companies to use modern technology to improve their quality and quantity and their effective performance on the other hand, as well as the growing progress of our country in Different fields of science and technology lead us to ask questions such as: What are the obstacles in

this type of marketing method? What are the executive strategies to make the best use of the created plans?

Necessity of research

Due to the complexity approach, simplicity is the main feature of new organizational forms. Simple structures determine the amount of performance required, but not performance-oriented and compromise effectiveness [1]. In short, this structure emphasizes the evolution of the organization, and in order for their evolution to be flawless, competing organizations (with complex strategies) create designs that lead to permanent formations. Structural simplicity facilitates the response because it asks or allows individuals to face regional and limited problems [4]. Capable employees respond more quickly to challenges because they do not wait for others to act, because rapid response is critical to seizing unexpected opportunities and thwarting competitive threats over a period of time. In high-speed environments, simplicity facilitates the structure of rapid actions [5].

On the other hand, viral marketing makes it easier for customers to talk, is low cost and has minimal response time. The potential impact of this type of marketing on the market is to attract commercial companies that are willing to try to create and implement well-thought-out viral marketing plans and marketing fronts [7]. What adds to the importance of online communities is that it enables users to connect with strangers and obtain useful information that is not possible for them in the usual way. For example, consumers have the opportunity to stay in touch through a variety of ways, including email, instant messaging, blogging, and social networking. Consumers often trust friends and other consumers more than those whose job is to market and sell goods [8]. The results of empirical studies show that consumers prefer the advice of their friends and colleagues more than other advertisements. Social networking sites provide a great place to gather in e-communities [9].

With the formation of virtual social networks, the creation of wider and wider networks beyond geographical borders has created a larger and richer context of communication and network structure. Many researchers have tried to understand the structure of social networks and how they are structured. One of the main issues in social networks is the impact of their rapid development in various businesses [10]. Due to the prevalence of this technology, the feeling of research on such topics has increased more than ever. Because companies need special models and methods to make the best use of various social networking tools, with the

aim of attracting more customers and meeting the needs created by the development of technology, so that in addition to Prevent, lose their market share, create a new approach to the company's progress and higher profitability in the organizational strategy [2]. The importance of this issue is so great that many companies in various businesses have been inevitably destroyed due to lack of alignment with the growth of technology. Therefore, the importance of addressing this issue in our growing society is very high and vital [3]. In this research, we have tried to evaluate the components of viral marketing in order to develop them by presenting important and effective aspects of social networks and to present a model to measure it. So that organizations and companies that benefit from viral marketing can measure the impact of social media development on advertising, customer acquisition and overall organizational performance, and by strengthening the social components expressed in the research, their effects Increase.

Theoretical foundations of research

The concept of strategic complexity and strategies to reduce organizational complexity

The challenge for many business managers today is to overcome organizational complexities. Therefore, today, the approach to reduce organizational complexity has been strongly considered in the knowledge of strategic management. In such a situation, most of the managers passively condemn themselves to play a role in such a situation and try to manage the continuous and frequent challenges of this situation by applying daily and non-fundamental management policies, of course, numerous surveys and expert opinions [4]. This shows that this arrangement is often not effective because organizational complexity is one of the institutionalized components in the structure of any business and its profound impact can be achieved only by reviewing the architecture and changing the basic components of the business. Strategic changes at companies such as Apple, IBM and General Motors are well-known examples of the effectiveness of business reviews to reduce organizational complexity [5]. The following are some root causes of complexity in the organization and some strategic strategies that can be done to overcome it.

1. Conflict in the basic business strategies of the organization is the main reason for organizational complexity

According to Michael Porter's well-known model of core strategies, the organization must, at the highest level of strategy, choose between two main strategies: product leadership

(differentiation) and cost leadership. Of course, in the next editions of the main strategies, the strategy of intimacy with the customer has been added to it. The company chooses the strategy of product leadership and differentiation as the basic strategy of its business that can rely on financial resources and extensive knowledge in its organization, play a leading role in product research and development and in the product market as a brand to be raised in quality and innovation [6]. These types of companies introduce their product to the market at the beginning of its life cycle and bear the huge costs of advertising and promotion, and in return, use the benefits of the new product unknown and cross-sectional monopoly in the market. They have a huge benefit from the beginning of the product life cycle [7]. On the other hand, some organizations enter the field after the formation of a new product and the creation of a market for it by a leading company, and by reducing the cost, they drastically reduce the price of their proposed product. In this situation, the costs of research and development and advertising and promotion are not much imagined and the organization relies on cost leadership strategy can generate revenue in the middle and end stages of the product life cycle, by mass production of products and using economies of scale [8]. If none of the above is possible for the firm, the strategy of intimacy with the customer will be a strategic strategy according to which the organization does not focus on creating qualitative differentiation or reducing the cost, but its organizational orientation towards problem solving. The customer leads by providing very flexible and diverse solutions. In this case, the presentation will not be just a product or service, but recognizing the needs or problems of a particular customer, creating strong and useful relationships with him and providing a specific solution based on that need will be considered [9]. With this introduction, it is concluded that the tools for adopting each of these strategies are different from the other, and an organization that cannot choose between these three as the dominant strategy, will face strategic confusion and challenge organizational complexity because, for example, creating Quality is possible with the exorbitant costs of research and development and advertising and promotion and high costs in the field of human resources, which is completely contrary to the strategy of reducing costs. On the other hand, the strategy of intimacy with the customer emphasizes the diversity and continuous flexibility in the product and service, which also contradicts the cost reduction approaches and focus on quality differentiation [10]. On the other hand, the features of pricing, marketing and sales channels Distribution, market scope, and consumer behavior are also different in each of these approaches.

2. Focusing on the core business and outsourcing other activities reduces organizational complexity:

One of the most important aspects of creating complexity in the organization is the breadth of activities. The greater the number of current processes in the organization, the stronger organizational culture is needed for their effective implementation, and if this feature is not provided, the organization will always face the institutionalized complexity of the organization [7]. Naturally, based on the nature of each business, a different management model is effective, and if different businesses are integrated in one organization, the dominant management style and model cannot be effective for all of them. Experienced managers have long faced this challenge, and so new organizational approaches to structures based on the failure of an enterprise into independent units, or self-governing units, the creation of holding companies with multiple sub-groups or downsizing the organization with The emphasis is on outsourcing activities [8]. Although these patterns are structurally and legally different, the main philosophy behind all of them is to decentralize operational management and create the flexibility to apply the desired model of each subset business, according to its specific characteristics. The key to success in decision-making to review the business structure is the right choice and separation between the activities that should be done by the parent organization or outsourced to companies outside the organization [9]. The set of activities that constitute the main mission of the organization and create a competitive advantage of the organization in the face of the market and competitors is the main business of the organization. Naturally, the organization should not outsource any of the components or processes of its core business to another firm, because that firm can easily and quickly gain organizational knowledge about that business and challenge the core firm's competitive advantage [10]. This mistake will make the main organization heavily dependent on its contractors and increase their bargaining power. In this case, the company either runs the main business itself or divides it among subsidiaries (with high governance power over them). Using the importance / ability model, as described in the matrix below, the organization can choose the appropriate strategy to keep the business under its control or outsource it to other companies [11].

3. Failure of the organization to smaller components reduces organizational complexity:

As mentioned in the above paragraph, the integration of different businesses in an organization creates organizational complexity and closes the hands of managers in adopting

different management approaches to influence each, so the tendency to divide the organization into sub-categories, in the new management culture has become very popular. The basic pattern for dividing a firm into a business is to create independent strategic business units. In this way, each of these units is given the authority to apply the appropriate management style according to their internal and environmental characteristics and market, and in return to be responsible for the profitability indicators set for themselves [12]. In this case, full control over the subset is provided for senior management, and only for flexibility in management approaches and creating transparency and independent accountability, the organization is divided into strategic units with these approach models of compensation, reward and motivation and etc. With the performance of each unit can be independent and different. Another model is the failure of the company to self-governing subsidiaries with varying degrees of ownership and governance. In this case, new companies are established in which, although the firm usually has preferred shares, but the trustees of that sector are also offered shares of the subsidiary to create the necessary incentive to grow in them [2]. The governance of the parent company over this group of subsidiaries is usually financial and strategic governance, and the middle strategic and operational management is fully entrusted to the subsidiary. This approach increases the firm's flexibility in the face of environmental changes and the organization can more agilely adapt to the changes in its business. Another advantage of dividing the organization into sub-groups is the reproduction of the brand, if the main firm has not been able to create a brand with high power and scope due to its involvement in various business areas, or from the customers' point of view, inappropriate brand is a part If the business has an aura effect on other sectors, it is possible to reduce the risk of the whole brand by adopting the approach of dividing the firm into subsidiaries [6]. In this model, each of the independent business units, while using the trademark of the parent company, can independently plan and implement unique innovative measures to strengthen their trademark. It will also bring taxes that must be taken into account according to the conditions of governance. In conclusion, numerous researches in the field of business show that the new approach to corporate architecture is focused on organizational downsizing and the creation of networks of self-governing organizations, each of which is based on a different competitive advantage and increasing them optimizes overall efficiency [9].

The concept of viral marketing

Advertising has declined in the traditional way, television networks have lost viewers. The situation of magazines is chaotic and the cost of publishing and publishing them is much more than the poor result they lead, people do not have enough time to organize their information load. With these interpretations, it can be concluded that we may need information word of mouth today because it provides facilities for people to be able to discard waste information much more easily [4]. They filter, filter, and split the information, and then share their useful experiences with us. Let us say what we need to get out of the mess. Companies such as Yahoo, Hotmail and AVL advertise themselves through messages in e-mail programs. Because these messages are distributed without the direct involvement of these companies and are published in all correspondence between people who have obtained their email address from these companies, this marketing method is called a strategic virus [8].

How the viral marketing system works

The basis of viral marketing is based on collaboration, not competition. In viral marketing, you share your information, develop your personal and professional connections, and make a profit by sharing the information that leads to the promotion and sale of the product. Using viral marketing, an organization can grow its advertising and sales network, which it has created through personal and professional communication, by other people. Unlike older companies, where one person has a CEO, in viral marketing, each person is their own manager [5]. "Viral marketing" may not be a good name, but its performance is amazing. In this type of marketing, your "activity and marketing" spreads like a virus quickly and others become aware of your activity. Viral Marketing and Viral Advertising refers to marketing techniques that use social media networks to increase brand awareness through self-synchronization of viral operations such as the spread of a virus on a computer [7]. Viral marketing is sometimes referred to as internet-based covert marketing campaigns, which involve the use of seemingly amateur blogs, which are designed to create a reputation and perhaps for new products and services. Word of mouth is an effective and efficient method in modern marketing [9]. With the advent of the Internet and social networks, word-of-mouth electronic advertising has developed. Electronic word-of-mouth advertising is a form of informal communication about a product or service that can serve as a filter for consumers; because the independence and lack of correlation of word-of-mouth electronic advertising to

manufacturers leads to consumer confidence in the decision to buy and also the intention to buy again [11].

Motivation to participate in viral marketing communications

Given the proximity of the concepts of viral marketing and traditional word-of-mouth marketing, it can be expected that many of the motivating factors for people to participate in the traditional word-of-mouth model are also influential in viral marketing. In many cases, e-mail marketing can be a special type of traditional word-of-mouth marketing; however, there are key differences between the traditional word-of-mouth model and viral marketing. There is also research that specifically discusses people's motivations for engaging in viral marketing communications. Four blocking factors have a positive effect on the number of posts of online content to others: 1. the need to be part of a group, 2. the need to be different, 3. the altruism, 4. the need for personal growth [12].

The social motivation of people to spread messages can be considered in the following cases:

The need to belong: It forms a fundamental motivation in human beings and causes interpersonal thoughts, emotions and behaviors. This need is a pervasive desire to establish and maintain at least a few positive, lasting, and important interpersonal relationships. Regarding the motivations of consumers in sending incoming emails to others, the most common motivation mentioned by respondents to emails is the desire to communicate with others. The need to be part of a group has a positive effect on the number of users posting online content to others [5].

The need to be different: Individualism has been defined as the desire to stand out and be different from others. Studies show that people with high levels of individualism are more likely to listen to the opinions of others and to stand out in society. These people make different choices and actions than others and seek to attract the attention of others, regardless of basic motivations. There are people who can construct and express their feelings using word of mouth to gain attention and implicit reference to the situation. The need to be different has a positive effect on the number of posts of online content by users to others.

Altruism: Essentially expresses behavior that aims to benefit others. Altruism is a voluntary behavior without expecting a reward, and its purpose is to make a profit for others. They often consider altruistic actions in which a person does things based on love and concern for others, regardless of him [8].

The need for personal growth: This need instills in the individual that he not only wants to change his social environment but also wants to be involved in how these events occur. Action for personal growth is defined as the active, voluntary, and conscious participation of the individual in the process of change. Based on the findings of various studies in this field, it was found that sending electronic content to others increases the independence and leadership abilities of the sender of the message in life. Curiosity: Defined desire to know, learn and research. Research shows that those in whom this trait is more prominent pay more attention to challenging stimuli. Curiosity has no significant effect on how much people use online content [9].

Use of e-mail: One of the most important elements of viral marketing is the message or online content that the audience is motivated to send to others after receiving it. Before one can share an e-mail such as an interesting story, video or idea with others, one must first find it on the internet. It is expected that someone who spends more time online will be more likely to come across such information in that environment. Therefore, the use of electronic content on the Internet is one of the key factors influencing the number of Internet users sending through media such as the website or e-mail [12].

Research Hypotheses

1. Focusing on medium-term goals has a positive and significant effect on marketing strategy.

2. Identifying vulnerabilities has a positive and significant effect on marketing strategy.

3. Team coordination has a positive and significant effect on marketing strategy.

4. Moving to the future has a positive and significant effect on marketing strategy.

5. Marketing strategy has a positive and significant effect on organizational performance.

The method, target population and sample:

The statistical population of this research includes all specialists, experts, university professors and administrators familiar with the research topic. The sample size formulas and procedures used for categorical data are very similar, but some variations do exist. Since the data are qualitatively and the number of statistical community is unlimited, so the sample size calculation formula is as follows:

$$n = \frac{Z\alpha_{/2}{}^2 p_0(1-p_0)}{\varepsilon^2} \qquad (1)$$

In this study, researcher has set the alpha level a priori at .05, plans to use a proportional variable, has set the level of acceptable error at 5%, and has estimated the standard deviation of the scale as .5. Cochran's sample size formula for categorical data and an example of its use is presented here along with explanations as to how these decisions were made.

$$n = \frac{(1.96)^2 \times 0.5 \times 0.5}{(0.05)^2} = 384.16$$

(2)

Where $Z_{\alpha/2}$ = value for selected alpha level of .025 in each tail = 1.96.

(The alpha level of .05 indicates the level of risk the researcher is willing to take that true margin of error may exceed the acceptable margin of error).

Where (p)(q) = estimate of variance = .25.

(Maximum possible proportion (.5) *1-Maximum possible proportion (.5) produces maximum possible sample size).

Where ε = acceptable margin of error for proportion being estimated = .1

(Error researcher is willing to except).

According to the formula at least 97 samples are needed. Therefore, 100 questionnaires were sent between experts and were collected.

Analysis of information

The statistical sample in this research includes experts based on questionnaires with complete and usable answers. 28% of these experts have a master's degree, 17% have Ph.D. degrees and 55% have a bachelor's degree. 67% of these experts are male and 33% are female.

We used SPSS 19.0 to analyze the data. In following the results of test hypotheses are offered:

Testing Hypothesis H1. Focusing on medium-term goals has a positive and significant effect on marketing strategy.

The results of SPSS are shown below:

Table. 1. One-Sample Statistics

	N	Mean	Std. Deviation	Std. Error Mean
H1	385	.7393·	.23462·	.01234·

Table. 2. One-Sample Test

	Test Value = 5					
					95% Confidence Interval of the Difference	
	T	df	Sig. (2-tailed)	Mean Difference	Lower	Upper
H1	6.742	384	.000·	.15892·	.1119·	.1827·

Testing Hypothesis H2. Identifying vulnerabilities has a positive and significant effect on marketing strategy.

The results of SPSS are shown below:

Table. 3. One-Sample Statistics

	N	Mean	Std. Deviation	Std. Error Mean
H2	385	.6022·	.23532·	.02389·

Table. 4. One-Sample Test

	Test Value = 5					
					95% Confidence Interval of the Difference	
	T	df	Sig. (2-tailed)	Mean Difference	Lower	Upper
H2	5.276	384	.000·	.10216·	.0547·	.1496·

Testing Hypothesis H3. Team coordination has a positive and significant effect on marketing strategy.

The results of SPSS are shown below:

Table. 5. One-Sample Statistics

	N	Mean	Std. Deviation	Std. Error Mean
H3	385	.7242·	.31351·	.03183·

Table. 6. One-Sample Test

	Test Value = 5					
					95% Confidence Interval of the Difference	
	t	df	Sig. (2-tailed)	Mean Difference	Lower	Upper
H3	6.044	384	.000·	.22423·	.1610·	.2874·

Testing Hypothesis H4. Moving to the future has a positive and significant effect on marketing strategy.

The results of SPSS are shown below:

Table. 7. One-Sample Statistics

	N	Mean	Std. Deviation	Std. Error Mean
H4	385	.6582·	.29733·	.02984·

Table. 8. One-Sample Test

	Test Value = 5					
					95% Confidence Interval of the Difference	
	t	df	Sig. (2-tailed)	Mean Difference	Lower	Upper
H4	5.893	384	.000·	.2159·	.1768·	.2934·

Testing Hypothesis H5. Marketing strategy has a positive and significant effect on organizational performance.

The results of SPSS are shown below:

Table. 9. One-Sample Statistics

	N	Mean	Std. Deviation	Std. Error Mean
H5	385	.6502·	.3096·	.01299·

Table. 10. One-Sample Test

	Test Value = 5					
					95% Confidence Interval of the Difference	
	t	df	Sig. (2-tailed)	Mean Difference	Lower	Upper
H5	6.745	384	.000·	.20638·	.1927·	.2631·

Conclusions

Organizations today need a strategy that can meet the most important challenges they face in the current situation. That is, to be accountable for competition, globalization, and constant changes in the market and technology; And these factors cause complexity in organizations. One of the best marketing strategies on social media is viral marketing. The purpose of viral marketing in social media is to spread information quickly. Although advertising is a reliable source of information, social media may be far more important than advertising, and because consumers place large volumes of messages on these networks, marketers are less aware and less informed than These messages have. There is a lot of talk about social networks like Facebook and Twitter and how much they affect marketing. Many companies have created

their own pages in virtual networks. While many experts believe that word of mouth is very valuable to customers, the true value of social media is not yet fully understood. Viral marketing makes it easier for customers to talk, low cost and with minimal response time. The potential impact of this type of marketing on the market is to attract commercial companies that are willing to try to create and implement well-thought-out viral marketing plans and marketing fronts. What adds to the importance of online communities is that it enables users to connect with strangers and obtain useful information that is not possible for them in the usual way. With the formation of virtual social networks, the creation of wider and wider networks beyond geographical borders has created a larger and richer context of communication and network structure.

References

1. Akpinar, H. and Ozer-Caylan, D. (2021), "Managing complexity in maritime business: understanding the smart changes of globalization", Competitiveness Review, Vol. ahead-of-print No. ahead-of-print. https://doi.org/10.1108/CR-10-2020-0128.

2. Beverland, M., Dobele, A. and Farrelly, F. (2015), "The viral marketing metaphor explored through Vegemite", Marketing Intelligence & Planning, Vol. 33 No. 5, pp. 656-674. https://doi.org/10.1108/MIP-08-2014-0146.

3. Hendijani Fard, M. and Marvi, R. (2019), "Viral marketing and purchase intentions of mobile applications users", International Journal of Emerging Markets, Vol. 15 No. 2, pp. 287-301. https://doi.org/10.1108/IJOEM-06-2018-0291.

4. Hosseinikhah Choshaly, S. and Mirabolghasemi, M. (2020), "The role of viral marketing strategies in predicting purchasing intention of eco-labelled products", Journal of Islamic Marketing. ahead-of-print. https://doi.org/10.1108/JIMA-04-2020-0102.

5. Jeffery, M., Kleinhaus, Z., Ling, T., Matsuyama, I., Nguyen-Trung, T. and Suzuki, K. (2017), "Meteor Solutions: Measuring the Value of Social Media Marketing", Kellogg School of Management Cases. https://doi.org/10.1108/case.kellogg.2016.000207.

6. López, M., Sicilia, M. and Hidalgo-Alcázar, C. (2016), "WOM Marketing in Social Media", De Pelsmacker, P. (Ed.) Advertising in New Formats and Media, Emerald Group Publishing Limited, pp. 149-168. https://doi.org/10.1108/978-1-78560-313-620151007.

7. Medase, K. and Barasa, L. (2019), "Absorptive capacity, marketing capabilities, and innovation commercialisation in Nigeria", European Journal of Innovation Management, Vol. 22 No. 5, pp. 790-820. https://doi.org/10.1108/EJIM-09-2018-0194.

8. Oyedele, A. and Firat, F. (2019), "Institutions, small local firms' strategies, and global alliances in sub-Saharan Africa emerging markets", International Marketing Review, Vol. 37 No. 1, pp. 156-182. https://doi.org/10.1108/IMR-01-2019-0022.

9. Putri, N.K. and Ernawaty, E. (2019), "Viral marketing content for Universal Health Coverage campaign in Indonesia", International Journal of Pharmaceutical and Healthcare Marketing, Vol. 14 No. 1, pp. 21-36. https://doi.org/10.1108/IJPHM-07-2017-0041.

10. Sharma, R.R. and Kaur, B. (2020), "E-mail viral marketing: modeling the determinants of creation of "viral infection"", Management Decision, Vol. 58 No. 1, pp. 112-128. https://doi.org/10.1108/MD-03-2017-0215.

11. Sousa, R. and da Silveira, G.J.C. (2020), "Advanced services and differentiation advantage: an empirical investigation", International Journal of Operations & Production Management, Vol. 40 No. 9, pp. 1561-1587. https://doi.org/10.1108/IJOPM-11-2019-0728.

12. Wendt, L.M., Griesbaum, J. and Kölle, R. (2016), "Product advertising and viral stealth marketing in online videos: A description and comparison of comments on YouTube", Aslib Journal of Information Management, Vol. 68 No. 3, pp. 250-264. https://doi.org/10.1108/ AJIM-11-2015-0174.