

Providing a Digital Marketing Model Based on Dynamic Capabilities in the Automotive Industry

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Abstract

The current research has been carried out with the aim of providing a digital marketing model based on dynamic capabilities in the automobile industry based on the foundational data theory. The research method is qualitative and based on foundational data theorizing. Semi-structured interviews were used to collect information, and data analysis was done using the Strauss and Corbin method and the paradigm model. The data has been collected through semi-structured interviews with 15 experts and managers with experience in the field of the automobile industry, based on the purposeful sampling method and up to the saturation of the required information and theoretical adequacy. The results of the data analysis obtained from the interviews during the process of open, central and selective coding led to the creation of a digital marketing model based on dynamic capabilities in the automotive industry based on foundational data theorizing. In this research, in order to obtain a model that can have a prescriptive aspect in addition to the descriptive aspect, it has been tried to move in a direction by choosing experts who have a positive consensus on them in the field of digital marketing and automotive industry in the society, so that the model's favorable condition to be. However, marketing managers can take steps to improve dynamic capabilities in the automotive industry by considering the proposed research model.

Key words

Digital marketing
Dynamic capabilities
Data foundation
Automobile industry

Original article

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Received:

09 Aug 2022

Accept:

22 Sep 2022

Introduction

In the current competitive environment, marketing managers are aware that it is necessary to form and maintain relationships in the digital space, and the development of these relationships is formed and continues in order to pay attention to online relationships with customers (1). In the meantime, some companies in

these countries still rely more on traditional media approaches to advertise their products and services, because they have more trust compared to digital media. However, understanding the evolution of consumer behavior through digital transformation leads to It leads to the formation of digital consumer culture, which is mostly unknown and provides the necessary grounds for marketing managers, researchers to understand



this phenomenon (2). In addition, digital technologies and devices such as smart phones, smart products, Internet of Things, artificial intelligence all promise important developments in the lives of consumers in the near future. However, how the evolution of digital technology is reshaping the process and strategy of marketing and the consequences of this evolution for research in the broad space that is raised under digital marketing based on dynamic capabilities has defined a new path for corporate marketing managers (3). The adaptive process enabled by digital technologies creates value in new digital environments in new ways. Companies with activities based on digital technologies create basic capabilities to develop values for customers. These activities are often created by digital technologies through new customer experiences and through interaction between customers (4). In addition, digital technologies are changing the concept of products and services so that they can provide new value propositions to customers and thereby strengthen products and services with digital tools. The intrinsic value of products and services has been realized and these trends provide opportunities for personalizing customer services (5).

Commercial companies are also looking for solutions to use this digital space as part of their general communication and marketing strategies. By using digital marketing based on dynamic capabilities as a valuable new marketing approach, these companies can create meaningful relationships through create opportunities for communication, interaction and value (6) in this interaction between consumers in the online environment, the level of knowledge of consumers regarding companies and service industries also increases. Researchers (7) found that relatively low cost and no need for large financial investment is a reason for using digital marketing based on dynamic capabilities as a communication and marketing tool in these companies. Therefore, marketing managers make a lot of effort to motivate interaction, establish online relationships and finally achieve digital marketing goals based on dynamic capabilities (8). Through which service organizations can achieve a sustainable competitive advantage is improving communication and advertising through the digital space. Therefore, using a digital marketing

approach based on dynamic capabilities in market activities facilitates and develops the strategic behaviors of marketing managers of companies in the digital space (9). One of the basic features of such markets is that companies use digital marketing based on Dynamic capabilities based on internal capabilities and resources and in order to improve their performance, they quickly innovate and provide new products. Despite these recent studies, basically, access to digital tools in marketing does not lead to making rational decisions in this field, so these decisions will ultimately affect the success or failure of new marketing activities. Therefore, digital marketing is considered as one of the important items of strategic assets and new marketing tools. Collecting and evaluating the information related to rival companies plays a vital role in developing a new digital marketing approach. On the other hand, capacity building for the development of digital marketing, on the one hand, requires the provision of necessary training and skills with a digital approach and the growth of commercial companies based on the needs of society. It is at all levels, on the other hand, the development and growth of businesses in the digital field requires the recognition and removal of obstacles and the creation of suitable fields for the development of service activities.

On the other hand, since the last decade of the 20th century when the discussion of e-commerce, digital marketing based on dynamic capabilities and electronic car was seriously raised, there have always been exaggerations about its impact on the car industry and sales network, however, the passage of time has shown At least in the automobile industry, according to the nature of the product and its business, in the best case, the electronic car can be considered as a business model along with other models (and not as a substitute for them) (10). The reason for this is the sometimes complicated nature of many automotive products, organizational car dealers, the role of trust and confidence in the car business, and the personality styles of a large part of car dealers who still prefer face-to-face and traditional interactions. Not all cars can be presented electronically, and the new business environment creates new opportunities and roles for car representatives. In the web space, positioning the brand in the virtual space, being in the perceptive face

of the audience and attracting car buyers to the website of a car company is a big challenge that the car industry can be very effective in this field. Obviously, this issue requires the design of a compensation mechanism for the agency network in the digital marketing space based on dynamic capabilities (11). with low flexibility, non-transparent tasks, cumbersome bureaucracy, etc., they require special measures, including mechanisms based on the development of digital marketing based on dynamic capabilities, so that they can develop their ability in digital business.

The review of the research literature and theoretical foundations shows that despite the existence of different models of digital marketing development, there is no comprehensive model that can provide all the requirements for the success of marketing processes based on digital marketing based on dynamic capabilities, so it is necessary to know the marketing model. Digital based on dynamic capabilities in this field is undeniable.

Research Methodology

The current research is considered as a qualitative research. According to the existing theoretical gap, the foundation's data theory approach has been used to present a geo-marketing model based on the development of Tehran's urban tourism infrastructure. The grounded theory approach is a type of qualitative research method that inductively applies a series of systematic procedures to develop a theory about the phenomenon under study. In this research, purposeful sampling, which is one of the non-probability sampling methods, is used to select the sample. The concept of purposive sampling used in qualitative research means that the researcher selects the subjects for the study so that they can be effective in understanding the research problem and the central phenomenon of the study. Based on this, data has been collected through in-depth semi-structured interviews with experts. The statistical population of the research consists of experts, private sector activists and experts and managers of the public sector of the automotive industry. All the interviews were recorded and used for coding with the foundation's data method, correction and feedback. A total of 22 people were interviewed. (Table 1).

Table 1. Characteristics of participants in the research process

Raw	Profession	Experience	Major	Grade
1	Business manager	20	Business management	Ph.D.
2	Private sector	15	Public management	Ph.D.
3	Private sector	25	Business management	Ph.D.
4	Private sector	20	Business management	Ph.D.
5	Private sector	10	DBA	Ph.D.
6	Private sector	17	Business management	Ph.D.
7	Faculty member	10	Public management	Ph.D.
8	Researcher	12	Business management	Ph.D.
9	Manager	18	Business management	Ph.D.
10	Manager	20	MBA	M.A.
11	Expert	14	MBA	M.A.
12	Expert	9	English Language	M.A.

Findings

The data collection tool was interviews with experts. The participants were from automobile companies with the positions of CEO and board members and marketing managers. In this way, by using the interview protocol, interviews were conducted with a sample of car company managers and the necessary information for the research was extracted from the interviews. The

method of data analysis was based on the foundational data approach and using coding and categorization. In such a way that in the initial phase of the research, through open interviews with the managers of automobile companies, knowledge is obtained. Also, observing the behavior of company managers will help the researcher to understand more deeply. Then, based on

this and after coding and categorization, the conceptual model of the research is drawn.

In addition, after each interview, the researcher has extracted and coded the texts from the interviews. Three stages of open, central and selective coding were performed on the data. For this purpose, first the data was read line by line and open codes (which are the participants' own words) were extracted. The resulting codes were compared with the previous codes and the codes that were conceptually similar to each other were placed in the same class and gradually classes were formed. The floors were also compared with each other and merged with each other if needed, or some cases of one floor were separated into two or more floors, or the location of the code was changed from one floor to another until finally a central floor was obtained. The basis of the communication process in coding is based on the expansion of one of the classes, such as the one chosen as the central class in the current research, that is, the digital marketing model based on dynamic capabilities in the automotive industry, which originates from causal conditions and is based on the process and It is an effective strategy that leads to the final result. Selective coding also revealed the relationship between classes. However, after conducting scientific interviews with scientific and executive experts in the organization, a digital marketing model based on dynamic capabilities in the Iranian automobile industry emerged based on the Foundation's data method. Of course, in order to document the validity and reliability of the research, a part of this process is mentioned in passing:

Axial coding

The next stage of analysis in grounded theory is axial coding. The purpose of this stage is to establish the relationship between the generated categories (open coding stage). This work is done based on a pattern model and helps the theorist to carry out the theory process easily. The basis of the communication process in axial coding is based on the expansion of one of the

categories. Of course, the process of axial coding is complicated in this way, and four analysis operations must be performed separately and simultaneously: part of the research analysis is the use of open coding. After the completion of the interviews, the process of open coding begins, the codes of the interviews conducted with 15 experts and specialists were extracted during open coding, and in the next step, these common codes along with the important codes from the researcher's point of view were determined as the final codes. For the accurate classification of concepts between categories, each concept should be conceptualized after separating the labeled and raw data by carefully examining the text of the interviews and contextual notes. Axial coding connects categories and subcategories according to their dimensions and characteristics. Analytical tools of Strauss and Corbin were used to discover how the categories are related to each other. At this stage, the codings carried out in the detailed classification of lawyers based on the six conditions of the data theory of the foundation have been reviewed.

Causal conditions

In this model, causal conditions are events that create situations and issues related to a phenomenon and describe why and how individuals and groups respond in certain ways (Strauss and Corbin, 1998). Causal conditions include cases of categories that It directly affects digital marketing based on dynamic capabilities in Iran's automobile industry, or these factors create and develop the phenomenon. In this research, three categories of digital marketing identity based on dynamic capabilities in the automobile industry,

Digital infrastructure, digital changes and digital system improvement are empirical factors that can create causal conditions for digital marketing based on dynamic capabilities in the automotive industry. The categories related to each conditions are shown in Table 2.

Table2: Categories related to each conditions

Main category	Sub category	Examples of concepts extracted from interviews
Background categories	Optimizing digital activities	Digital sales development Expansion of digital sales channels Software and hardware equipment Optimize to maximize profit Detailed studies of online consumer behavior

	Structural branding	Site optimization Digital advertising Digital standardization Improve the desired image Appropriate slogan
	Structural integrity	Development of mixed digital processes Expert human capital Use of inclusive media Improving and organizing the existing infrastructure
Intervening categories	Digital transformations	Employee resistance Customer resistance Online sales channel Communication with the customer
	Environmental factors	Legal barriers Infrastructure problems Internet speed reduction
	Customer characteristics	Analysis of customer information The increasing number of shopping channels More fragmentation of the customer shopping experience Purchase programs
Axial categories	Standardization	Optimizing new digital concepts in a dynamic environment Identify the exact steps of digital marketing Providing optimal platforms Analysis of digital space
	Marketing capabilities	Marketing training Promotion of brand position in digital marketing activities Agility and speed Innovative capacity in the digital platform
	Digital integration	Customer interaction Create synergy Effective communication methods Development of the platform of brand communities
Strategies	Brand positioning	Establishing the brand position in the minds of customers Establishing a direct relationship with the feelings and desires of customers Establishing a favorable communication network Creating stable behavior in the market Using the desired patterns of competitors
	Digital strategic capabilities	Examining environmental opportunities and threats Development of startups Development of capital, skills and capabilities Evaluating the internal environment of weaknesses and strengths. Integration of smart sales technologies
	Brand value creation	Quality of information content Favorable interactions with the audience Digital content enhancement Transformative innovation Digital value chain Development of new services based on need Customer feedback
Consequences	Sustainable competitive advantage	Awareness of competitors' situation Creating advertising differentiation from competitors Maintaining long-term relationships

		Determining the long-term position profitability Improving the quality of services
	Dynamic digital capabilities	Improve responsiveness Gradual innovation Using new ideas Increasing productivity Reduce operating costs
	Dynamic digital business	Developing competitiveness Increasing the quality of electronic services Online sales development Increasing successful business models Promotion of business position

Background conditions

Background conditions represent a specific set of characteristics related to the phenomenon, which generally refers to the place of events and related events. Contextual characteristics include factors without which the realization of digital marketing based on dynamic capabilities is not possible for the automotive industry and provide the context of special conditions in which strategies are made to manage, control and respond to the phenomenon. These conditions are made up of a set of concepts, categories and background variables. In this research, optimization of digital activities, dynamic branding and structural coherence are the main background factors of the digital marketing model based on dynamic capabilities in the automobile industry.

Intervening conditions

Intervening conditions include more general conditions such as time, space and culture, which act as facilitators or limiters of strategies. These conditions work in the direction of facilitating or restricting action/reciprocal action in a specific context. Each of these conditions form a spectrum whose influence varies from very far to very close. In this research, three categories of digital developments, environmental factors and customer characteristics are considered as the categories of intervening conditions based on the digital marketing model based on dynamic capabilities in the automobile industry.

Axial category

The phenomenon in question must be central, that is, all other main categories can be related to it and appear repeatedly in the data. In the sense that in all or almost all cases, there are signs that point to that concept. The

central phenomenon refers to the idea or phenomenon that is the basis and center of the process to which all other main categories are related. In this research, the three categories of standardization, marketing capabilities and digital integration of car services are considered as the central categories of the digital marketing model based on dynamic capabilities for the car industry.

Strategies

Strategies are actually plans and actions that are the output of the central category of the model and end in consequences. Strategies are a set of measures that are adopted to manage, administer or respond to the phenomenon under investigation (Strauss and Corbin, 1998). In this research, three categories of brand positioning; Digital strategic capabilities and brand value creation are considered based on the core categories of the digital marketing model based on dynamic capabilities for Iran's automotive industry.

Consequences

Consequences are the outputs or results of actions and reactions. The final part of the digital marketing implications model is based on dynamic capabilities that are relevant to the automotive industry. According to open coding, the concepts related to the consequences of the model have been extracted, then according to the back and forth movement between themes and concepts, the main categories have been extracted and named, and accordingly, the consequences in three parts related to sustainable competitive advantage. Dynamic digital capabilities and dynamic digital business are classified as outcomes of the digital marketing

model based on dynamic capabilities for the automotive industry.

Paradigmatic model

Selective coding takes into account the results of previous coders and selects the main category and systematically relates it to other categories, while validating

it and further developing it. However, selective coding begins with the integration and presentation of a digital marketing model based on dynamic capabilities in the Iranian automotive industry identified between the categories of the minister of categories in open and central coding. Based on this, for a better and clearer display, the paradigm model is drawn as follows.

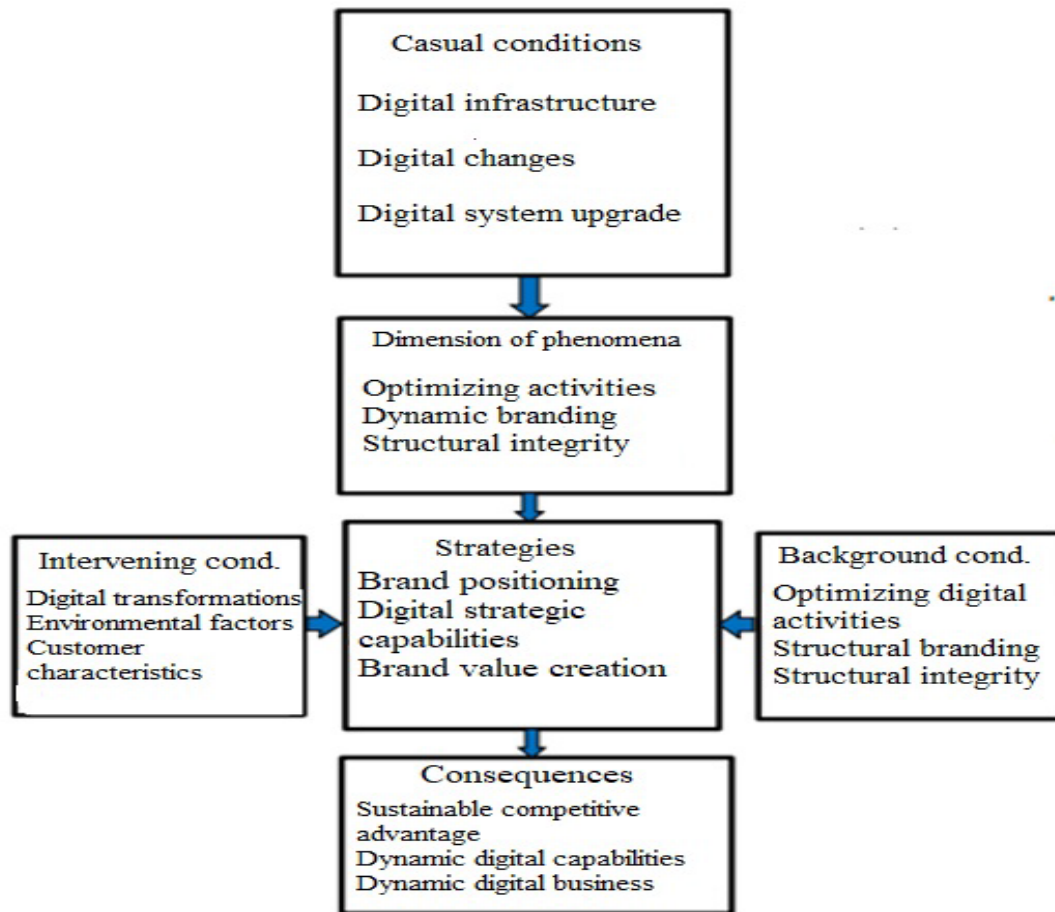


Figure 1: Research paradigm model

Assessing the validity of the paradigm model

Determining the credibility of the theory based on the proportionality and applicability indicators (Strauss and Corbin, 1990) was examined and the interviewees' opinions were examined in this regard. On the other hand, about the appropriateness index, three of the interviewees discussed the correlation of the research findings with the empirical world, and some amendments were made regarding the naming of a number of

categories. In addition, regarding the applicability index, a continuous comparison of the data with the background and theoretical foundations of the research was carried out. In this regard, semi-structured questions were formulated in each stage of the interviews by solving their problems, and the applicability of the research was covered.

Discussion

The present research was conducted with the aim of providing a model of the influence of mass media on the expansion of car culture by using the data theory of the foundation. It is based on the expansion of car culture, which is presented in the form of the final research model. The findings of this research are consistent with the view of researchers (12), the researchers suggest that mass media, including radio and television, have a greater impact on women and written media have a greater impact on men. Also, this research is consistent with other studies (13) in the field of digital culture, which suggests that car culture requires a comprehensive program, the condition for achieving which is to develop a communication, information, educational and advertising program. It is also consistent with the results of other studies (14-16). Therefore, mass media as the dominant source of formation and taking social facts for granted can play a significant role in building car culture in society.

Mass media should promote values such as foresight, forward-looking, ambiguity, caution and rationality in their programs, especially in serials and story collections. The promotion of such values indirectly leads to the cultural embedding of insurance in the society. Also, the mass media should redevelop the different aspects of the country's insurance industry through various programs, especially commentary and round table programs, and in this way, provide the ground for the attention of the society's elites to this important industry. In addition, the mass media should help the reality of its socialization in the society by highlighting some news and issues related to the insurance industry. For this purpose, the best thing is for the media to act as pressure levers in the formation of strict insurance laws.

Managers of automobile companies should provide better and more publicity for their insurance services by strengthening their interactions with mass media such as press, radio, television and news agencies. Considering the extent of car markets inside the country, creating an efficient media system in the field of attractiveness of the car market, this type of service is one of the basic requirements of the strategy of developing influence and car culture. In this way, by creating a comprehensive information and advertising

evaluation system, the company can make a significant contribution in directing automobile companies to use domestic comparative advantages in the direction of digital marketing development.

Conclusion

According to the results, the ability of mass media is very important in promoting the position of car culture in the minds of customers. Therefore, companies should fix the weaknesses related to communication with accountability and strengthen the tendency to be responsive by regularly checking customer satisfaction and identifying the current and future needs of customers. In addition, comprehensive examination of competitors and their strengths and weaknesses is important. The position in which the competitors are located, the changes they create in their media field should be widely and permanently analyzed.

However, in order to evaluate the results, future researchers are advised to use fuzzy Delphi technique to identify and prioritize factors affecting the spread of automotive culture, and it is also suggested to measure the effects of mass media on other automotive fields. Also, this research was conducted cross-sectionally, for this reason, it makes it difficult to draw conclusions about causality. The large number of questions in the questionnaires led to the prolongation of its execution time, which did not affect the accuracy of the participants' answers.

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