

The Resilient Marketing Strategy framework in VUCA World

By

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Abstract

VUCA world situation such as COVID-19 had a significant impact on business sectors and the global economy. Due to continuous disruption caused by the crisis, businesses must remain resilient and adapt their business strategies in order to survive and transform this crisis into an opportunity. This research aims to (1) explore the resilient marketing strategy of small and medium enterprises (SMEs) by systematic review of marketing strategy (marketing mix) and resilient marketing and (2) determine the factor of resilient marketing strategy of small and medium enterprises (SMEs). then (3) create resilient marketing strategy framework that will be used to increase marketing performance that led to increase company performance to thriving during the VUCA situation such as COVID-19.

Keywords: VUCA World, COVID-19, Marketing Strategy, Resilient, SMEs

Introduction

Nowadays, we are living in a VUCA world which means volatility, uncertainty complexity and ambiguity like the situation that we are facing right now, the new emerging coronavirus disease (COVID-19) the newly discovered virus which identified since December 2019 that infected more than 210 million people and death over 4 million people in over 200 countries as of 25 August 2021 situation reports (World Health Organization, 2021). COVID-19 pandemic not only affected to people those are infected, but it became to a world crisis pandemic were impacted to all sectors such as economy, education, environment and mental health. By theory VUCA can be managed by VUCA, vision deal with volatility, understanding deal with uncertainty, clarity deal with complexity and agility deal with ambiguity. VUCA has been applied in business world, that is the challenging to business leader to thrive the business in VUCA environment. Businesses in the recent years have adopted the concept of VUCA to describe change and disruptions that have continually impacted around the world. VUCA has now become the new normal. Therefore, to manage

business to thrive in this new world, many experts said building resilience is one of the best defenses against VUCA world.

The impact of VUCA World situation (COVID-19) to Small and Medium Enterprises (SMEs)

The COVID-19 situation has a significant impact on the global and Thai economies. Thailand's GDP dropped by 1.8 percent in the first quarter of 2020. In the same quarter, MSME GDP declined by 3.3 percent, separated by Micro GDP declined 4.3%, SE GDP declined 3.8% and ME GDP declined 2.6% due to a slowdown in the tourism sector and private sector spending. In the survey on business adaptation to pandemic, the majority of over 2,700 entrepreneurs responded that they were shifting focus to online promotion. However, the survey showed that 61.4% of MSMEs did not have an online sales channel and 38.6% of MSME businesses did have online sales channels. The survey revealed that 79.3% of MSMEs accept online payments (bank transfer, Prompt Pay, or others). The MSMEs top sales channel were Facebook, Line Application and Website respectively. The most lucrative online business was restaurants. The pandemic caused entrepreneurs to adopt and cope with unexpected changes, including changes in consumer behavior, social distancing, product safety, zoning, space utilization of business premises and less travel to crowded areas. These were driving factors toward a significant increase in online shopping. These factors impacted the businesses and became imperative for enterprises to embrace such changes. (OSMEP, 2021)

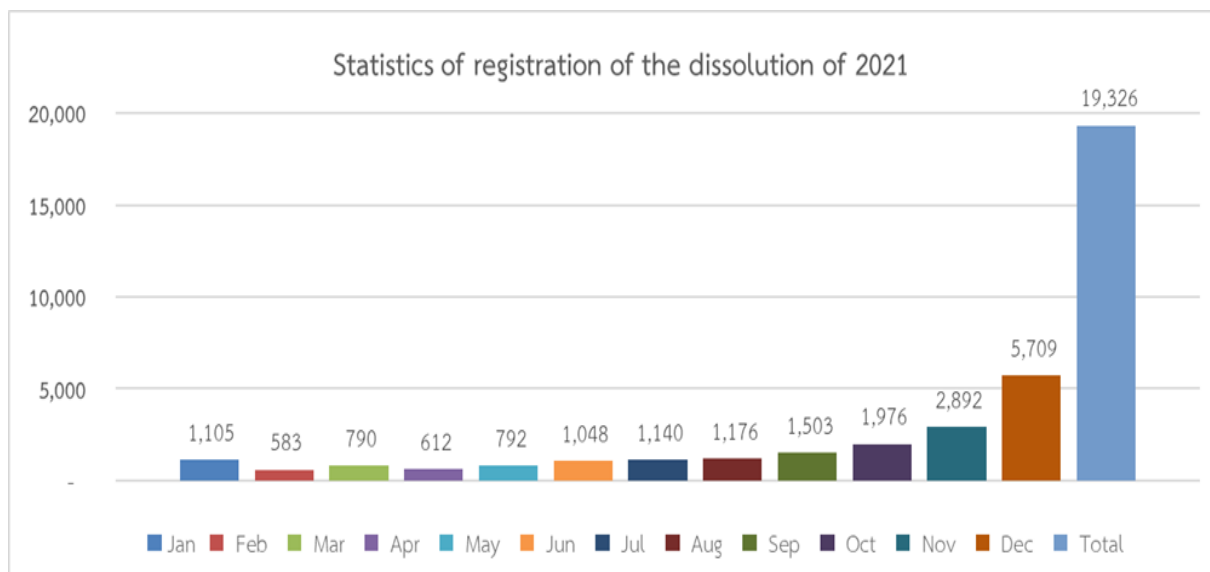


Figure 1. *The Statistics of company registration of dissolution of 2021*

Source: (Development, 2022)

Never the less, Development (2022) provided information on the number of companies that registered for dissolution in the year 2021 for a total of 19,326 companies (as shown in Figure 1), with the number of companies registration for dissolution averaging 1,611 companies per month, but the trend of number of companies registration for dissolution is increasing, particularly from August to December, once the number of companies registration for dissolution reached 5,709 companies.

The information is based on statistics from company registration at the Department of Business Development (DBD), which means that information from companies that are not

registered at the DBD will not be recorded and reported; in fact, the number of companies that closed in 2021 may be much higher than we believe.

The several organizations can succeed when things are good; however, the real challenge comes when tough situations arise. Creating resilience will support the business in navigating the current storm and preparing for whatever brought next.

Building Resilience: The key to business success in a VUCA World

What is resilience? There are three different perspectives on resilience. Firstly, mainstream literature on crisis management, views resilience in terms of a return to the previous state of perceived normality. Secondly, views resilience as the capacity for recovery from crisis by following the sequence of rescue, restoration of damaged infrastructure and then the rebuilding, the third approach to resilience crisis to bring about a fundamentally different state. (Scott & Laws, 2008)

In a business context, resilience is the capacity for an organization to survive, adapt, and grow in the face of rapid and turbulent change

To build resilience in an unpredictable business environment since situations are so uncertain and can change quickly, businesses need to be agile and adapt quickly. The strategies that business leaders have to consider to keep their corporations survive are: optimize costs, liquidity rules, renegotiate terms with stakeholders, be more responsive, and invest in people. The Novel Coronavirus has presented us with novel challenges and an uncertain business environment, the response to which has to be focused and swift. All these strategies, if adopted in time, will help businesses to be alive. (Kota, 2020). Besides, there is another opinion of building a resilient strategy which can describe for three key factors; 1. be flexible and adaptable to changing circumstances 2. view mistakes and failures as learning opportunities 3. Anticipate problems and prepare for them. (Boger, 2020)

In summary, resilience is recommended for thriving in the VUCA world COVID-19 era. To be more specific, Resilient organizations are those that can successfully bounce back and grow from adverse experiences. Resilient people do the same. Thus, business managements have adopted VUCA as a way to describe the massive change and disruptions that have continually rocked organizations, markets and governments around the world. VUCA has become the new normal, especially in light of COVID-19, and leaders have realized that there is little we can do to change these kinds of external factors; we can only prepare and respond by strengthening the internal factors. (Anat Garti, 2021).

The important of Marketing Strategy

This era is the era where many people dream of having their own business. They want to be their own boss do not want to work at office but has anyone ever asked themselves? What do you have to compete with other entrepreneurs? Do you have a marketplace to sell your stuff? and what kind of marketing plan do you have in mind? these things are important but surprising that many people are overlook it especially SME entrepreneurs. The consequences of not having a marketing strategy will be losing out to competitors, losing market share to existing and startup competitors, gaining and retaining fewer customers, missing out on opportunities for better targeting and optimization etc. this is why SME enterprises failed. Therefore, before starting any business, whether small, medium, or large, one thing we should have marketing strategies. We could say that marketing strategy is a mechanism that businesses use to create value for their customers. The aim is to build a good relationship between the organization and customers to impress customers until they decide to buy a product or service.

The elements of marketing strategy currently have various strategies such as 4Ps, 7Ps, 8Ps or 4Cs strategies. The 4Ps strategy is contains Product, Price, Place and Promotion while 7Ps strategy is having more 3Ps additional from original 4Ps which are people, process, and physical evidence, moreover, 8Ps strategy is having the same 4Ps strategy but have more 4Ps additional for Packaging, Personal, Public Relation and Power strategies and 4Cs strategy consisting of Consumer, Cost, Convenience and Communications strategy.

Resilience Marketing

The VUCA world and the COVID-19 pandemic required to reforms marketing strategies to resilient marketing strategy. Many businesses, simply handling huge and unpredicted change as VUCA by immediately cutting costs, However, to ensure the long-term successful organizations, company need to strengthen company's marketing resilience. hence this research will focus on the attributes of resilient marketing strategy. There are seven steps that can strengthen the capabilities and build the resilient marketing in the VUCA world. 1. focus on data 2. stay agile 3. review and optimize the marketing technology (Martech) stack 4. prioritize the spending 5. search out new opportunities 6. invest in digital and 7. the loyalty program. (Appier, 2020a). However, Claessens (2021a) stated that the step by step guide to a resilient marketing strategy in 2021 are five steps; 1.work on making the website SEO friendly 2. use social media 3. make use of analytics 4. explainer videos and 5. place value on authenticity. How resilient is your marketing organization? take the assessment to uncover potential to drive more revenue in any economy. 1. the revenue ecosystem 2. establishing benchmarks in technology, content, and data. 3. interpreting the scores 4. insights and analytics, 5. data-driven decisions and planning and 6. enhanced customer experience. (DemandLab, 2020) To building resilient enterprises, businesses can structure organizations and decision processes for resilience by embracing six principles of sustainable systems: 1. redundancy 2. diversity 3. modularity 4. Adaptability 5. Prudence 6. Embeddedness (Martin Reeves & Whitaker, 2020).

Research Gaps

During the COVID-19 pandemic crisis, the marketing strategies itself cannot make the company effective in VUCA world. While resilient strategies are required to stimulate businesses to thriving in VUCA world, and there is no consensus on the factors of resilient marketing strategies. but it can be concluded that marketing strategy is one of the key success factors for small and medium enterprises (SMEs). Therefore, this research will study the factors of resilient marketing strategies of small and medium enterprises (SMEs) then design to the resilient marketing strategy framework for the future action and study.

Research Objectives

The objectives of this research are (1) to explore the resilient marketing strategy of small and medium enterprises (SMEs) and (2) to create a conceptual framework of resilient marketing strategy that will be used to increase marketing performance during the VUCA situation such as COVID-19.

Marketing Strategy

Marketing strategy is marketing logic according to which the business unit is marketing. Marketing strategy focuses on target customers. The company chooses a market, divide it into segments, select the most viable ones and consolidates its forces in the service segment. The company creates a marketing mix, using the tools at its disposal: product, price, distribution, sales support. In order to establish the best marketing mix and be able to take appropriate action, the company performs marketing analysis of marketing plans and carries

them out. It carries out these activities by monitoring the environment and adapting to it. (Kotler, Armstrong, Saunders, & Wong, 2003)

Marketing is an organizational function and a set of processes for creating, communicating and delivering value to customers and for managing customer relationships in ways that benefit the organization and its stakeholders. Marketing management is the art and science of choosing target markets and getting, keeping, and growing customers through creating, delivering and communicating superior customer value. The marketing plan is the central instrument for directing and coordinating and the marketing effort. The marketing strategy lays out the target markets and the firm's value proposition, based on an analysis of the best market opportunities. (Kotler & Keller, 2016)

Marketing strategy is a comprehensive plan formulated particularly for achieving the marketing objectives of the organization. It provides a blueprint for attaining these marketing objectives. It is the building block of a marketing plan. A marketing strategy helps an organization concentrate on the best possible opportunities to increase sales. (Juneja, 2015)

Factor of Marketing Strategy

The Marketing Mix (4Ps)

McCarthy (1960) stated that "Developing the marketing mix must be an important part of selecting the target market." All elements must be defined simultaneously to coordinate with the marketing strategy for the strategy to be successful. There are four elements of the marketing mix, in which the 4P of marketing are found to shape the crucial strategies to generate profits in the company and boost sales are product, price, place and promotion.

The Marketing Mix (7Ps)

The marketing mix refers to the marketing activities that have to satisfy customer needs and clearly positioning in the mind of the customer. The 7Ps involves with the same 4Ps; product, price, place and promotion (McCarthy, 1960) and additional three elements that help to meet the challenges of marketing services which are people, process and physical evidence. (Booms & Bitner, 1981)

The Marketing Mix (8Ps)

Jr (2020) and Sanga-sang (2020) concluded that 8Ps is a marketing strategy that has been improved and developed from 4Ps to manage the business successfully with good planning, especially online businesses that are highly competitive. These effective marketing strategies will make your business online can be successful quickly, the additional elements from 4Ps to 8Ps are packaging, personal, public relation and power strategies.

The Marketing Mix (4Cs)

Lauterborn (1990) stated that "The 4Ps was about "What does the marketer want to say?" while the 4Cs asks "What does the customer need to hear that the marketer can say?"

"Many people have played with the 4Ps and even with the 4Cs, tried to put their own particular stamp on it, but at the risk of sounding arrogant, no variation I've ever seen has expressed the outside-in concept as simply and elegantly as the original 4C's formulation."

Pratt (2013) stated that the 4Ps model that focus on business centric become to the 4Cs which focus more in customer centric. The 4Cs marketing mix model have four

elements: customer strategy, cost strategy, convenience strategy, and communication strategy.

The summarize and comparison of the marketing strategy of 4Ps, 7Ps, 8Ps and 4Cs and apply to the research

Table 1 *The comparison of marketing strategy and apply to the research*

4Ps	7Ps	8Ps	4Cs	The Researcher
Product	Product Physical Evidence Process	Product Packaging	Consumer	Product
Price	Price	Price	Cost	Price
Place	Place	Place	Convenience	Place
Promotion	Promotion	Promotion Public Relation Power	Communication	Promotion
	People	Personal		People

Source: Weerapattanawong et al.

Resilient Marketing

Amid the COVID-19 crisis, we have become painfully aware of the fragility of supply chains, health care and other critical systems. Many leaders have stated their intention to reconstruct their businesses more resiliently, only few know how. Few business schools teach resilience, and financial performance management dominates today's management toolkit. As a result, very few businesses are capable of explicitly designing for, measuring, and managing resilience. (Martin Reeves & Whitaker, 2020)

Resilience is defined as a company's ability to handle stress, recover critical functionality, and thrive in changing circumstances. (Martin Reeves & Whitaker, 2020). Resilience is the ability to overcome adversity and emerge stronger than before. It is more than just surviving; it is about using the experiences to develop skills and tools which will enables you to thrive. (Boger, 2020). Resilience is defined as the positive adaptation or the ability to maintain or regain mental health in the face of difficulties. (Helen Herrman, 2011). the ability to stay calm and confident under pressure and to maintain energy throughout highly demanding tasks, and to quickly bounce back, even when experiencing a significant circumstance. It's one of the most important skills to have when dealing with adversity and trying to recover from it. (Knights-Ward, 2020). Resilience is the capacity of a system, be it an individual, a forest, a city or an economy, to deal with change and continue to develop. It is about how humans and nature can use shocks and disturbances like a financial crisis or climate change to spur renewal and innovative thinking. (Dabell, 2018). Being resilient, as opposed to being agile, which is the ability to structure your marketing function so that it can move quickly and easily when situation arise, is the ability to recover quickly from these difficulties and move forward. (Churchill, 2018). Resilient marketing is a goal that can be achieved. strategic marketing visions can improve brands, also position them for dynamic long-term success in ever-changing markets. by implementing the strategies, the marketing department will become a valuable asset in guiding the brand through the challenging situations ahead. (Alton, 2020b). Business resilience is an organization's ability to quickly adapt to disruptions while maintaining continuous business operations and protecting people, assets, and overall brand equity. Business resilience goes beyond disaster recovery by providing post-disaster strategies to avoid costly downtime, shore up vulnerabilities and keep operations running in the face of additional, unexpected attacks. (Contributor, 2014)

Factor of Resilient Marketing

The way to build marketing resilient in a midst of VUCA world have several factors from vary sources, the factors influence toward marketing performance of small and medium enterprises (SMEs) can be described in to 2 groups which one is the factors correlatives with marketing mix 4Ps, 4Cs, 7Ps and 8Ps and another group are the new factors that uncorrelated, however it influences toward marketing performance of small and medium enterprises (SMEs) in the VUCA situations

The factors of resilient marketing that correlatives with marketing mix

The factors related to product in 4Ps can be stated by Appier (2020b) and A. Kumar (2020) for search out new opportunities, marketing in uncertain times is a challenging task, however, marketing resilient depends on being optimistic and endlessly searching for crucial to a business, the new product to the widest possible customers. (Alton, 2020b). Martin Reeves and Whitaker (2020) stated that seek advantage in adversity by effectively adjusting to new realities. Moreover, Alton (2020a) revealed that business should take advantage of opportunities to stand out our products. Rakesh and Wind (2020) summarized that company need to create the opportunities, the product should prepare for the crisis. Jeanne Downing (2018) stated that a lack of product diversity is evidenced by a market system dominated by a single large firm that controls most of the marketed product, and a market system in which most of customers buy the same product. the system's resilience would be enhanced as a result of the potential for reduced risk associated with a limited product diversity.

The factors related to price in 4Ps or cost in 4Cs. From the reviewed can be stated that almost of the research marked the price or cost in the top of factors that business needs to consider in every situations not only in a turbulences. Appier (2020b) stated that prioritize the spending by cut the marketing budget during a time of economic uncertainty, this may benefit in the short term, but prioritize it to ensure that it works harder for spending is the way to be resilient when the economy improves. Alton (2020b) stated that marketers should prioritize strategic spending to foster growth. Martin Reeves and Whitaker (2020) shown that resilience is essential to the ability to generate alternative responses to situations, the price diversity, which is depends on the company capacity to see things with new perspectives. Furthermore, optimize costs is the important factors since this pandemic has affected the entire world, it will be extremely difficult for all businesses to match historic levels of profitability. with factories closing due to government-ordered lockdowns and lower sales turnover, the companies' resources will be seriously limited. As a result, proper application is required. Examine various costs, both fixed and variable, to determine exactly what is required to run the business. Following that, review and strategize any cost-cutting initiatives, whether it is making the business leaner by implementing a downsizing process, deferring any upcoming capital investment, or introducing companywide innovative technology. (Kota, 2020). Moreover, Liquidity rules should apply due to the pandemic and nations' lockdown strategies will almost certainly lead to a global economic recession. During such difficult times, it is critical to remember that cash is the heart of the organization and to implement strategies to keep cashflow. Linnenluecke (2017). A. Kumar (2020) revealed that prioritizing the spending during financial uncertainty, keeping long-term benefits in mind based on predictive analysis. Coppola (2020) stated that company should focus on finance, putting the company's financing on solid ground and reducing debt as the best way to adapt to changing the next economic downturn.

The factors related to people in 7Ps or personal in 8Ps. Foster employee engagement, encouraging employee engagement is an admirable goal. (Mansueto, 2020). Invest in your

people, Organizational response and agility will only develop if values are correctly communicated to the employees, who will be steering the business through these difficult times. Businesses should invest in training employees in skills and characteristics that will support in the organization of the corporate culture they are attempting to establish. Leadership development programs, coaching, and mentoring are also required. Innovate to find cost-effective and impactful ways to train employees. (Kota, 2020). Contribution, the experience of offering their own service makes it easier for employees to ask for help when they need it. once they understand the feel-good factor of helping others, it becomes easier to ask for help when it is needed – being willing to ask for help is a big part of being resilient. employee who learns to cope effectively with stress are better prepared to overcome life's challenges. Coping, employees need healthy coping strategies to manage their stress. Some strategies involve engaging and disengaging such as breaking down seemingly impossible problems and challenges into smaller, achievable pieces, avoiding things that trigger extreme anxiety and just letting some things go. Control, employees need to feel like they have a degree of control over their lives and their environment. When they realize that they can control their decisions and actions, they are more likely to know that they have what it takes to bounce back. (Dabell, 2018)

The factors related to consumer in 4Cs. Alton (2020a) stated that understand how customers are changing is necessary as people in the target audience are quite different now than they were three months ago, whether to serve B2C markets or B2B consumers. Their lifestyle has changed, as have their needs and priorities. Now, more than ever, it is critical to understand who the audience is and what they require. Resilient marketers engage in user conversations, conduct research, and monitor data streams to identify opportunities to better serve their target audience. In a global recession, such market segments may be less relevant than psychological segmentations that consider consumers' emotional reactions to the economic environment. Find an emotional connection with customers, resilient marketing figures out a way to affectively empathize with audiences during hard situation. Demonstrate that understanding their situation and providing a comprehensive to fulfill their changing customer demands. The brand must also indicate that company are resilient and ready to emerge from this crisis. Put customers at the center of the brand experience, good marketing is focused on the customer, but resilient marketing is fiercely customer driven. Organizations will need to double focus on chances to bring their brand mission to life and effectively provide for consumers in order to come out ahead throughout the pandemic and its economic consequences. Appier (2020b) revealed that search out new opportunities new customers, AI could help to locate 'lookalike' audiences by comparing your existing customers' behavior to external audience profiles, opportunities to reach the widest possible audience. It will also assist to raise awareness among these potential clients, boosting the possibility that they will connect with the business, stick around and make purchases over time. Partner with account managers on customer retention, customer satisfaction and service during economic recessions, teams frequently work overtime to help retain customers including using engagement as a long-term asset. Marketers can collaborate with customer service to reinforce these efforts in a variety of ways.(Alton, 2020a)

The new factors of resilient marketing

Data analytics: Appier (2020b) stated that the factors that requires for resilient marketing is focus on data, data is essential for understanding how the market and customers are changing so that the business can adapt. Claessens (2021b) from the step-by-step guide to a resilient marketing strategy in 2021 revealed that make use of analytics is one of the key factors to drive performance as analytics services are critical for transforming data into

actionable marketing information. Surprisingly, most social media platforms, as well as Google, provide free analytics services that can reveal a lot about your target market. Analytics allow to gather valuable information about the people who are interested in your products and services. This enables readers to direct the marketing efforts in the right directions. Readers can determine the age groups, genders, locations, and interests of people who interact with your website and social media accounts simply by analyzing user data. Esposito (2020) stated that to assess past content performance by reusing existing content is the most efficient way to create new content quickly. Company should have a list of all the existing content, including key identifiers, whether it a content evaluation, cost estimation, or content inventory. (Majoor, 2015)

Agile: From the reviewed agile, change and adaptability is likely the same meaning of resilient factors, hence this research will use the word of agile to represent all these words. An agile organization is one that is highly responsive to rapidly changing market conditions. The key to this agility which is so crucial and it comes from the top down. Management must be prepared to change direction quickly as the market demands, changing marketing priorities at a moment's notice. (Appier, 2020b). Adapts quickly to new contexts, Resilient marketing is capable of adapting and responds to rapidly changing circumstances in an authentic and effective manner. During the COVID-19 pandemic, brands that offer support, words of hope, and resources can ensure their organization stays top of mind while strengthening relationships with audiences. Those who remain silent or produce content that is out of step with the times risk being overlooked, shunned, worse and forgotten by audiences. (Alton, 2020b). Be prepared to react quickly, A resilient marketing team is adaptable, pivoting every day in response to news and events affecting their brand, audience, and industry. You'll need the right systems in place, as well as dynamic creatives, ideates, and strategic thinkers, to respond quickly and efficiently. Marketers will want to build more rapid-response operating models internally and with agencies in order to quickly transform creative messages as circumstances change. As the (COVID-19) crisis progresses, access to remote production and creative capacity will become increasingly important. (Alton, 2020a). Be more responsive, company should strive to develop and transform the organization's culture in order to make it more responsive. This new business environment will be characterized by the values of integrity, trust, and empowerment. Leaders must set the right tone for the company's culture, hire the right people, and empower them to perform. As a strategy for this new normal situation, all organizational systems and processes must be aligned with the company culture and become more responsive. (Kota, 2020)

Marketing Technology (Mar-Tech): Review and optimize the marketing technology (Mar-tech) stack, getting most of the marketing technology (Mar-tech) stack will benefit in exceptional customer engagement and experiences, delighting the customers and attractive them to return for more. An effective Mar-tech stack should also allow to take a multichannel approach, opportunities to reach the audience at the right time and through the right channel. (Appier, 2020b). Automate to maintain agility, automation enables you to pre-plan and execute often monotonous, no-brain-required tasks at pre-determined intervals, freeing up your higher-level thinking and instinct to adapt to and capitalize on emerging opportunities in real-time. as technology advances, automation can take on more complex tasks to support your efforts to build marketing resilience. (Mansueto, 2020).

Brand: Create brand experiences, Ultimately, company using technology to create a brand experience in which content is a natural extension of how customers use, enjoy, and

share the product or service. experiences with content add value to whatever company are selling. they create the premium product mentality, which leads to people paying more for the same standard item. consumer's perceptions of themselves as members of the various communities in which they participate are influenced by their brand experiences. content should be a two-way conversation. when it is not, it is pretty obvious. people are fed up of being lectured, no one is paying attention. brand experiences immerse customers in the brand and turn them into advocates for it, but technology combined with human innovation is what makes success stories like these possible and consistently repeatable. (Mansueto, 2020). Place value on authenticity, Customers are more insightful than many business owners realize. They can tell the difference between genuine communication and gimmicky public relations. People value transparency and authenticity in the brands they trust in times like these, when they are struggling to keep their important areas. What is the significance of a resilient marketing strategy? It's a tough world out there, and everyone wants a piece of the action. In today's market, resilience is essential, and by following these tips, you can build your brand to perform at its best. (Claessens, 2021b).

Digital Marketing: Invest in digital, as consumers increasingly spending more time online and on mobile devices during the pandemic, businesses must prioritize the digital platforms in order to reach the customers. Using multiple channels at the same time, such as e-commerce sites, apps, email, SMS, messengers, social media, and so on, could help you engage the consumers at multiple touchpoints. (Appier, 2020a). Digitally enable teams for collaboration, Access to effective collaboration tools is one of the most crucial components of rapid-response marketing, especially when marketing teams are distributed, and company brand relies on talent from all over the world. with the right digital tools in place, the team can organize brainstorming sessions and collaborate as they continue to create high-concept, on-brand, and brilliantly executed customer experiences and marketing campaigns. (Alton, 2020a). Look for high-impact ways to reimagine events, New digital event platforms, hubs, and interactive tools enable to recreate the power of failed face-to-face experiences. (Esposito, 2020).

From the research we can show the relationship among marketing strategy and resilient strategy as table 2

Table 2. *The composition of resilient marketing and marketing strategy*

Marketing Strategy Marketing Mix	Resilient Marketing	The correlative with Marketing Mix
Product	Product	4Ps
Price	Price / Cost	4Ps 4Cs
Place	People/ Personal/ Employee	7Ps 8Ps
Promotion	Consumer/ Customer	4Cs
People	Brand	4Ps
	Data Analytics	New
	Agile/ Change/ Adapt quickly	New
	Marketing Technology (MarTech)	New
	Digital Marketing	New

Source: Weerapattanawong et al.

Framework of Resilient Marketing Strategy

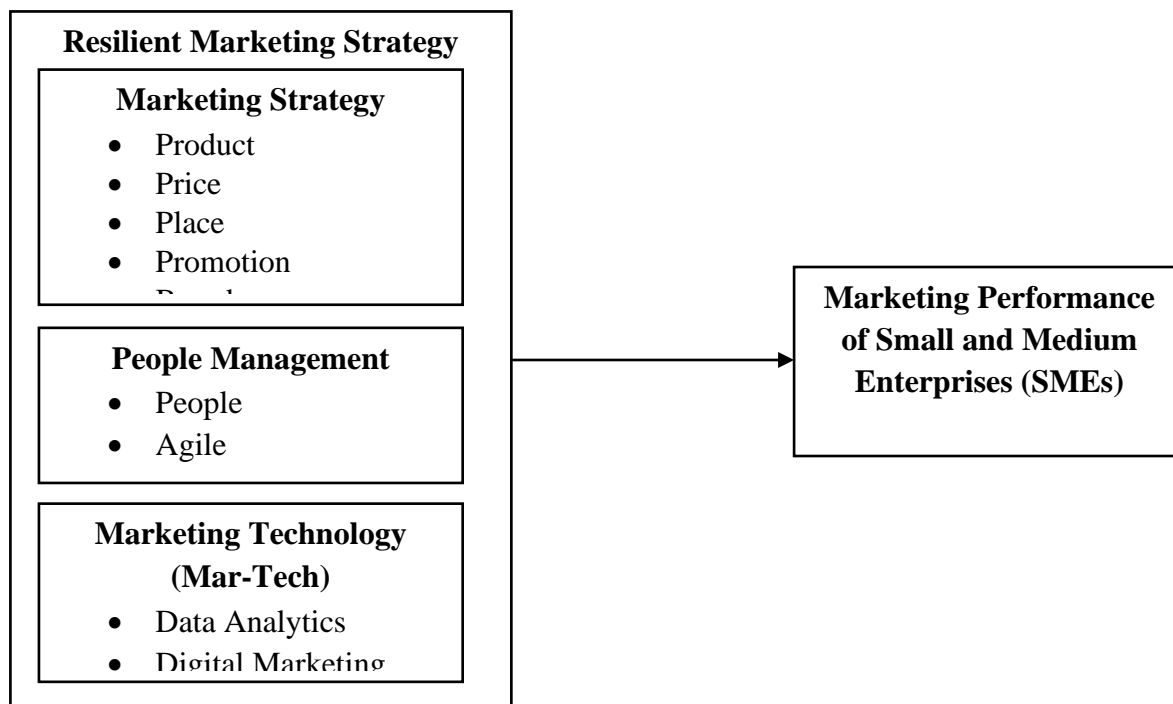


Figure 2 *The framework of resilient marketing strategy*
 Source: Weerapattanawong et al.

Framework in the research are the conclusion between the present marketing strategy (marketing mix) and resilient marketing into the resilient marketing strategy which is more effective for business for using and survive in the VUCA world situation. Several factors, such as agile, data analytics, brand and digital marketing, must be considered in order to improve marketing performance and company performance.

Conclusion

This research can be concluded that the framework of resilient marketing strategy created for small and medium enterprises (SMEs) to thrive in VUCA World situation. A company can have a marketing strategy and activities that must be prioritized in order to achieve the objectives of its marketing plan. It also led to increased company performance. Nevertheless, the more resilient an organization is, the better it will be able to deal with future uncertainties. Organizations in the future will be more resilient. They will develop an organizational mindset and capability to generate options that will allow them to respond quickly to events and provide better short-term buffers against disruption. People understand that we will survive this pandemic and emerge stronger; however, one thing is certain: VUCA is still not going away. We will continue to confront disruption and change cycles, possibly faster cycles, both internally and externally, individually and commercially, and many of them will be well beyond our control. Volatility must be managed with vision, and uncertainty must be addressed by developing a clear understanding of outcomes and impact tolerances. Adopting and developing personal and organizational resilience empowers one to be better prepared to confront volatility with a positive attitude, respond and recover quickly, and learn to drive value even during turbulent times. The ability to manage a VUCA

environment while persistently achieving the mission will be the distinction between success and failure in the future.

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