

A Holistic Approach to Marketing Brands during the COVID-19 era

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Abstract:

Purpose: This study investigates the impact of holistic marketing strategies on brand trust and brand image, which leads to consumers' brand purchase intent during covid-19 era.

Design/methodology/approach: Deductive reasoning was the base of the study, testing existing theories of holistic marketing during the covid-19 era. Administered questionnaires are used to address the research problem and to evaluate the research model and hypotheses. Non-probability sampling technique was used. The questionnaires were distributed online through the use of Google-forms to collect data during May and June 2021, applying a cross-sectional timeframe.

Findings: The holistic marketing components that impact brand image during COVID-19 era are: societal marketing, internal marketing, and integrated marketing; and the components that impact brand trust are: societal marketing and relationship

marketing. Both brand image and brand trust impact purchase intentions.

Originality: Brand building during the COVID-19 era has received little attention in recent marketing literature. This paper makes a noteworthy contribution by empirically testing the holistic marketing framework, confirming the critical drivers in the process of strengthening brand image and trust, which leads to consumers future purchase intentions. It suggests how marketing must adapt to meet new challenges. This study contributes in knowledge by showing the effective components in holistic marketing that aid in making consumers supportive and consumption driven to a brand; not all components of holistic marketing are equal in significance when it comes to building a brand, projecting a positive and sound image of the brand, leading to purchase intentions during COVID-19 era.

Keywords: Brand Image, Brand Trust, COVID-19, Holistic Marketing, Purchase Intention

النهج الشامل لتسويق العلامات التجارية خلال عصر كوفيد - ١٩

إيمان مدحت نجم

أستاذ التسويق بكلية الإدارة والتكنولوجيا بالأكاديمية العربية للعلوم والتكنولوجيا والنقل البحري

رندة فاروق طلعت

محاضر التسويق بكلية الإدارة والتكنولوجيا بالأكاديمية العربية للعلوم والتكنولوجيا والنقل البحري

الأكاديمية العربية للعلوم والتكنولوجيا والنقل البحري

كلية الإدارة والتكنولوجيا بالإسكندرية مصر

الملخص :

الغرض : تبحث هذه الدراسة في تأثير إستراتيجيات التسويق الشاملة على ثقة العلامة التجارية وصورة العلامة التجارية مما يؤدي إلى نية شراء العلامة التجارية لدى المستهلكين خلال عصر كوفيد - ١٩ .

التصميم / المنهجية / النهج: كان الإستدلال الإستنتاجي هو أساس الدراسة بإختبار النظريات القائمة للتسويق الشامل خلال عصر كوفيد - ١٩ . تُستخدم الإستبيانات المُدارة لمعالجة مشكلة البحث وتقييم نموذج وفرضيات البحث. تم استخدام أسلوب أخذ العينات غير الإحصائية. تم توزيع الإستبيانات عبر الإنترنت من خلال استخدام نماذج جوجل لجمع البيانات خلال شهري مايو ويونيو ٢٠٢١ وتطبيق إطار زمني مقطعي.

النتائج: مكونات التسويق الشامل التي تؤثر على صورة العلامة التجارية خلال عصر كوفيد - ١٩ هي : التسويق المجتمعي والتسويق الداخلي والتسويق المتكامل و المكونات التي تؤثر على ثقة العلامة التجارية هي: التسويق المجتمعي وتسويق العلاقات. تؤثر كل من صورة العلامة التجارية وثقة العلامة التجارية على نوايا الشراء.

الأصالة: لاقى بناء العلامة التجارية خلال عصر كوفيد - ١٩ إهتمام قليل في أدبيات التسويق الحديثة. تقدم هذه الورقة مساهمة جديدة بالملاحظة من خلال إختبار إطار عمل التسويق الشامل تجريبياً وتأكيد المحركات الحاسمة في عملية تقوية صورة العلامة التجارية و الثقة مما يؤدي إلى نوايا الشراء المستقبلية للمستهلكين. كما تقترح كيف يجب أن يتكيف التسويق لمواجهة التحديات الجديدة. تساهم هذه الدراسة في المعرفة من خلال إظهار المكونات الفعالة في التسويق الشامل التي تساعد في جعل المستهلكين داعمين ومدفعين

بالإستهلاك للعلامة التجارية وليست كل مكونات التسويق الشامل متساوية فى الأهمية عندما يتعلق الأمر ببناء العلامة التجارية و إبراز صورة إيجابية وسليمة للعلامة التجارية مما يؤدي إلى نوايا الشراء خلال عصر كوفيد - ١٩ .
الكلمات المفتاحية: صورة العلامة التجارية - ثقة العلامة التجارية - كوفيد - ١٩ - التسويق الشامل - نية الشراء .

1 Introduction

The COVID-19 pandemic has resulted in changes towards various marketing and business practices, compelling businesses to reassess their direction and planning towards current and future functions, managements and performances (Fan et al., 2020). Many brands are trying to strike the right tone in marketing initiatives during the challenging market era – *“dealing with market alteration because of the economic impact on all industry sectors; facing increased competition given consumers' and social "new normal"; addressing sustainability; evaluating operational options and challenges presented by strategic planning in an environment of uncertainty; analyzing brand reputation issues; identifying potential new products and services needed to meet consumers' needs and expectations; focusing on creative and strategic marketing campaigns and targeted advertising; and using social media effectively”* (Diresta et al., 2020, p.1).

Dekimpe and Deleersnyder (2018) summarize relevant studies on the effectiveness of marketing efforts during downturns and upturns. However, prior crisis, such as a recession, might display

marketing initiatives that differ from the present global crisis. Established marketing notions, principles, schemes, and models may not be as accurate when predicting and impacting consumer behaviors during covid-19 and postcovid-19 era (Song et al., 2020). Research and analytics claim that more research is needed in enabling effective marketing strategies that attract consumers to be supportive, consumption driven, and loyal to a brand (Schaefer et al., 2020). Research is urged for further development of empirical evidence related to broad spectrum of how marketers can impact consumer attractions and business sustainability during the 'new normal' (Kotler, 2020). Knowledge is needed as inappropriate marketing tools and ineffective communication may lead to consumers not being well informed about the brand and therefore unsupportive of their initiatives (Schaefer et al., 2020). To address this research gap, the current research aims to investigate the necessary marketing strategies that build brands and promotes consumers' brand purchase intention during covid-19 and postcovid-19 era so to sustain the business in the market.

In current research, socially conscious values have been emphasized as a vital corporate practice in recent years, and the current crisis accelerate this trend (George, 2020). Surge of activism triggered by brands is likely to give consumers a greater sense of their power, showing that they are an accountable entity in the community. Research conducted during the covid-19 era

shows 61 percent of consumers indicate that how a brand responds during the crisis will have a large impact on whether they continue to buy from them when the crisis is over (Atkins, 2020). Studies indicate that the ways the brand deals with their partners (suppliers, customers, other stakeholders); the way they treat their employees; the way they implement marketing communications and messages influence the consumers' behaviors toward the brand, whether it be perception development, attitudes, and/ or purchase intentions (Arun et al., 2020). Research claims that a brand to transcend in the market in difficult times will depend upon deliver experiences and service that meets stakeholders needs with empathy, care and concern (Atkins, 2020; Ghorbanzadeh et al., 2021).

Every aspect of the business must be carefully considered by business practitioners. The concept of holistic marketing, which started in the early twenty-first century, is significant to be applied as it allows the brand to combine several functions in the marketing activities (recognizing needs, satisfying wants, meeting the demands and creating a unique value proposition) to sustain consumers and profitability (Hoekstra and Leeflang, 2020). The holistic marketing is considered one of modern concepts and methods that companies have to implement at the moment, as some studies have shown that the implementation of this concept can improve the performance of brands through the creation of consumer value and increasing profitability (Hupp

and Rumpel, 2019). Holistic marketing is a marketing strategy that considers the entire company as responsible for upholding a brand; the different departments that exist in the company gathers together (as one entity) so to develop, design, and perform interconnected marketing activities, building the brand image (Kotler and Keller, 2021). Accordingly, this study assumes that holistic marketing is a significant player in branding during the covid-19 era, as means to build sustainable business performance in the market as it encourages long lasting purchase intentions among consumers.

The current research aims to investigate the impact of holistic marketing strategies on consumers' brand trust and brand image perception, which leads to their brand purchase intention during covid- era and postcovid-19 era. Several research objectives are set to be attained: (RO1) review prior studies to identify the contemporary modifications in marketing practices that are needed during the era of COVID-19; (RO2) disclosure the nature of holistic marketing strategy, prevailing among businesses; (RO3) identify the impact of holistic marketing strategies on brand image and brand trust in a community; (RO4) determine the relationship between brand image and brand trust prevailing from holistic marketing on consumers' purchase intention.

This paper is organized as follows: the next section is a literature review that report studies for on holistic marketing, holistic vision of the brand, and the internal and external factors that

contribute to the building of this strategy in the current period. The following section then presents the methodological tools for data collection and analysis. The final section discusses the results in order to build the theoretical connections with the aforementioned literary work.

2 Literature Review

Researches illustrate that brands should strive to be authentic, accountable, and audacious among consumers (Hoekstra and Leeflang, 2020). Researches claim that for brands to survive in the current economic slowdown, upcoming marketing practices should illustrate resilience, empathy and agility (Hongwei and Harrisb, 2020). These changing times make marketers' role crucial, and the substantial need for holistic marketing (Hupp and Rumpel, 2019). Holistic marketing is reflected as a lead to competitive advantage with the link between the organization's structure and its compatibility to serve its strategy (Alserhan, 2020). It allows a brand to work towards a conscious mission, optimistic consumer experience, and a positive brand image (Soliman, 2016; Laczniak and Shultz, 2020). The following sections discuss further holistic marketing practices.

2.1 Consumer Behavior and Holistic Marketing during the Era of COVID-19

When COVID-19 hit, many consumers were impacted financially. The pandemic reduced the purchasing power for many consumers and made them reconsider their habits and

priorities when it came to purchasing certain products and services (Kotler, 2020). Thus, many businesses lost sales. According to research, in order to redeem this challenge and establish sustainability in the market, holistic marketing strategies and initiatives can be the solution. Holistic marketing strategies and initiatives can increase business efficiency and provide the business with growth opportunities (Papadas et al., 2019). Holistic marketing has the power to create a positive business image (Herciu and Ogreaan, 2017). It encourages consumers to purchase a business's products or services rather than going to a competitor (Hupp and Rumpel, 2019). Therefore, marketing during the 21st century and during the COVID-19 era is marked by its relationship orientation; marketing is refocusing its efforts of increasing organizational performance through the development of long-term relationships with all its partners (consumers and other stakeholders) (Alserhan, 2020).

The COVID-19 pandemic has collectively pushed consumers to request businesses and brands to become more socially responsible in the communities and help the nations in times of distress (Ashwinkumar and Parekh, 2020). Research during this period show that supportive brands in the eyes of consumers are those that partake ethical practices and actions towards the business stakeholders and the communities in which they operate in (Hoekstra and Leeflang, 2020). More research show that customer retention is a vital tool for surviving in the highly unpredictable and dynamic environments

(Waldron and Wetherbe, 2020). Waldron and Wetherbe (2020) research clarify that for brands to survive in times of chaos, they should refocus its efforts of increasing sales through the development of long-term relationships with all its partners (consumers and other stakeholders). Sheth (2020) research show that brands should bond stakeholders, customers, employees, suppliers, and the community during marketing initiatives that aim to increase business performance. Therefore, scholars hinted that holistic marketing is significant for brands to fit-in the economy; and impact the lives of its citizens and other stakeholders (Papadas et al., 2019).

2.2 The Conception of Holistic Marketing

The holistic marketing is grounded on the **holistic theory**, reflecting Aristotle's thought that *'The whole is more than the sum of its parts'* (Cohen, 2016, p.1). Kotler and Armstrong (2018, p.560) explains: *"holistic marketing is based on the development, design, and implementation of marketing programs, processes, and activities that recognize their breadth and interdependencies. Holistic marketing recognizes that 'everything matters' with marketing and that a broad, integrated perspective is necessary to attain the best solution."*

Holistic marketing suggests that to sustain long-term success, brands should provide value to consumers by improving the employees, the customers, and the society's well-being (Herciu and Ogreaan, 2017; Papadas et al., 2019). Kotler et al. (2022) mention that holistic marketing reflects: (1) relationship

marketing, (2) integrated marketing, (3) internal marketing, (4) and societal marketing. Therefore, this study seeks to study the holistic marketing impact on consumer behavior during the COVID-19 era.

2.2.1 The Conceptual Model: The Elements of Holistic Marketing

Salem (2021) explains that brands to sustain in the market need to implement strategies that evolves around relationship management. Customer relationship management (CRM) focuses on customer loyalty and long-term customer engagement (Roy et al., 2020). Building relationships among consumers impact the brand positively as it is effective in: *“showing genuine concern for your customers; building trust and commitment; providing excellent customer service; prioritizing customer retention (not acquisition); focusing on how a product/service benefits the customer; maintaining ongoing communication with customers; offering multiple ways customers can get in touch for support”* (Sendoso, 2020, p.1). Iglesias et al. (2020) and by Papadas et al. (2019) imply that relationship with various stakeholders is a vital antecedent to client retention; relations add value to the brand establishment (image and trust), making the brand attractive to the consumer and reside in their minds so future-wise, when consumers are in the market for such a product, there is likelihood to purchase the brand. Hence, this study has hypothesized that: *(H1) there is a significant positive*

relationship between relationship marketing and consumer brand trust. (H2) there is a significant positive relationship between relationship marketing and brand image.

According to Laczniak and Shultz research (2020), linking brands with the community, care and protection of the environment and business ethic is a significant practice that attracts consumers positively. Societal Marketing (or socially responsible marketing) is related to corporate social responsibility (CSR) and sustainable development. Bagherzadeh and Singh (2020) and Ho et al. (2020) explain that this marketing initiative is based on ethically sound business practices, leading to businesses to build a positive image and a trusting relationship with consumers due to the business/brand humanitarian actions. Research illustrate that societal marketing creates a favorable image for the company, which leads to an increase in sales (Laczniak and Shultz, 2020). Kotler and Armstrong (2019, p.560) state societal marketing is obligatory in the current market as it allows the brand to: *“determine the needs, wants, and interests of target markets and to deliver the desired satisfactions more effectively and efficiently than competitors in a way that preserves or enhances the consumer’s and the society’s well-being.”* García-Sánchez and García-Sánchez (2020) and Hadi and Udin (2021) indicate that CSR practices plays an effort to build brands’ legitimacy in the stakeholders’ eyes. So, this study has hypothesized that: *(H3) there is a significant positive*

relationship between societal marketing and consumer brand trust. (H4) there is a significant positive relationship between societal marketing and brand image.

Promotion plays a significant role in influencing the behavior of people (Kotler et al., 2022). Delozier (1976, p. 32) explains that: “communication is at the center of everything the organization does and is present in all its activities. In a broad sense, communication targets all the variables of the marketing mix together with all the business activities”. Communication can be done through integrated marketing, which allows businesses to correspond and interconnect with consumers through several approaches of communications that are carefully linked together – sync with one another (Duralia, 2018). Belch and Belch (2020) explains that integrated marketing is effort to reach consumer multiple times, across various channels so to make the brand resonate among the targeted consumers. Researches clarify that integrated marketing is positive construct to a brand, as it is able to: provide information to the buyers; raise public awareness of a business/ brand operations; form a brand image to the public; neutralize unfavorable information due to rumors; stimulate demand among consumers; illustrate product differentiation; recall the benefits of products (Nadube, 2018; Ibrahim and Samuel, 2020; Othman, et al., 2021). Thus, this study has hypothesized that: *(H5) there is a significant positive relationship between integrated marketing and consumer brand*

trust. (H6) there is a significant positive relationship between integrated marketing and brand image.

Nemteanu and Dabija (2021) indicate that through internal marketing, brands can ensure consumers needs and demands can be met with success, fostering positive implications. Internal marketing represents the human resource (employees) of an organization. De Bruin et al. (2021) explain that personnel is a valuable asset in any business as they have the power and possible solution to the delivery of high-quality services by satisfying employee needs. Many researches indicate that internal marketing, which leads to employee motivation, is an essential requirement in the search for competitive advantages in businesses (Alserhan, 2020). Internal marketing functions on the notion that consumers opinions of a brand are based on their experiences with the business, not just with the products; by treating employees as “internal customers”, internal marketing helps personnel support the brand among consumers (De Bruin et al., 2021). Therefore, internal marketing can be an effective part of external branding and marketing efforts (Kotler et al., 2022). Selma et al. (2018) and Nunung and Limakrisna (2017) explain that the more the employees are satisfied with the business they work in, it leads to increased customer gratification over time, making internal marketing significant holistic approach; impacting consumers trust and image towards the brand. Therefore, this study has hypothesized that: *(H7) there is*

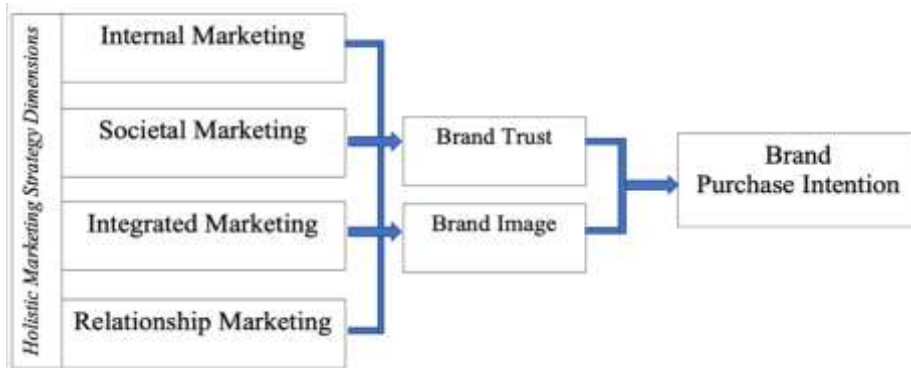
a significant positive relationship between internal marketing and consumer brand trust. (H8) there is a significant positive relationship between internal marketing and brand image.

Purchase intention according to Kotler et al. (2022) refers to the likelihood of consumers seeking to buy a certain brand; or possibility of consumers willing to switch from one brand to another. Herciu and Ogorean (2017) illustrate that holistic marketing creates a cohesive and positive business image; so, it encourages people to purchase and support a brand rather than going to a competitor. Brands with a positive image tend to be accepted and sustained by consumers (Taylor, 2020; Hupp and Rumpel, 2019). Positive brand image has shown to influence consumers' purchase intention (Fianto et al., 2014; Ghorbanzadeh et al., 2021). Brand Image has also shown to positively influence brand trust in several cases (Alhaddad, 2015; Chinomona, 2016). Similarly, Iglesias et al. (2020) note that trust and customer retention have a positive relationship with each other; brand trust leads to achieve consumer retention and thus sustain themselves in the market. Holistic marketing is proven significant in prior studies in impacting brand trust and image and consumer purchase intention (Herciu and Ogorean, 2017; Nunung and Limakrisna, 2017; Hupp and Rumpel, 2019). Researches illustrate that marketing during the COVID-19 era is refocusing its efforts to increase a holistic brand image and trust to create sustainable performance with all its partners (consumers

and other stakeholders) (Alserhan, 2020). Therefore, this study has hypothesized that: *(H9) there is a significant positive relationship between brand trust and purchase intention. (H10) there is a significant positive relationship between brand image and purchase intention.*

Based on the literature review, this study proposed a research model that is to be further tested. The proposed model contains two phases. Phase one focuses on how holistic marketing strategies impact on the development of brand trust and image among consumers. Based on the studies, the COVID-19 era led to consumer prefer experiences with brands that meet the new needs of stakeholders with empathy, care and concern (Atkins, 2020). Fostering a holistic and humanitarian approach (internal marketing, relationship marketing, societal marketing and integrated marketing) leads to brands developing their image and trust, assembling sustainable sales for the future (Herciu and Ogreaan, 2017; Waldron and Wetherbe, 2020); it encourages people to purchase and support a business/ brand, leading to sustainability in the market (Taylor, 2020; Hupp and Rumpel, 2019). Research states that brand experience has a positive effect on consumers 'perceived value and image, confirming that product, service, or brand experience is an antecedent of perceived value and image as well as influencing behavioral intention (Ghorbanzadeh et al., 2021). Figure 1 illustrates the proposed conceptual framework.

Figure 1: The Proposed Conceptual Framework



3. Research Methodology

This study used the quantitative deductive research approach with a descriptive purpose. The research developed ten hypotheses based on the current reviewed literature and theories. The research wanted to test existing theories of holistic marketing strategies during the covid-19 era and postcovid-19 era. Data was collected through administered questionnaires to address the research problem and to evaluate the hypotheses. The questionnaires were distributed online through the use of the web. The researcher used "Google forms" to collect data electronically. The questionnaires circulated among the respondents through social networking sites, such as Facebook, WhatsApp, Twitter etc. The researcher looked at the data at specific point in time during May and June 2021, apply the cross-sectional study timeframe.

Based on United Nations Conference on Trade and Development (2020), the pandemic has caused a trend towards greater adoption of social media and growth in sales through e-commerce websites. Consumers began to turn online due to quarantine and social distancing during the pandemic. Therefore, the population of this study are consumers over the age of 18, with some online shopping experience or knowledge on the online brand reviews. Due to this population criteria judgment, the sampling technique chosen for this study is non-probability sampling: convenience purposive technique. This sampling technique focuses on particular characteristics of the population which are of interest to the study and they help best to answer the research questions. The development of the questionnaire followed the ethical guideline of the researcher's institution. In addition, the researcher orally and in writing explained the purpose of the research, the role of the respondent in the study, the confirmation of their confidentiality, and the assurance to withdraw anytime during the questionnaire if they feel uncomfortable. The questionnaire contained scales that uses a five-point Likert scale in which the respondents of the questionnaire had to specify their level of agreement to a statement based on five points: (1) Strongly disagree; (2) Disagree; (3) Neither agree nor disagree; (4) Agree; (5) Strongly agree. The scales were taken from prior studies and adjusted to suit the current study topic. For example, the scale that assessed the holistic marketing variables (internal

marketing, relationship marketing, societal marketing and integrated marketing) were taken from Kotler and Keller (2012) and Bence Kovács et al. (2021). The scale that assessed the brand trust was taken from Aaker et al. (2004). The scale that assessed the brand image was taken from Dean (2002). Finally, the scale that assessed the purchase intention was taken from Kim and Park (2005); this scale was also used in Shukla (2010) research. These scales are shown in Appendix (A).

In this study questionnaire, the first section consisted of various scales that assess the holistic marketing dimensions. The second section of the questionnaire contained three scales that measure consumers' opinion about brand image, brand trust, and their purchase intention. The final section contained several nominal questions that reflects the respondent's demographic information. The questionnaire was created in both the English and Arabic language – through the process of back translation. A pilot study of 50 individuals was carried out to assess the reliability and the validity of the questionnaire. According to the outcomes, the questionnaire was then modified to be more effective in collecting the actual needed data.

This sample size was calculated using an online sample calculator with 95% confidence interval and 5% margin of error. According to global reports, there are 59.19 million internet users in Egypt in January 2021; and 49.00 million social media users in Egypt in January 2021 (Datareportal, 2021). Hence, using the

formula, the recommended sample size was around 384. Once the needed data was gathered, the statistical package for social science (*SPSS*) was used for the analysis.

4. Research Results

The researcher distributed 450 and received back 405 questionnaires, having a response rate of 90%. In this study, the sample that participated in this study, came from different socio-demographic backgrounds. Table 1 illustrates the respondents that participated in this study.

Table 1: The Study's Respondents Traits

Question	Number	Percentage	Question	Number	Percentage
Age:			Education:		
• Under 20	124	30.6	• High School	57	14.07
• 20 less than 25	116	28.6	• College Degree	248	61.23
• 25 less than 30	94	23.2	• Other	100	24.69
• 30 less than 35	37	9.1			
• 35 and above	34	8.4			
Gender:			City of Residence:		
• Male	143	35.3	• Cairo	300	74.07
• Female	262	64.7	• Alex	80	19.75
			• Other	25	6.17
Marital Status:			Number of Children:		
• Single	318	78.5	• None	335	82.71
• Married	75	18.5	• One Child	38	9.38
• Separated/ Divorced	11	2.7	• Two Children	24	5.92
• Other	1	0.2	• More than 2 Children	8	1.97
Average monthly Income:			Occupation:		
• less than 2,000	22	5.4	• Blue Collars	138	34.07
• 2,000 less than 5,000	85	21	• White Collars	255	62.96
• 5,000 less than 10,000	63	15.6	• Other	12	2.96
• Over 10,000	235	58.0			

Since the scales in this study were taken from prior studies (shown in the appendix) and adjusted to suit this study, the reliability analysis was first test to be conducted. The reliability analysis aided to study the properties of measurement scales and the items that compose the scales. The reliability analysis calculates and provides information about the relationships between individual items in the scale. In this study all the scales

that were used are reliable as the Cronbach Alpha was all above 0.70. In the Appendix A, a table is presented that shows the Cronbach alpha, the mean and the standard deviation of each variable scale measurement.

The correlation analysis assesses if there are possible connections between the variables in the hypotheses and the strength of a relationship between the two. The Pearson correlation analysis was conducted, showing that all the hypotheses and its variables had a significant, positive, and moderate or strong strength. Table 2 illustrates the correlation coefficient for each hypothesis.

Table 2: Correlation analysis

Hypothesis	Pearson's correlation coefficient
Hypothesis 1: There is a significant positive relationship between Internal Marketing and Brand Trust	0.430**
Hypothesis 2: There is a significant positive relationship between Internal Marketing and Brand Image	0.580**
Hypothesis 3: There is a significant positive relationship between Societal Marketing and Brand Trust	0.550**
Hypothesis 4: There is a significant positive relationship between Societal Marketing and Brand Image	0.670**
Hypothesis 5: There is a significant positive relationship between Integrated Marketing and Brand Trust	0.490**
Hypothesis 6: There is a significant positive relationship between Integrated Marketing and Brand Image	0.570**
Hypothesis 7: There is a significant positive relationship between Relationship Marketing and Brand Trust	0.432**
Hypothesis 8: There is a significant positive relationship between Relationship Marketing and Brand Image	0.360**
Hypothesis 9: There is a significant positive relationship between brand trust and brand purchase intention	0.460**
Hypothesis 10: There is a significant positive relationship between brand trust and brand purchase intention	0.510**

The multiple regression analysis was the final analysis conducted in this study. Before testing the hypotheses with this analysis, the researcher made sure that the data was free from error and the checked the assumptions of multiple regression. This step was a vital step as if the data contained inaccuracies, results will lead to errors or over/under-estimations of significance. The assumptions

that are conducted were: scatterplots, multicollinearity, Normal P-P Plot, and outliers. The research checked for outliers since linear regression is sensitive to outlier effects. It was tested with a scatter plots. The graph illustrated that no linearity is present. Next, the research tested if the variables are multivariate normal through the use of a histogram or a Q-Q-Plot. The assumption was viewed as error free. Succeeding, the research checked for linear regression multicollinearity level in the data. This assumption check was through two values: Tolerance and Variance Inflation Factor (VIF). The “Tolerance” implied that the variance percentage of an independent variable could not be accounted for by the other independent variables. Very small tolerance values (less than 0.10) indicated that an independent variable was redundant (multiple correlations with other variables were high). The “VIF” referred to the inverse tolerance value (1 divided by the tolerance). If a VIF value was greater than 10, it suggested further investigation and the possibility of multicollinearity. In this study, (as shown in table 3) all the variables suggested the inexistence of multicollinearity; there was no high collinearity between the variables, which could impact the regression model.

Table 3: The Assumptions Testing

Variable	Max 5	Min 1	Collinearity Stat.		Outcome
			Tolerance	VIF	
Relationship Marketing	5	1	0.779	1.284	NOTE: There is no multicollinearity as the tolerance value is not less than 0.10 and VIF value is well below the digit 10
Societal Marketing	5	1	0.418	2.392	
Internal Marketing	5	1	0.349	2.867	
Integrated Marketing	5	1	0.331	3.026	
Brand Trust	5	1	0.289	3.457	
Brand Image	5	1	0.413	2.419	
Purchase Intention	5	1	0.706	1.416	

Once the data was checked from error, the multiple Regression was used to gain several insights. The Multiple regression analysis the model and hypotheses to reveal the Analysis of Variance (ANOVA), the adjusted r square, the sig value, and the beta coefficient assessments. The following paragraphs illustrates the results of the analysis. The ANOVA for Multiple Linear Regression reflects the number of explanatory variables included in the model. It illustrates the variation and how well the model explains the variation for the given data/observations. Based on the analysis, the model used in this study was significant, with ANOVA equal to 0.000.

The R-square for multiple linear regression illustrates the percentage of the variation in the dependent variable explained by all of the independent variables in the model. However, some independent variables in the model does not contribute in predicting the dependent variable. So, the adjusted R-square model is used to illustrate the percentage of variation explained by only those independent variables that are significant in explaining the dependent variable. It corrects the percentage,

eliminating the independent variable that do not help in predicting the dependent variable. In this study, the adjusted R-square is equal to 0.638. This means that the independent variable in this study contributes 64% of the creation of the dependent variable.

The multiple regression analysis is used to test the hypotheses. It generates an equation to describe the statistical relationship between one or more independent variables (predictor) and the dependent variable (response variable). The hypothesis testing is illustrated through the sig. value (also known as the p-value). The p-value indicates if the independent variable in the hypothesis is significant or not towards the dependent variable. A low p-value (< 0.05) indicates that the hypothesis is supported, meaning that the independent variable with a low p-value (the low value predictor) is likely to be a meaningful addition to the model. The low p-value indicates that the independent variable (predictor's value) are related to changes in the dependent variable (response variable). Based on the analysis, not all the hypotheses were supported (as shown in Table 4).

Standardized beta coefficient illustrates the effect strength of each individual independent variable on the dependent variable. Accordingly, the higher the absolute value of the beta coefficient, the stronger the effect. In this study, when testing the holistic marketing components on brand image, the significant variables and its effect strength subsequently are: societal

marketing ($\beta = 0.543$), internal marketing ($\beta = 0.4$), and integrated marketing ($\beta = 0.278$). The variable internal marketing appeared insignificant in impacting brand image. When testing the holistic marketing components on brand trust, the significant variables and its effect strength subsequently are: societal marketing ($\beta = 0.95$) and relationship marketing ($\beta = 0.357$). Finally, brand trust ($\beta = 0.625$) contributed a strong effect on purchase intention more than brand image ($\beta = 0.521$).

These findings are supported by prior studies empirical evidence: Herciu and Ogreaan (2017) clarified that holistic marketing creates a cohesive and positive business image; so it encourages people to purchase and support a business/ brand rather than going to a competitor. Waldron and Wetherbe (2020) explained that businesses when trying to reach out to various individuals, it enables the sense of trust and loyalty towards the brand. Other researches stated that every holistic marketing approach includes four main components: relationship marketing, integrated marketing, internal marketing, and societal marketing; however, the strategies for implementation differ among brands and businesses (Herciu and Ogreaan, 2017). Research have showed the during COVID-19 era, a primary indicator of consumer experience with businesses depends upon deliver experiences and service that meets their new needs with empathy, care and concern (Atkins, 2020). Due to COVID-19, disadvantages are striking people; reports claim that businesses

should interact and communicate with consumers in a humanitarian manner to be able to trigger an immediate and lingering relationship effect, assembling sustainable future sales (George, 2020; Kotler, 2020).

Table 4: Hypothesis Testing

Hypothesis	Sig Value		Beta Coefficient	Hypothesis Conclusion
Hypothesis 1: There is a significant positive relationship between Internal Marketing and Brand Trust	p-value > 0.05	0.258	0.23	Not Supported
Hypothesis 2: There is a significant positive relationship between Internal Marketing and Brand Image	p-value < 0.05	0.000	0.4	√ Supported
Hypothesis 3: There is a significant positive relationship between Societal Marketing and Brand Trust	p-value < 0.05	0.032	0.95	√ Supported
Hypothesis 4: There is a significant positive relationship between Societal Marketing and Brand Image	p-value < 0.05	0.000	0.543	√ Supported
Hypothesis 5: There is a significant positive relationship between Integrated Marketing and Brand Trust	p-value > 0.05	0.884	0.833	Not Supported
Hypothesis 6: There is a significant positive relationship between Integrated Marketing and Brand Image	p-value < 0.05	0.021	0.278	√ Supported
Hypothesis 7: There is a significant positive relationship between Relationship Marketing and Brand Trust	p-value < 0.05	0.000	0.357	√ Supported
Hypothesis 8: There is a significant positive relationship between Relationship Marketing and Brand Image	p-value > 0.05	0.543	0.476	Not Supported
Hypothesis 9: There is a significant positive relationship between brand trust and brand purchase intention	p-value < 0.05	0.002	0.625	√ Supported
Hypothesis 10: There is a significant positive relationship between brand trust and brand purchase intention	p-value < 0.05	0.000	0.521	√ Supported

5. Research Discussion and Conclusion

When reviewing the literature review, research objective one, review prior studies to identify the contemporary modifications in marketing practices that are needed during the era of COVID-19, was countered. Current studies revealed that Covid-19 pandemic is unprecedented in its damage on the global market and their economy. Research illustrate that the current pandemic led to a worse downturn than the global financial crisis (Fan et al., 2020; Shipley and Loar, 2020). Many governments obliged resilient lockdowns and social distancing restrictions; it resulted in many economic activities coming to a standstill with the

exception of essential goods and services needed for human survival. Many businesses, employees, and consumers are impacted financially and mentally if they were not able to work remotely (Diresta et al., 2020). Consequently, marketing practices had to change to support the community. Campaigns and strategies became more humanistic. Businesses were encouraged to promote their character and help the disadvantaged (Atkins, 2020). Many brands have responded with meaningful approaches to give people hope and assistance that the world would get through this crisis and move forward together. The marketing focused on easing consumers' concerns and inspire generosity. Many brands also directly addressed consumers and employees about protecting their health, safety and well-being- with certain precautions, like required temperature checks. Other brands sought to supporting consumers facing financial hardships through payment relief program (Shipley and Loar, 2020).

When reviewing the literature review, research objective two, disclosure of the nature of the holistic marketing strategy prevailing among businesses, was pointed. Holistic marketing gained in popularity due to the peoples spread of the high sense of vulnerability, patriotism, compassionate, public-spirited and philanthropical attitude (Atkins, 2020) Brands realized that they can set themselves apart through a holistic marketing approach, while working towards a unified business nature among departments in the organization (Papadas et al., 2019). According to prior studies,

holistic marketing is a professional business process that takes into considerations the stakeholders, consumers, employees, suppliers, and the community as a whole when creating and implementing marketing strategies (Salem, 2021). Reaching out to various individuals enables businesses and brands to develop a sense of trust and loyalty (Waldron and Wetherbe, 2020). Although holistic marketing strategies for implementation differ among brands, the approach includes four components: relationship marketing, integrated marketing, internal marketing, and societal marketing (Herciu and Ogorean, 2017).

When analyzing the collected data, the research objective three, identify the impact of holistic marketing strategies on brand image and brand trust in a community, was achieved. According to the analysis, not all the holistic marketing strategies were significant in impact and crating brand trust and brand image. In this study, after the analysis, when testing the holistic marketing components on brand image, the significant variables and its effect strength subsequently are: societal marketing ($\beta = 0.543$), internal marketing ($\beta = 0.4$), and integrated marketing ($\beta = 0.278$). the variable internal marketing appeared insignificant in impacting brand image. When testing the holistic marketing components on brand trust, the significant variables and its effect strength subsequently are: societal marketing ($\beta = 0.95$) and relationship marketing ($\beta = 0.357$). When analyzing the collected data, the research objective four was achieved. When it comes to brand image and brand trust impact on

purchase intention, both played a significant role. Brand trust ($\beta = 0.625$) contributed a stronger effect on purchase intention more than brand image ($\beta = 0.521$).

The implication of the current research results shows that the entire set of marketing forces that prevailed in the past decades, warrant a thorough change in marketing and business practices in the present time. Companies need a fresh thinking on how to operate and compete in the new marketing environment. Brands are incrementally recognizing the need for having more complete, cohesive and concrete approach that goes beyond the traditional applications of the marketing concept. Nevertheless, the strategies are customized to the target market as they are not of equal significance among consumers. This study concludes that holistic marketing components that impact brand image during COVID-19 era are: societal marketing, internal marketing, and integrated marketing; and the components that impact brand trust are: societal marketing and relationship marketing. Both brand image and brand trust impact purchase intentions. This theoretical contribution are supported by existing researches. Herciu and Ogreaan (2017) explain that holistic marketing strategies for implementation differ among brands and time period. Hongwei and Harrisb (2020) and Laczniak and Shultz (2020) illustrate that marketers build alternative social and ethical considerations in their marketing practices; they are expected to juggle the criteria of company profit, consumer want satisfaction,

and public interest. Strategies that exist are customized to the current market need. That is, Salem (2021) shows that the companies are to engage more or less on social initiatives, promoting signs of good corporate citizenship that go beyond traditional marketing of a business. The cause and effects of marketing clearly extend beyond the company and the consumer, to society as a whole.

The implications of this research stem from the importance from the emergence of knowledge and information from the perspectives of consumers on how holistic marketing can help businesses compete attract consumers future purchase intentions so to be able to compete in the current sluggish market performance, specifically Egypt. This study contributes to a better understanding which holistic strategies is significant during the era of COVID-19 and its effects on consumers behavior: towards building brand trust, brand image, and brand purchase intention in general. The emerged conclusions from this study, could be considered as a reference for stakeholders (marketers, managers, scholars, etc.) who have interest in using holistic marketing strategies; companies and marketers that look toward effective tactic to enhance consumers' behaviors towards the brands and build future customer-base. What is needed by marketing and business practitioners is holistic marketing concept development, design, and implementation of programs, processes, and activities that respect community humanitarian concepts.

5.1 Limitations and directions for future research

Several limitations were faced in this study, which potential researchers can take into consideration when partaking in future studies. For example, this study tested the holistic marketing strategies on brands in general, not taking into consideration a specific industry or field. So, future studies can be more specific. They can test the model on different product brands or do a comparison study among different fields and their usage of holistic marketing strategies. This study was conducted in Egypt among online shoppers as they were quarantined during the COVID-19 era, making them purchase their known brands online. Future studies can test the conceptual framework on different countries among both online and offline shoppers. Due to time restrictions in this study, this study used a cross sectional frame to collect data and collected a limited sample size. Future size can conduct a longitudinal study in different time intervals of the COVID-19 era and increase their sample size. This study is quantitative research. Future studies can conduct a similar study, using mixed research in order to gain a detailed narrative justification of how holistic marketing creates a united and positive business image and trust; so, it encourages consumers to purchase a business's products or services rather than going to a competitor. They can also gain a descriptive narration on why certain holistic marketing strategies are significant than others.

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Appendix A

Variable	Operational Definition	Scale Source	Cronbach Alpha	Mean	SD
Holistic marketing Dimension: Relationship Marketing	Five-point Likert scale: When you think of a brand that you admired and interacted with during the COVID-19 era, you noticed that... <ul style="list-style-type: none"> The brand seeks to build a deep, lasting relationships with individuals, impacting their success The brand seeks long-term partnerships based on mutual satisfaction The brand believes seeks to create relationship with partners (consumers, suppliers, allies, distributors, agencies, investors). The brand places particular importance to the relationship with customers. 	Kotler and Keller (2012). Bence Kovács et al., 2021	0.822	4.45 4.45 3.79 4.17	0.88 0.85 1.14 0.93
Holistic marketing Dimension: Societal Marketing	Five-point Likert scale When you think of a brand that you admired and interacted with during the COVID-19 era, you noticed that... <ul style="list-style-type: none"> The brand participated in programs that support charity or social responsibility or social cause Corporate social responsibility is considered important to the brand. Ethical, environmental, legal and social considerations are taken into account by the brand in the marketing initiatives 	Kotler and Keller (2012). Bence Kovács et al., 2021	0.762	4.63 4.63 4.45	0.60 0.93 1.09
Holistic marketing Dimension: Internal Marketing	Five-point Likert scale: When you think of a brand that you admired and interacted with during the COVID-19 era, you notice that... <ul style="list-style-type: none"> Employees are trained and motivated to serve consumers. Employees are well informed about the brand Managers share key information about the organization to employees, which shows in their discussions with consumers Employees deal with each other to aid with tackling consumer's needs, cooperation and proper communication The marketing and market goals are known to employees and so, their behavior with consumers clarifies it 	Kotler and Keller (2012). Bence Kovács et al., 2021	0.773	3.63 3.91 3.86 4.66 4.77	0.76 0.79 1.09 1.02 .93
Holistic marketing Dimension: Integrated Marketing	Five-point Likert scale When you think of a brand that you admired and interacted with during the COVID-19 era, you noticed that... <ul style="list-style-type: none"> The brand carefully coordinates all their messages to clarify the stability of their positioning among consumers. The brand maintains consistency in all the visual components of communication. The brand participates in strategies that clarifies strategic positioning consistency. 	Kotler and Keller (2012). Bence Kovács et al., 2021	0.843	2.65 3.45 3.55 4.14	0.60 0.93 1.09 1.21
Brand Trust	Five-point Likert scale When you think of a brand that you admired and interacted with during the COVID-19 era, you noticed that... <ul style="list-style-type: none"> You can always count on the brand to do what's best. If brand makes a mistake, it will try its best to make up for it. You know you can hold the brand accountable for its actions. The brand is reliable. Given your image of the brand, the brand letting you down would be a surprise 	Aaker et al., 2004	0.92	3.96 3.96 4.01 3.38 3.96	1.14 1.06 0.88 0.85 1.14

A Holistic Approach to Marketing Brands during the COVID-19 era

Dr/ Eiman Medhat Negm & Dr/ Randa Farouk Talat

Brand Image: "good" corporate citizen	<p>When you think of a brand that you admire during the COVID-19 era, you notice that the brand has an image that...</p> <ul style="list-style-type: none"> • Reflects a good corporate citizen of the communities in which it does business. • Works to satisfy its social responsibilities to the communities it serves. • Perceived as fulfilling its social obligations to the community. • Tries to "give back" something to those communities in which it operates. 	Dean, 2002	0.883	3.96 4.19 4.45 4.45	1.06 1.00 0.85 0.88
Purchase Intention	<p>According to the brand that you admire during the COVID-19 era...</p> <ul style="list-style-type: none"> • You will buy the brand in the future • You have a strong intention to purchase brand in the future • You are willing to recommend others to buy this brand • You intend to purchase this brand in the future 	Kim and Park, 2005, Shukla, 2010	0.951	4.79 4.79 3.45 4.17	1.14 0.85 1.14 0.93