

RECOVERY MARKETING FOR ECONOMIES AFTER DEVASTATION A MULTI-CASE RESEARCH

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Abstract

The aim is to identify if Recovery Marketing is a Fresh Start Tool for economies after devastation. Through Multi-method study, with a qualitative study based on a Multi-case research with emphasis in Historic Method and Content's Analyses, and secondary data analyses of some cases of devastated economies, the results show that there are the use of some Marketing Tools and Features, however without a holistic Marketing Approach and either no Recovery Marketing concept as a Fresh Start Tool to renew the place identity after catastrophes. A theoretical contribution of this paper is to produce a new marketing framework as a Fresh Start approach for places after destructions, such as Recovery Marketing, including the analyses of locals and visitors. The managerial implication is the contribution for public and private organisations to help positioning/repositioning a place after devastation, using Recovery Marketing as a Fresh Start Tool.

Keywords: Recovery Marketing; Fresh Start; Devastation; Economy.

1. Introduction

If the concept of Fresh Start Mindset (Price et al., 2018) is useful for people, why not for places such as cities, states, countries, regions and continents? Especially on the occasions after very serious problems that cause devastation. There are different causes of devastation and several possible solutions combined to help local and visitors. However, it is very difficult to find out the use of the concepts of Marketing to the positioning/repositioning of the place brand/identity/image after devastation. The usual intervention is through political approach, as well as humanitarian. Some cause of devastation can be Natural catastrophes – flood,

earthquake, tsunamis, drought; War and Terrorism; Political and Economic problems; Accidents caused by Organisations' incompetence and/or greed – the so called “announced catastrophes”, and Diseases, epidemics, pandemics caused by famine or lethal viruses, alone or combined.

In this study, through a multi-case method, historic, secondary data and document analyses, the concept of Recovery Marketing is created, which is the use of marketing approach to fulfil a Fresh Start for economies after destruction. How can one make people believe that it is possible “to start life again” even after huge causes of devastation?

According to this context, the research problem of this study is stated: Is Recovery Marketing a Fresh Start Tool for economies after devastation?

Main objective: to identify if Recovery Marketing is a Fresh Start Tool for economies after devastation.

Operational objectives:

- a) To describe the economies subject of this study (local characteristics before/after devastation, the environment, the causes of devastation, the types of interventions);*
- b) To identify the use of marketing tools (IMCs, Brand Repositioning, marketing research, etc.);*
- c) To identify stakeholders (spokesperson, influencers, locals and visitors); and*
- d) To identify the use of Recovery Marketing as a Fresh Start Tool.*

In the next section, the literature review is presented.

2. Literature Review

The subjects of this research are presented in four groups: Marketing concepts including Recovery Marketing, Marketing Mix, and Branding; Fresh Start concepts; Devastation and its causes; and Economy.

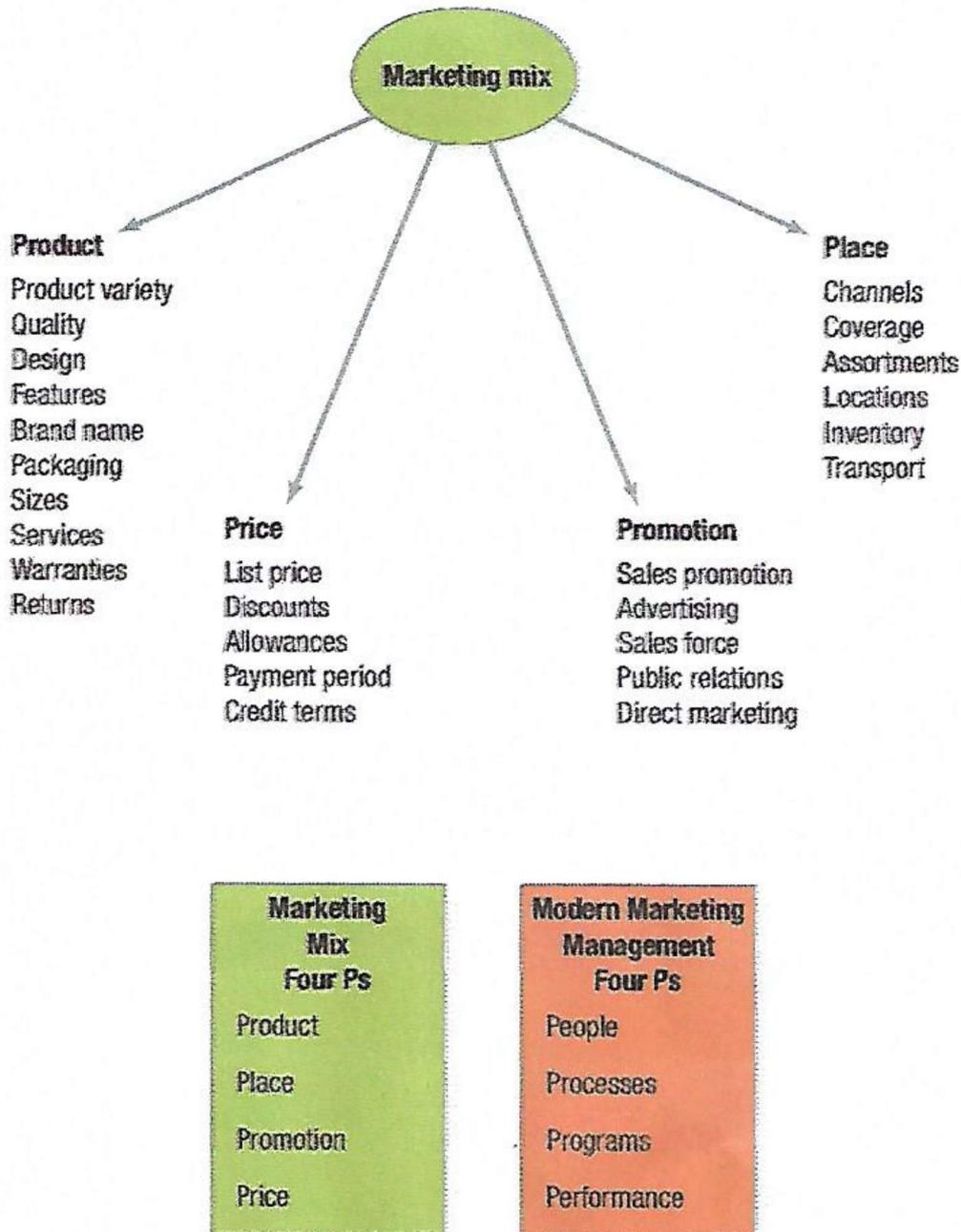
2.1 Marketing concepts

Marketing is about identifying and meeting human and social needs (Kotler & Keller, 2012). In the literature there is the concept of recovery service (Gohary et al, 2016), which is the process of bringing former customers back to the company as loyal ones. On the other hand, Recovery Marketing is a new concept, developed in this article, and it is the holistic use of marketing approach as a Fresh Start Tool (Price et al, 2018) for the brand positioning/repositioning of a place identity, after some kind of devastated catastrophe or human event of different causes. It is a set of activities related to the market whose aim is helping economies that should have been re-structured after some serious problems, such as crisis and/or catastrophes. Destiny marketing organisations can play an important role to help places recover their identity using a sustainable tourism perspective (Ritchie & Crouch, 2003). One of the tools is to create an integrated marketing team to manage the Recovery Marketing and a financial group to manage the prospect and the use of funds during the whole process of recovering. One example of this procedure is the Malaysia case (De Sausmarez, 2003), when the local government had create a fund of 40 million dollars in a Recovery Marketing campaign.

The concept of Marketing Mix (Figure 1) is the same for companies and places, even if it is holistic (Kotler & Keller, 2012). However, it is necessary to adapted it for a more complex

situation due to the characteristics of the places, especially after the event of catastrophes. And it turns out to be Recovery Marketing Mix (figure 2).

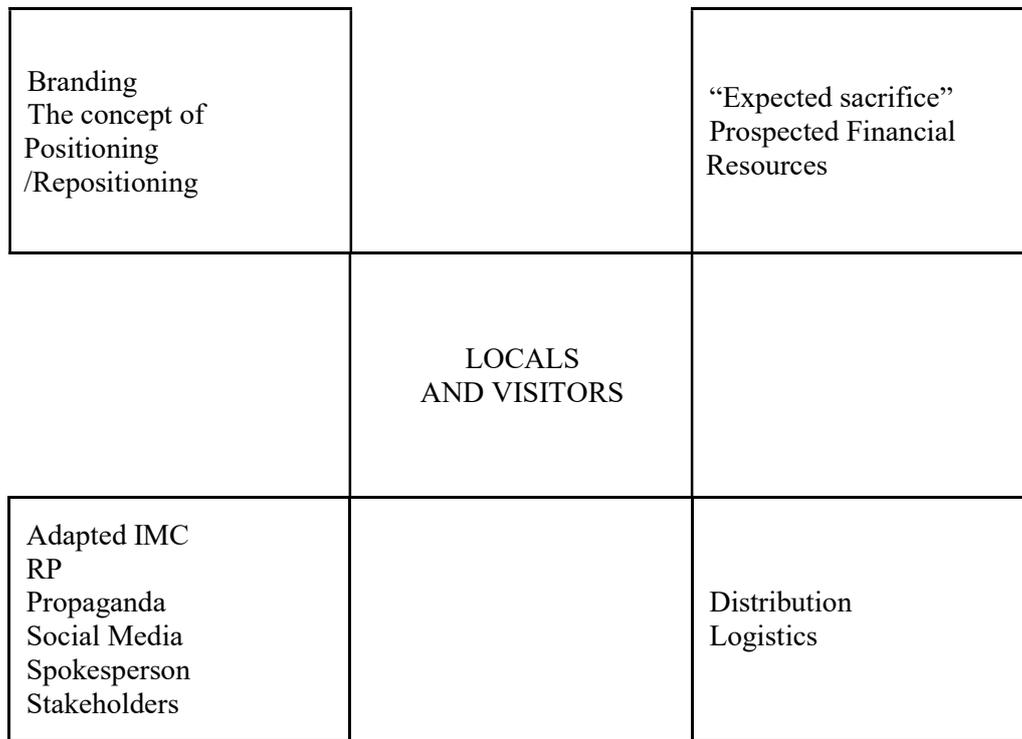
Figure 1 – Marketing Mix



Source: Kotler & Keller, 2012

Instead of a set of Product, Price, Promotion and Place parts, the Recovery Marketing Mix includes the concept of Branding, the prospect of Financial Resources, the adapted IMC, distribution and logistics, and focus on locals and visitors.

Figure 2 – Recovery Marketing Mix



Source: Adapted from Kotler & Keller, 2012

Finally, there is a marketing concept related to brand, which is a “a name, term, sign, symbol, or design, or a combination of them, intended to identify the goods or services of one seller or group of sellers and to differentiate them from those of competitors” (Kotler & Keller, 2012). It produces elements of differentiation. It represents the identity of a product, service, experience, and even of a place, city, region, state, country, or continent. It presents tangible and intangible elements. When a catastrophe happens in a place, its image, symbolized by its brand, probably is jeopardized by controllable and uncontrollable elements of the devastation. A company or a government should lead the process of repositioning its brand. When a government is dealing with its brand, it is carefully dealing with the process of branding, which is a way to create adequate suitable strategies of positioning/repositioning for the place, involving locals and visitors.

Marketers can apply branding virtually anywhere a consumer has a choice. It's possible to brand a physical good (Ford Flex automobile, or Lipitor cholesterol medication), a service (Singapore Airlines or Blue Cross and Blue Shield medical insurance), a store (Nordstrom or Foot Locker), a person (actress Angelina Jolie or tennis player Roger Federer), a place (the city of Sydney or country of Spain), an organization (U2 or American Automobile Association), or an idea (abortion rights or free trade) (Kotler & Keller, 2012:242).

To apply Recovery Marketing is necessary to follow some kind of protocol to guide the sequence of actions in case of devastation. A tentative approach can be as follows:

(1) To hire a Marketing team to coordinate the efforts with international experience with broader realities and complexities, such as Marketing for public organisations. This group could be formed by Marketing/Media professionals of higher standards, scholars, a professional from local community, a politician and a staff of specialists on the case of devastation, using the concept of Recovery Marketing. The CEO should be the Marketing person. This group should be subscribed at some international organisation, such as UN, FAO, UNICEF, OCDE, WTO, WHO, etc.;

(2) To choose a spokesperson that is recognised by local and visitors, immediately after the cause of devastation takes place. It is recommended not to choose politicians, because sometimes they are not very welcome by local people and/or international community. One can be a celebrity, a famous actor/actress, a philosopher, a priest. An example is the spontaneous choice of Brad Pitt and his project of house reconstruction after Katrina in New Orleans, USA. Unfortunately, a couple of years after the beginning of the reconstruction project, the houses have shown problems of rotting and have collapsed (Business Insider, 2019);

(3) To use transformative consumer research (Mick et al, 2012; Crocket et al, 2013) on locals and visitors to find out their perspectives to design a future identity for the place. It is important to know their profiles and willingness towards a Fresh Start approach for their lives. It is common that just one of the players is considered in the intervention, sometimes only the locals, sometimes the visitors. “Transformative Consumer Research is a movement [...] that seeks to encourage, support, and publicize research that benefits consumer welfare and quality of life for all beings affected by consumption across the world” (ACR, 2020);

(4) To customise a Recovery Marketing Mix to the situation, developing a new Branding identity for the place (Aaker, 2012), plans and campaigns to prospect resources. It is also important to improve the use of Mass Media to reach as much people as possible, with a very clear motto, such as “dobbiamo stare lontani, ma uniti”, a saying in Italy during the COVID-19 quarantine (ANSA, 2020). And to develop and maintain a very effective Distributions and Logistics Network; and

(5) To design follow-up procedures to guaranty that the recovery process will be effective and/or making amendments if they are necessary.

2.2 Fresh Start Concepts

“Fresh Start Mindset is defined “as a belief that people can make a new start, get a new beginning, and chart a new course in life, regardless of past or present circumstances” (Price et al, 2018). It affects people’s concepts of their social world, the nature of human characteristics and their consuming underlying conceptions (Devezer et al, 2014). It is based in the American culture and it is anchored that consumption can transform lives. The elements that can improve the Fresh Start Mindset are the internal locus of control, the belief that the individuals can start a new chapter in their lives (Landau, 2017) and the hope that marketers, public policy official, and organisations can help individuals start a new beginning in their lives. Also optimism, future goal focus, self-efficacy, resilience and perseverance are linked with a strong Fresh Start Mindset (John & Park, 2016 and Price et al, 2018). Some elements that can decrease Fresh Start Mindset are the lack of social mobility, high unemployment (Putnam, 2015), and some religions and beliefs that set fate or destiny control people’s lives (Biello, 2007). Fresh Start concepts can be applied by the use of Recovery Marketing Mix and its Protocol.

2.3 Devastation and its Causes

Devastation is the process and/or state of complete destruction (Macmillan, 2019). Devastated economy is the condition of having its social systems and the production and distribution of

means and services completely ruined and destroyed. Elements can trigger devastation in economies. Sandroni (2016) classifies them in two groups: endogen and hexogen crisis. The first one states that the country economic disequilibrium can be caused by over production, trade problems, credit and speculation. The latter involve non-economic, non-controllable factors, such as natural disasters, wars and epidemics. Sandroni's classification, however, limits the analyses of devastated economies. For example, if the focus of analyses is a city, economic problems in a neighbour city can be classified as external, but if the region is considered, it turns to be an endogen one (Figure 3). For this reason, this classification is not used in this study.

The causes of devastation are listed:

1. Natural catastrophes – flood, earthquake, tsunamis, drought;
2. War and Terrorism;
3. Political and economic problems;
4. Accidents caused by Organisations' incompetence and/or greed – “announced catastrophes”; and
5. Diseases, epidemics, pandemics caused by famine or lethal viruses.

Figure 3 – Some Examples of Devastated Economies

Cases	Type of Causes				
	Natural catastrophes	War and Terrorism	Political and economic problems	Organisations' incompetence and/or greed	Diseases
Germany (1914-1945)		X	X	X	
Japan (1945) Hiroshima and Nagasaki		X	X		
Mexico (1986)	Earthquake				
Mexico Bay (2010)				Environment crime – oil spill in Mexico Gulf	
Africa (2013)	Drought	X	X	X	Ebola
Italy (2016)	Earthquake				
Venezuela (2019)		X	X	X	
Brazil (2019) Brumadinho				Land slide	
Brazil (2019) Northeast coast				Environment crime – oil spill on seaside	
Iraq (2020)		X	X	X	

Source: survey, 2019.

2.4 Economy

The word “economy” derives from Greek “oikonomia”, which means the management of a house or state. “Economy is the social science that studies how individuals and society decide how to use scarce resources in the production of means and services and to distribute them for

people and groups in order to fulfil their needs” (Vasconcellos & Garcia, 2008; Sandroni, 2016). Economy is a set of production, trade and financial activities, added to logistics to provide means and services to a society (Mankiw, 2001, and Dornbush, 2003). Kotler (2000) states that the economy of each country is a complex interactive Marketing system that provides possibilities of exchange among organisations and individuals to fulfil their needs, desires and demands.

In synthesis, the main concepts of this research can be seen in figure 4.

Figure 4 – Main Concepts

Recovery Marketing	It is a set of integrated marketing activities which aim is to improve societies that have their economies jeopardised by any cause of devastation, such as natural disasters, war/terrorism, diseases, political and/or financial problems, greed and/or incompetence.
Recovery Marketing Mix	It includes the concept of Brand management, the prospect of financial resources, the adapted IMC, distribution and logistics, and focus on local and visitors.
Fresh Start	It is the process of starting a new course in life regardless past and present circumstances, looking forward to a new future (Price et al, 2018).
Devastation	It is the process and/or state of complete destruction (Macmillan, 2019), through natural disasters, war and terrorism, political and economic problems, organisations’ greed and/or incompetence, diseases and epidemics.
Economy	Economy is a set of production, trade and financial activities, added to logistics to provide means and services to a society (Mankiw, 2001 and Dornbush, Fischer and Begg (2003).

Source: adapted from Price et all (2018) and Kotler & Keller, (2012).

In the next section, the methodology is presented.

3. Methodology

In order to identify if Recovery Marketing is a Fresh Start Tool for economies after devastation, four research questions have been considered:

- (1) Which are the features of the economies subject of this study (local characteristics before/after devastation, the environment, the causes of devastation, and the types of interventions)?
- (2) Is there the use of marketing tools (IMCs, Brand Repositioning, marketing research, etc.)?
- (3) Which are the stakeholders (spokesperson, influencers, locals and visitors)? and
- (4) Is there the use of Recovery Marketing as a Fresh Start Tool?

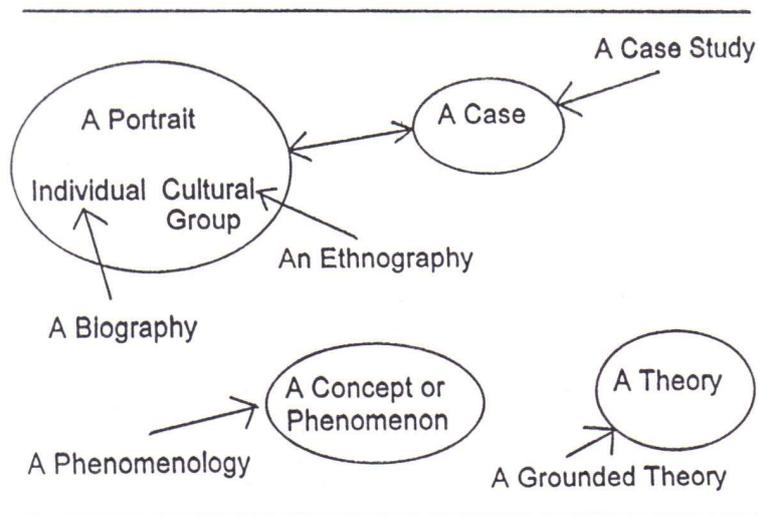
The methodology included some aspects (Creswell, 1998; Gil, 2002; Malhotra, 2012; and Mattar, 2007): the nature of the research and the population and sampling.

3.1 Nature of the research

The methodology adopted was a multi-method approach, with a qualitative study (Creswell, 1998) based on a Multi-case research with emphasis in Historic Method and Content's Analyses, and secondary data analyses of the economies focus of this study (Gil, 2002).

Multi-case Study (Figure 5), which was originated in Political Science, Sociology, Urban Studies and other social sciences, is developed to analyse in-depth case or multiple cases (Creswell, 1998). It uses multiple sources, such documents, archival records, interviews, observations, and physical artifacts, here to analyse the devastated economies, focus of this study.

Figure 05 – Focus of Multi-case Study



Source: Creswell, 1998.

3.2 Population and Sampling

The population is devastated economies around the world, from the last 20 years, from 2000 up to 2019. Sampling by convenience is the set of cases with available information, such as, Iraq, Greece, Japan and China. The survey had taken place in 2019.

4. Results

The findings are developed to meet the operational objectives of this study. For each of four cases, it is presented the analyses of all of those objectives.

4.1 War/terrorism – IRAQ (2003-2011)

Iraq was a country under the rules of Saddam Hussein, considered as a dictator by western countries. The main religion was Islamism. The economy was sustained by gas trade. There were limited human rights. The format of education was designed to prepare people to serve the country under the president's view. The environment was mainly desertic, the weather with warm to hot temperatures, almost all the year, formatted the people's way of life, normally indoors (Chambers, 2020).

After Sept 11th, 2001, the USA had attacked and had invaded Iraq, with an official aim of combating countries with means of mass destruction (Onion, Sullivan & Mullen, 2020). The

result was a complete devastation of basic structures of the country. After the major combat operations, a Coalition Provisional Authority (CPA) was established. UN had tried to develop a new government format after the deposition of Hussein, sending diplomats to redesign the political, economic and social structures. However, a terrorist bomb had exploded the UN temporary headquarters in Baghdad and it had killed officials, such as Sergio Vieira de Mello, a Brazilian expert in political and humanitarian reconstruction, appointed as the Special Representative of the UN Secretary General (Power, 2008).

After all these years, the country was still in a delicate situation. The focus was on petroleum trade to recover the economy (USIP, 2020). It seemed that there wasn't the use of marketing tools to help in the process. Fresh Start approach could be used, however it looked none of it had been done and there had not been concern with locals and visitors. It was still considered a wrecked country.

4.2 Political/Economic and Financial Factors – GREECE (2008-2011)

Greece was a parliamentary republic, with a Prime Minister as the Head of the Government, also with a President as the Head of the State. 90% of the population was Christian-Orthodox. Greece was a founding member of UN in 1952, became part of EU in 1981 and adopted the Euro in 2001. The population was Greek and minorities of Albanians and ethnic Macedonians and this fact had led to some conflicts (HAS, 2013). The main industries were tourism and shipping sector (OECD, 2020). The country has adopted some welfare state policies, such as, public healthcare and free education, without collecting enough taxes to pay for them, leading to huge debts making the country financial situation got worse during the credit crunch period of 2008 to 2011 (Reuters, 2020).

In order to improve the economy, Greece had searched International Agreements and Loans, it had increased interest rates and taxes as new sources of revenue. There wasn't the use of Marketing tools to help improving the market conditions and its focus was on visitors, such as investors and tourists. With the increase of taxes that the population should pay more, it seemed that there was not too much concern with locals. The country was in a recovering status. The rates of unemployment were the lowest in 2016. And the focus was on the tourist activities.

4.3 Natural disaster – JAPAN (2011)

It was an island country in East Asia bordered by the Pacific Ocean, comprising an archipelago of more than 6,800 islands. The country was densely populated (STAT, 2020). Full religious freedom was guaranteed by Constitution. Health care was provided by the government. Despite of some economic depression, Japan was still a great power and a member of numerous of international organisations, such as UN since 1956, the OECD and the G7. The main activities were fishery (FAO, 2020), electronic and automotive industries, service sectors, such as, banking, insurance, real state, retailing, transportation and telecommunications, and tourism. Japan was a leading nation scientific research, especially in natural science and engineering (CIA, 2020b).

On March 11th, 2011 an unexpected "magnitude-9 earthquake shook northeastern Japan, unleashing a savage tsunami (Oskin, 2017), making it the costliest natural disaster in world history. Until 2017, many residents were still recovering from the devastation (RA, 2019). The phenomena had caused the death of more than 16,000 people. It also had caused the destruction of the basic structures of the region of Tohoku, and the meltdown of Fukushima Nuclear Power Plant. The main recovery had happened in 4 months, both infrastructures and private plants (O Estadao, 2011). The Government had incentivised rescue programmes as well have helped volunteers' programmes. There has been intense participation of Locals in the recovery process.

The regional economies have been improved quickly, using the V Model of Recovery through the expansion of Offer. The outcomes have showed improvement in industrial production, for instance, automobile manufacturer together with the reconstruction process, after devastation. And in consumption in Emergency demand through the replacement process of consume products, showing concern with locals and visitors. Fresh Start Tools could have been applied; however, it seems the Government had not used them.

4.4 Disease – CHINA (2019)

China, the world's fourth largest country, is a historical civilisation that had alternated periods of unity and disunity through many imperial dynasties. After World War II, the Chinese Communist Party had been established. In the Seventies', the country had started pursuing a more market-oriented approach in the economy. Since 1990s, "China has increased its participation in international organisations" (CIA, 2020a). In the political sphere, there were a Chief of State, a Head of Government (Premier) and a State Council appointed by the National People's Congress which also indirectly elected the president who chose the premier. China was located in Eastern Asia, with extremely diverse climate, from tropical in the South and subarctic in the North. Its natural resources were very diverse, such as, coal, petroleum, natural gas, manganese, selenium, to mention some, as well as arable land. The majority of its population of 1.4 billion people was found in the eastern half of the country. Officially atheist, although 18.2% of the inhabitants were considered Buddhist and 5.1% Christian. The Chinese Government had formally recognised 56 ethnic groups; however, the main group was Han Chinese with 91.6% of the population.

China had experienced some environment hazardous, such as air pollution, water shortages, water pollution, landslides, soil erosions and many others challenges (CIA, 2020a). Some of its major crops were rice, wheat, corn, tea, tobacco. It was a world leader in mining, iron, steel, aluminium and other metals, besides consumer products (especially footwear, toys and electronics), food processing, transportation and telecommunications equipment. In December 2019, China had announced a new virus, considered extremely lethal, called Coronavirus (COVID-19) that have been spread very quickly from Wuhan market, causing huge levels of contamination and fatalities, through the country and it had taken worldwide in months. "Various crazy conspiracy theories have been circulating that the virus somehow escaped from a Chinese lab, either by accident or design. However, this is categorically untrue and scientists studying its genetic code have linked it to bats. It probably then jumped to another animal, which passed it on to humans" (Newey & Gulland, 2020).

To face the consequences of the disease, the Chinese government had decided to improve the hospital capacities for COVID-19 treatment and it had also decided for lock down of labour activities, due to its concern with the locals. The borders have been closed and the Army had helped to sanitise the roads. Some marketing tools have been used, such as, propaganda to communicate campaigns for the local and the use of the president as a spokesperson. However, tools of Fresh Start have not been applied, although they were feasible for the situation. There had been an initial recovery in 5 months' time, but still a challenged situation due to a second wave of contamination.

The findings, summarised in the Table 1, provide some information about the possible use of Recovery Marketing as a Fresh Start Tool for devastated economies.

Table 1 – Results

Cases	Causes of Devastation	Type of Intervention	Marketing Tools	Allowed Fresh Start?	Results
Iraq (2003)	War/terrorism USA had attacked Iraq to combat terrorism due to Sept 11 th 2001. A complete destruction of basic structures.	Focus on petroleum and trade to maintain economy.	None	Yes. FS hasn't been used.	<ul style="list-style-type: none"> - Nowadays it is still a wrecked country. - Focus on petroleum and trade as a chance of Economy Recovery. - Not concerned with locals and visitors.
Greece (2008-2011)	Political/Economic and Financial Credit crunch	<ul style="list-style-type: none"> - International Agreements - Increase of interest rates - New taxes - Search for new sources of revenue 	None	Yes. FS hasn't been used.	<ul style="list-style-type: none"> - Country in a recovering status - Lowest rate of employment (2016) - Focus on the central activity (tourism). - Not concerned with locals.
Japan (2011)	Natural disaster Earthquakes, Tsunamis	<ul style="list-style-type: none"> - Government rescue programmes - Volunteer programmes - Locals' intense participation in recovery process. 	<ul style="list-style-type: none"> - Emergency demand - Consumption products replacement 	Yes. FS hasn't been used.	<ul style="list-style-type: none"> - Recovery in 4 months. - Concerned with locals and visitors.
China (2019)	Disease Pandemic Coronavirus (Telegraph, 2020)	<ul style="list-style-type: none"> - Hospital improvement - Lock down of labour activities - Quarantine - Borders' closure - Army to sanitise the roads 	<ul style="list-style-type: none"> - Propaganda to communicate campaigns - The president as spokesperson 	Yes. FS hasn't been used.	<ul style="list-style-type: none"> - Initial recovery in 4 months. - Concerned with locals. - Still a challenged situation.

Source: Survey, 2019.

5. Conclusion, Theoretical Contribution, Managerial Implication, Proposal, Research Limitations and Future Studies

The main conclusion of this study, according to the analyses outputs and based on the cases, was that there was the use of some Marketing Tools and Features, however without a holistic Marketing Approach and either no Recovery Marketing concept as a Fresh Start Tool to renew the place identity after devastation.

A theoretical contribution of this paper is to produce a new marketing framework as a Fresh Start approach for places after devastations, including the analyses of locals and visitors, such as Recovery Marketing.

The managerial implication is the contribution for public and private organisations to help positioning /repositioning a place identity after devastation, using Recovery Marketing as a Fresh Start Tool.

A tentative Approach Proposal can be presented: (1) to use Recovery Marketing as a Fresh Start Tool from the beginning, as long as the catastrophe happens; (2) to hire a marketing team to coordinate the process of recovery just after devastation, the most recommended one by international organisations, such UN, FAO, UNICEF, OECD, WTO, WHO, etc.; (3) to choose a spokesperson, (4) to use a transformative consumer research on locals and visitors to produce a profile of their aims for the future related to the devastated place and their willingness towards a Fresh Start approach for their lives; (5) to develop the Recovery Marketing Mix and to apply it; (6) to develop a renewed brand image for the place, through branding; and (7) produce a follow-up protocol to make amendments in the process of recovery, if they are necessary.

This study has some limitations. First, the concept of Fresh Start Mindset is based on the American culture, with the focus on consumption, demanding extra efforts and adaptation in economies where their focuses are in some different mindset. Second, Multi-case is a qualitative study that helps to highlight trends in order to subsidise more complex and quantitative research. Third, the cases that have been studied use some marketing tools, without a holistic marketing approach. And finally, the concept of Recovery Marketing does not appear in the literature, so the authors have developed a new definition of their own.

Future research on the analysed field could be addressed to deepen the research on Recovery Marketing as a Fresh Start Tool. Further studies could be extended to other countries, in order to better identify differences depending on culture and norms. Also to analyse more cases of devastated economies and to apply transformative consumer research (Crockett et al, 2013).

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