

2024, 10(1): 10-19



PRIMARY RESEARCH

Investigating the impact of consumer behavior on marketing strategies (case study: Online marketing)

Akbar Farhadi* Islamic Azad University, Gorgan, Iran

Keywords

Marketing strategy Consumer behavior Online marketing

Received: 24 September 2023 Accepted: 20 December 2023 Published: 11 February 2024

Abstract

This paper explores the complex relationship between consumer behavior and marketing strategies, demonstrating how understanding consumer decision-making processes can significantly increase the effectiveness of marketing efforts. Using a hybrid approach that combines quantitative data analysis with qualitative insights, consumer preferences, purchasing habits, and psychological factors influencing choices We analyze them. The study identifies key behavioral trends across different demographic segments and reveals the critical role of social influence, brand loyalty, and emotional engagement in shaping consumer behavior. The increasing expansion of social networks in various societies, including Iran, and their impact on people's consumption behavior is undeniable, due to the membership of many people in social networks and their visits to internet sites, it has provided an unparalleled opportunity for different users to market and introduce their products. The main issue of this study is the prioritization of online marketing strategies from the perspective of influencing consumer behavior. In this study, according to the above-mentioned conditions, online marketing strategies have been investigated and prioritized from the perspective of influencing consumer behavior using different decision-making criteria. We examine how these insights can inform the development of targeted marketing strategies that resonate with consumers. Specifically, we examine the impact of digital transformation on consumer interactions with brands and the growing importance of personalized marketing in strengthening customer relationships. These findings underscore the need for marketers to adapt strategies in response to customer expectations and technological advancements. Ultimately, this article supports a consumer-centric approach to developing a marketing strategy, emphasizing the importance of ongoing research on consumer behavior to stay ahead of the competitive market. By aligning marketing tactics with consumer insights, businesses can drive engagement, increase brand loyalty, and ultimately optimize their marketing performance. This research provides a framework for integrating behavior analytics The consumer contributes to the broader field of marketing in strategic planning and decision-making processes.

© 2024 The Author(s). Published by TAF Publishing.

INTRODUCTION

Due to the rapid and widespread developments in technology and the Internet, consumer behavior has become one of the key areas in marketing management. In today's world, where brands and companies are trying to find effective ways to attract and retain their customers, a deep understanding of consumer behavior is of particular importance. Consumer behavior refers to a set of activities, decisions,

and emotions of human beings Based on them, they buy or use goods and services. (Grubb, E.L.,1997)

As a tool to reach the target market and increase brand loyalty, marketing strategies are deeply influenced by consumer behavior. Especially in the field of online marketing, where information spreads quickly and there are a variety of choices for buyers, understanding consumer behavior can be considered a competitive advantage for companies.

[†]email: akbarfarhadi71@gmail.com



^{*}corresponding author: Akbar Farhadi

The impact of consumer behavior on online marketing strategies is clearly evident at all stages of the buying process. From the awareness stage to the loyalty stage, consumer behavior analysis can help marketers tailor their strategies to accurately respond to customers' needs and expectations. For example, reviewing search patterns, analyzing buying behavior, and checking user comfort in using online platforms can Help companies provide better experiences for their customers, thereby increasing conversion rates and loyalty. (Si Moon, 2011).

This article aims to investigate the impact of consumer behavior on marketing strategies with a focus on online marketing. In this study, we will analyze the factors affecting consumer behavior and how they affect the development and optimization of online marketing strategies. Also, by examining a case study in the field of online marketing, we will try to examine the relationship between these two areas more accurately and the conclusionProvide managers and marketers with tools to use the data and information obtained in designing their strategies. With this introduction in mind, it is hoped that this article can help better understand consumer behavior and its impact on online marketing strategies and provide practical solutions to improve marketing approaches. (Hawkins, 2001)

Communication technologies are advancing beyond our imagination. The arrival of the Internet has undergone a tremendous transformation in the field of communication, but the arrival of social networks has brought these developments to a new stage. Marketing has played an important role in human life since the distant past, but with the growth of the economy towards globalization and the dominance of customer orientation over economic systems, it has become an undeniable tool for success in the economic relations of current societies. In modern marketing, horizontal marketing and social networks are influential, and the Internet and social networks affect the behavior of consumers.

The use of social networks is an integral part of Internet marketing strategies. Social networks, as a creature of the Internet, cross geographical boundaries and encompass an unlimited extent. In such networks and communities, a new characteristic and definition of the concept of community has been created. (Salimi, 1999)

Problem statement

In the digital age and with the increasing expansion of the internet, consumer behavior has become one of the determining factors in the success of marketing strategies. Companies and brands need to carefully analyze the behavior and needs of their customers in order to survive and grow

in competitive markets. In this regard, one of the main challenges that many organizations face is the lack of sufficient knowledge of consumer behavior in the online space and how it affects purchasing decisions.

The increasing trend towards online shopping, especially after the spread of the Corona outbreak, has caused consumers to access products and services easily and as quickly as possible. This change in purchasing behavior has not only affected traditional variables, but has also led to the emergence of new and more complex patterns of consumer behavior. As a result, the correct understanding of these patterns and how they interact with the strategyMarketing has become a major challenge for marketers. (Harry, 2008). The main issue of this research can be defined as: "How does consumer behavior in online marketing affect marketing strategies, and how can companies optimize their strategies by analyzing and understanding these behaviors?" The platform can be used to design and optimize marketing strategies.

As consumer behavior changes and new shopping norms change, organizations need to be able to respond quickly to these changes. In this regard, it is very important to identify the new needs and preferences of customers in the online platform. The vast and diverse data that is collected through the online behavior of consumers needs to be analyzed in order to be used in the design of marketing strategies. The lack of appropriate analytical tools and models can prevent the desired effectiveness of marketing strategies. (Holland, 2004).

Optimizing marketing strategies tailored to consumer behavior requires a deep understanding of the buying processes, customer pain points, and existing obstacles. Failure to pay attention to these issues can lead to a decrease in the effectiveness of marketing campaigns. In a highly competitive online market, understanding consumer behavior can be considered as a competitive advantage for brands. Therefore, research in this field can also help identify the strengths and weaknesses of competitors. In conclusion, recognizing the impact of consumer behavior on online marketing strategies is a necessity for marketing managers and can lead to improved business performance and creating a better experience for customers. This paper examines this issue in detail and tries to provide practical solutions for optimizing marketing strategies in the online arena by providing tangible data and a case study

The necessity of conducting research

Nowadays, customers are dramatically changing their behaviors in line with the technology and economic environ-



ment of the world. They acquire a large amount of information, become aware of the products, and become familiar with them. On the other hand, they prefer customized products and services and change their purchasing channels. Therefore, businesses have to cope with the changes, demands, and needs of their customers and to survive. Nowadays, e-commerce is moving from a transaction-based mode to a basic social network or trust-based. Social networks have a huge impact on how Internet users communicate, and this makes it necessary to pay attention to online marketing.

FOUNDATIONS AND BACKGROUND OF THE RESEARCH

The foundations of the research determine the theoretical and practical framework in which the research is conducted. In the present article, which examines the impact of consumer behavior on marketing strategies with a focus on online marketing, the following theoretical and practical foundations are used to better understand the subject and structure of the research.

Theories of consumer behavior Psychological theories

: These theories focus on consumer stigma, needs, and feelings. Twoimportant theories in this field include:

Maslow's Pyramid of Needs Theory

: This theory suggests that humans act according to a hierarchy of needs (physiological, safety, social, respect, and self-fulfillment). This understandingcan help marketers identify the different needs of consumers and build an ester strategy based on it. They should design.

Consumer Purchasing Behavior Theory

:This theory examines the different stages of the purchasing process (including need recognition, information search, option evaluation, purchase, and post-iodine purchase) and analyzes the impact of internal and external factors on these stages.

Social theories

These theories influence the influence of culture, reference groups, aswell as social norms on consumer behavior and allow marketers to adjust their strategies in the social and cultural context of the target society.

Social Impact Theory: This theory shows that consumers' views and behaviors are influenced by the opinions and behaviors around them. Marketers can use this theory to create effective social campaigns and on the other hand, to use customer opinions and feedback.

Online marketing strategies

In today's digital age, internet marketing strategies are essential and important for businesses to thrive and reach target audiences. With the increasing number of internet users around the world, it is important for many companies to use the power of the internet to promote their products and services effectively.

However, this method of internet marketing is being updated with the increase in the number of competitors as well as the diversification of people's desires and needs, and people whowant to profit in this competition should also use up-to-date strategies. Some of the most up-to-date internet marketing strategies are: (Hong, 2011).



FIGURE 1. Factors affecting aging (Hart, 2004)



13 J. Admin. Bus. Stud. 2024

Content marketing

Content marketing is a strategy that focuses on the production and distribution of valuable content in order to attract, retain, and convert customers. Studies show that consumers' behavior towardthe content provided has a direct impact on their purchasing decisions. Content marketing actually means creating and distributing good and valuable content that is relevant to your business area, and the goal of this internet marketing strategy is to attract your target audience. In this marketing, instead of directly promoting your services and products, you focus more on providing valuable information to customers. (Shams Kooshki, 2014). Content marketing takes its own forms, including blogs, videos, podcasts, infographics, and social media posts. This strategy plays an important role in other typesof online marketing such as SEO, social media marketing, and email marketing. Business owners can create quality content to establish their business as industry leaders and build a sense of trust in their audience. (Zali, 2012).

Social media marketing

Social media provides a platform for direct and continuous communication with consumers. This allows companies to better understand consumer behavior and update their marketing strategies.

SEO has two components: internal and external integration. Internal SEO includes optimizing the content, structure of the site, and making the website usable. External SEO includes creating appropriate backlinks or higher quality of other websites, community sharing, and creating appropriate credibility. for the site. Search engine optimization, or in other words, SEO, is one of the most important and basic parts of internet marketing. SEO includes website optimization to improve the organic ranking of web pages in search engines. (Jovanović, 2015).

Social media marketing is the process of using social platforms to promote your business and build a relationship with your target audience. Content marketing involves creating and sharing content, interacting with followers, and running paid table picks, etc. Social media platforms such as Facebook, Instagram, Twitter, and LinkedIn have created an opportunity for businesses to reach a large audience and raise awareness of their brand. Those who use social media marketing to introduce and develop their business can connect with customers. or increase their website traffic.

Search Engine Optimization (SEO)

SEO meansoptimizing websites for better access in Google's search results. Consumers' search behavior can help SEO

strategies and optimize content and products based on the keywords that are most commonly used.

Influencer MarketYoung

Another online marketing strategy that isn't long gone involves partnering with influencers to promote your products or services. Influencers are people who have a large-following on social media or are in a niche in the industry. (Saati, 1999).

Businesses can effectively work withinfluencers to tap into their established audiences and also leverage their influence to promote their brand. This type of new strategycan be very effective, especially when the influencers align with the brand's values and resonate with their target audience.

Affiliate marketing

This type of marketing is a performance-based strategy in which businesses reward their affiliates for every customer they refer. Affiliates promote a company's products or services through various channels such as blogs, websites,or social media. They should advertise in different ways.

When a customer makes a purchase through an affiliate's unique referral link, the affiliate earns a commission. Affiliate marketinghelps companies reach a wider audience and increase their sales through independent affiliate efforts. (Saati, 1999)

Email marketing

Email marketing is a cost-effective internet marketing strategy that involves sending targeted emails to a wide range of subscribers. It's an effective way to nurture leads, build relationships with customers, and increase conversion rates.

With the help of email marketing, businessescan send personalized messages, promotions, newsletters, and updates directly to their subscriber's inbox. By dividing their email lists based on demographics and user preferences, businesses can provide highly relevant content to their subscribers. (Goldsmith, 1999)

AI marketing and data analytics

The use of artificial intelligence and data analysis technologies will improve the accuracy and efficiencyof your internet marketing strategy. In this marketing method, you can analyze your audience by carefully examining the audience with a very low error rate and according to the result, you can choosethe best marketing method to increase sales and introduce yourself to the audience. (Kaye., 1999).



Consumer behavior analysis models AIDA model

The AIDA (Awareness, Interest, Desire, and Action) model can help to understand the different stages of consumers' buying process. Consulting the designer of marketing strategies based on this modelcan help attract and convert customers. The AIDA model is a design that marketing, advertising, and sales functions use to target all touchpoints throughout the customer's buying journey, from awareness of the product to the customer's eventual purchase. The consumer journey in the AIDA model is analyzed by breaking it down into four basic steps.

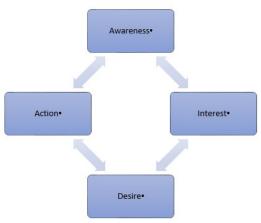


FIGURE 2. The four basic steps of AIDA model analysis (Hawkins, 2007)

SOR model

The SOR (Stimulation, Organization, and Response) model analyzes the relationship between environmental variables and consumer behavior. This model helps marketers to identify their relationships with customers online.

The SOR (Stimulus-Organism-Response) model is designed as an analytical framework to understand consumer behavior and how they react to environmental stimuli. This model is especially used in the fields of marketing and psychology and analyzes how environmental conditions and factors affect consumer behavior. (Seved Javadin, 2013).

Components of the SOR model

The SOR model consists of three main components:

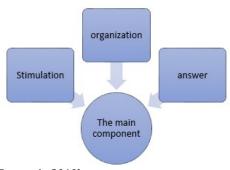


FIGURE 3. Main component of SOR model (Roosta A., 2010)

Stimulation (Stimulus)

This component refers to all external stimuli thatcan influence consumer behavior. These stimuli may include:

Products and services

: and physical characteristics such as color, size, packaging and design of goods.

Sales environment

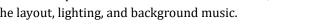
(Sarmad, 1999).

Promotions and promotions

: The atmosphere created in stores or websites, including the layout, lighting, and background music.

: Promotional messages, discounts, and marketing cam-

paigns that act as stimuli to attract customers' attention.





15 J. Admin. Bus. Stud. 2024

Customer reviews and feedback

: Online reviews, ratings, and surveys that serve as motivational information for consumers.

Organism

This component is related to the consumer's internal processing and analysis. It includes the characteristics and mental states of the consumer that affect the way they react to stimuli. In other words, organization refers to the psychological and individual aspects of consumers, which include: (Rahmani, 2013).

Personality

: and individual characteristics that influence purchasing behavior.

Emotions and feelings

: The consumer's feelings about a brand, product, or shopping environment.

Perception

: The consumer's way of analyzing and understanding information and stimuli.

Needs and stigmas

: Incentives that lead to the search and selection of a product.

Response

This component is related to the consumer's behavior and final reaction to internal stimuli and processes. Responses may include:

Purchasing function

: The actual purchase of a product or service.

Post-purchase emotions

: Feelings of satisfaction or dissatisfaction after a purchase that may lead to loyalty or disloyalty to the brand.

Post-purchase behaviors

: Commenting online, sharing experience on social media, or giving advice to others. (Hax,1996).

The SOR model is cyclical in nature, which means that the consumer may return to the "stimulation" phase based on previous experiences and new influences. This process helps to better predict future consumer behaviors and design marketing strategies more effectively.

The SOR model can help marketers to:

A deeper understanding of consumer behavior: by analyzing how different stimuli affect consumers' emotions and behavior.

Designing and Implementing Unified Table Strategies: Using effective stimuli thatcan best influence consumers' emotions and perceptions.

Creating a more effective environment for shopping: By designing stores and websites in a way that they receive more favorable responses from customers.

The SOR model is an effective tool for understanding and analyzing consumer behavior in the fieldof marketing. By emphasizing the relationship between environmental stimuli, internal processing, and end-reactions, this model allows marketers to tailor their marketing strategies to meet realistic needs and behaviors. Customers should be more coordinated. Therefore, using this modelcan lead to improved business performance and create a more positive experience for consumers (Jain, 2014).

Technology and analytical tools

The development and advancement of technology and analytics tools such as Google Analytics and Customer Relationship Management (CRM) tools have made it possible to analyze consumer behavior. These tools allow marketers to collect and analyze more accurate data on their customers' online behavior.

Finally, the foundations of the research allow us to better understand the complex interactions between consumer behavior and online marketing strategies. Based on these principles, the present study tries to provide specific strategies to improve andoptimize marketing strategies based on consumer behavior, whichcan increase the efficiency and effectiveness of marketing campaigns. Online marketing leads. (Hax,1996)

Research background Internal research

Hafeznejad et al. (2010) conducted a study titled "Presenting a Model to Investigate the Factors Affecting Impulse Buying Behavior" studied by students of the Faculty of Management, University of Tehran. The results of this study showed that there is a significant relationship between gender, place of residence, occupation, income, education level, and parents' attitude toward using the Internet.

Iman Khan (2008) in a study titled "Consumer Behavior in Digital Marketing" shows that by examining the cycle of analysis and the mental structure of the consumer, the reason for the consumer's distrust and non-purchase was identified and by using a stronger website design, he eliminated this problem.

Khaniki et al. (2016) have done an article entitled The Role of Telegram Social Networks Advertising in Gaining the



Trust of the Audience to Buy Goods. The results of this research showed that the use of famous people, design and graphics, the use of symbols and symbols, attracting attention to those advertising campaigns, and the attractiveness of slogans in these advertisements had a significant relationship with the purchase of goods on Telegram , as well as people who used to advertise in these Social networks were less trusted, and they bought less.

Foreign research

Foriji & Altosinska & WarzJaniak (2011) investigated the relationship between different variables whose independent variables include sociocultural, personal, psychological and marketing mix factors and the dependent variable is consumer behavior in the Iraqi electronics market. The purpose of this study is to determine the factors affecting consumer referrals and behavior in the electronics market in Iraq. The data used to analyze the factors affecting decision-making processes Consumers' purchases were obtained through a questionnaire distributed in December 2011 in Basra, a city in southern Iraq. The results of their research project showed that social factors, psychological factors, and elements of the marketing mix are strongly related to consumer behavior

Oklahoma (2009), in a study titled "The Practical Role of Facebook: Psychological and Social Needs", the most important purpose of its research is to investigate the psychological and social motivations of users in using Facebook. The results of this study show that among the psychological needs, the need for competition and independence has a positive correlation with the rate of Facebook use. Also, Facebook has been able to create a balance between the social and psychological needs of users.

DISCUSSION AND CONCLUSION

In this paper, the impact of consumer behavior on online marketing strategies was investigated and analyzed. The results of this study show that consumer behavior plays a fundamental and decisive role in the formation and implementation of marketing strategies from various aspects.

Identifying Consumption Patterns: Consumer behavior, especially in the online world, involves a variety of patterns that depend on numerous factors, such as age, gender, income level, and individual preferences. These patterns help marketers tailor their strategies to the specific needs and desires of each target group.

Predicting market trends: By analyzing consumer behavior data, companies will be able to predict market trends and thus more accurately respond to customer needs and

achieve greater success in competitive markets.

The Impact of New Technologies: With the advent of new technologies and online tools, consumer behaviors have changed significantly. The use of social networks and digital platforms allows marketers to connect with their customers in more innovative and innovative ways.

Customer Experience Management: Consumer behavior, especially in online marketing, demonstrates the importance of customer experience management. Companies need to provide their customers with a unique and personalized experience to encourage them to be loyal.

Using Big Data: Big data analytics can help marketers get more accurate information about consumer behavior. This information will be instrumental in creating targeted and successful strategies.

Based on the results of the research based on the opinions of experts, the weighting of the criteria for prioritizing online marketing strategies is as follows: Priority weight.

- Post-purchase behavior
- Recognizing and stimulating consumer needs
- Consumer Buying Behavior
- Evaluating Options
- Searching for information

Examining and analyzing consumer behavior in online marketing has many advantages that can lead to optimization of marketing strategies. These benefits are discussed in detail below:

1. A better understanding of consumers' needs and wants

Examining consumer behavior allows businesses to identify purchasing patterns and customer needs. This makes it possible for products and services to be designed and delivered in accordance with the actual market demand. By analyzing online shopping data, an online store may find that customers are looking for certain products at certain times of the year.

2. User Experience (UX) Optimization

Consumers' behavior in the traffic of websites and applications indicates the need to improve the user experience. By analyzing this behavior, it is possible to identify the strengths and weaknesses in the simplicity and efficiency of the website. A website can increase the conversion rate of visitors to buyers by optimizing navigation and page design.

3. More Precise Targeting of Advertising

Examining consumer behavior helps businesses target their ads and achieve better results. By knowing customers' buying patterns, they can create ads that suit their tastes and buying habits.



If a group of customers are interested in natural cosmetic products, ads can be specifically targeted at this group.

4. Predicting future trends

Analyzing consumers' behavioral data can provide better predictions of future trends. These predictions can help businesses in strategic planning.

Identifying upward trends in online shopping for digital products can help companies invest more in this market.

5. Improve customer loyalty

By better understanding customer behavior, businesses can implement more targeted loyalty programs and discounts that increase customer trust and loyalty.

By analyzing shopping patterns, an online store can offer special discounts to loyal customers.

6. Reduce marketing costs

More precise targeting and optimization of strategies will bring better results with lower costs for businesses.

If signing up for a newsletter and offering discounts to subscribers leads to a reduction in advertising spending, this strategy can help drive sales.

7. Providing relevant and engaging content

Understanding the behavior of consumers helps to produce advertising content and product information based on their needs and desires.

If customers tend to watch educational videos, the business can focus on producing video content.

Considering the aforementioned benefits, examining the impact of consumer behavior on online marketing strategies not only helps to improve performance and increase sales, but it can also be used as a powerful tool for strategic decision-making and long-term planning in businesses. Companies need to continuously monitor and analyze consumer behavior to stay competitive in today's competitive market, and succeed

Offers

More Accurate Data Analysis

: It is recommended that researchers and marketers do more in-depth analysis of the data so that they can extract more accurate insights into consumer behavior.

Paying attention to psychological changes

: Considering psychological and social changes in customer behavior can help design effective marketing campaigns.

Focus on new channels

: Companies need to focus more on digital channels and social networks alongside traditional media.

The results of this study show that consumer behavior is a key factor in the formulation and implementation of online marketing strategies. By understanding these behaviors and adapting them to consumer needs and wants, companies can not only be successful in attracting new customers, but can also use them. This improvement in the relationship between the consumer and the brand ultimately leads to increased sales and customer loyalty. It will be done. Due to the rapid developments in the digital world, paying attention to consumer behavior and adapting strategies to these behaviors should be considered as one of the main priorities of marketers.

REFERENCES

- Aljbour, A., French, E., & Ali, M. (2022). An evidence-based multilevel framework of talent management: A systematic review. *International Journal of Productivity and Performance Management*, 71(8), 3348-3376. doi:https://doi.org/10.1108/IJPPM-02-2020-0065
- Allen, D. G., & Vardaman, J. M. (2021). Global talent retention: Understanding employee turnover around the world. In *Global talent retention: Understanding employee turnover around the world.* Emerald Publishing Limited.
- Assarroudi, A., Heshmati Nabavi, F., Armat, M. R., Ebadi, A., & Vaismoradi, M. (2018). Directed qualitative content analysis: The description and elaboration of its underpinning methods and data analysis process. *Journal of Research in Nursing*, 23(1), 42-55. doi:https://doi.org/10.1177/1744987117741667
- Baumgartner, R. J. (2014). Managing corporate sustainability and csr: A conceptual framework combining values, strategies and instruments contributing to sustainable development. *Corporate Social Responsibility and Environmental Management*, *21*(5), 258-271.
- Bhattacharya, C. B., Sen, S., & Korschun, D. (2008). Using corporate social responsibility to win the war for talent. *MIT Sloan management review*, 49(2), 33.
- Bouraoui, K., Bensemmane, S., Ohana, M., & Russo, M. (2019). Corporate social responsibility and employees' affective commitment: A multiple mediation model. *Management Decision*, *57*(1), 152-167. doi:https://doi.org/10.1108/MD-10-2017-1015



- Burke, H. (2024). *Living and working in Europe 2023.* < bound method Organization. get_name_with_acronym of< Organization: Eurofound>>.
- Carnahan, S., Kryscynski, D., & Olson, D. (2017). When does corporate social responsibility reduce employee turnover? Evidence from attorneys before and after 9/11. *Academy of Management Journal*, 60(5), 1932-1962.
- Chen, C.-N., & Chu, W. (2012). Diversification, resource concentration, and business group performance: Evidence from Taiwan. *Asia Pacific Journal of Management*, *29*, 1045-1061.
- European Commission. (2023). Country report finland. Retrieved from https://shorturl.at/0GTok
- Finnish National Agency for Education. (2024). Studyinfo. Retrieved from https://shorturl.at/1a5C4
- Gorzelany-Dziadkowiec, M., & Fudaliński, J. (2013). Integrated management in small enterprises. *Review of General Management*, 17(1), 4.
- Haavisto, I., Kullas, E., & Pajarinen, M. (2019). *Krooninen potilas työmarkkinat ja verotus ovat yhä suomen kilpailukyvyn rasite. eva analyysi. no 72.* Retrieved from https://shorturl.at/sudXv
- Hansen, S. D., Dunford, B. B., Boss, A. D., Boss, R. W., & Angermeier, I. (2011). Corporate social responsibility and the benefits of employee trust: A cross-disciplinary perspective. *Journal of Business Ethics*, *102*, 29-45.
- Hawn, O., & Ioannou, I. (2016). Mind the gap: The interplay between external and internal actions in the case of corporate social responsibility. *Strategic management journal*, *37*(13), 2569-2588.
- Hsieh, H.-F., & Shannon, S. E. (2005). Three approaches to qualitative content analysis. *Qualitative Health Research*, 15(9), 1277-1288. doi:https://doi.org/10.1177%2F1049732305276687
- Jackson, P., K. & Bazeley. (2019). Qualitative data analysis with nvivo, sage, thousand oaks. Retrieved from https://shorturl.at/5B2M2
- Jayaraman, S., Talib, P., & Khan, A. F. (2018). Integrated talent management scale: Construction and initial validation. *Sage Open*, 8(3), 2158244018780965. doi:https://doi.org/10.1177/2158244018780965
- Kesarwani, S., & Lincoln, W. (2023). Highly skilled migration flows: A case study of Taiwan. *Journal of Student Research*, 12(1), 23.
- Kibiswa, N. K. (2019). Directed qualitative content analysis (DQlCA): A tool for conflict analysis. *The Qualitative Report*, 24(8), 2059-2079.
- King, K. A., & Vaiman, V. (2019). Enabling effective talent management through a macro-contingent approach: A framework for research and practice. *BRQ Business Research Quarterly*, 22(3), 194-206. doi:https://doi.org/10.1016/j.brq.2019 .04.005
- Kolivand, A. (2018). Generational challenges to talent management: A framework for talent retention based on the psychological-contract perspective. *Supervision & Inspection*, 1396(42), 13-40.
- Kotler, P., & Lee, N. (2008). *Corporate social responsibility: Doing the most good for your company and your cause.* John Wiley & Sons.
- Kramer, M. R., & Porter, M. E. (2006). Strategy and society: The link between competitive advantage and corporate social responsibility. *Harvard Business Review*, 84(12), 78-92.
- Kwon, K., & Jang, S. (2022). There is no good war for talent: A critical review of the literature on talent management. *Employee Relations: The International Journal*, *44*(1), 94-120.
- Law & Regulations Database of the Republic of China. (2021). *Regulations on industry-academia cooperation and talent cultivation and innovation in national.* Retrieved from https://law.moj.gov.tw/Eng/
- Liu, N.-C., Chen, M.-Y., & Wang, M.-L. (2016). The effects of non-expensed employee stock bonus on firm performance: Evidence from t aiwanese high-tech firms. *British Journal of Industrial Relations*, *54*(1), 30-54.
- National Development Council. (2019). *Industry's talent shortages: The current situation and policy response.* Retrieved from https://shorturl.at/Ulp66
- National Yang Ming Chiao Tung University. (2022). International college of semiconductor technology. (2022). transnational research center for semiconductors. Retrieved from https://icst.nycu.edu.tw/?page_id=69&lang=en
- Nieminen, J., J. & Repo. (2018). *Regional development prospects in autumn 2021. ministry of labor and the economy.* Retrieved from https://shorturl.at/iFujs
- Nikkei Asia. (2022). Chip talent war: Taiwan faces critical staffing shortage. Retrieved from https://shorturl.at/vAhwc



- Ott, D. L., Tolentino, J. L., & Michailova, S. (2018). Effective talent retention approaches. *Human resource management international digest*, *26*(7), 16-19.
- Pandita, D., & Ray, S. (2018). Talent management and employee engagement--a meta-analysis of their impact on talent retention. *Industrial and Commercial Training*, *50*(4), 185-199.
- Ronda, L., Valor, C., & Abril, C. (2018). Are they willing to work for you? An employee-centric view to employer brand attractiveness. *Journal of Product & Brand Management*, *27*(5), 573-596.
- Story, J., Castanheira, F., & Hartig, S. (2016). Corporate social responsibility and organizational attractiveness: Implications for talent management. *Social Responsibility Journal*, *12*(3), 484-505. doi:https://doi.org/10.1108/SRJ-07-2015 -0095
- Taylor, M. A. S. (2014). Armstrongs handbook of human resource management practice. Kogan Page Limited.
- United Nations (UN). (2023). The sustainable development goals report. department of economic and social affairs. Retrieved from https://shorturl.at/X1Wmx
- van Zyl, E. S., Mathafena, R. B., & Ras, J. (2017). The development of a talent management framework for the private sector. *SA Journal of Human Resource Management*, *15*(1), 1-19. doi:https://doi.org/10.4102/sajhrm.v15i0.820
- World Competitiveness Center. (2023). World competitiveness booklet 2023. international institute for management development. Retrieved from https://shorturl.at/yOUDu
- Y. Lacey, M., & Groves, K. (2014). Talent management collides with corporate social responsibility: Creation of inadvertent hypocrisy. *Journal of Management Development*, *33*(4), 399-409.

