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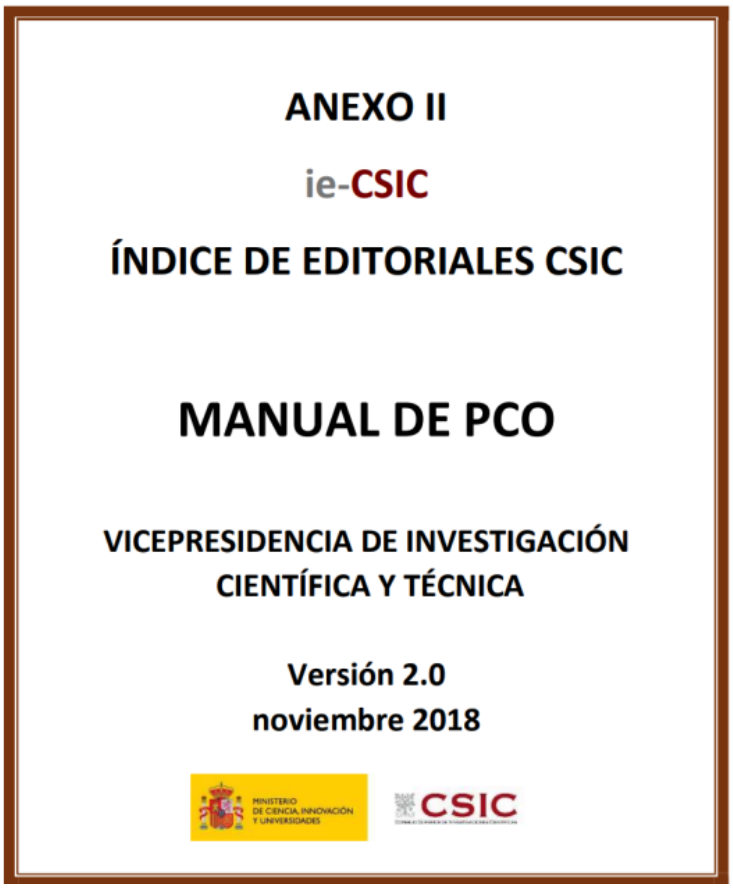

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Chapter 9
Confirming Digital Marketing Model Innovation Design: SEM in Post-COVID Social Impact Startups, Mexico

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ABSTRACT

The COVID-19 pandemic is an unprecedented event that has ravaged emergent economies like Mexico seriously. In this sense, several sectors like social impact startups (SIS) are called to participate in actions to recover more quickly in their operations, income, and competitiveness in the post-COVID era. In fact, digital marketing campaigns are alternatives for the Mexican SIS to raise its competitiveness again. Hence, this study aims to confirm the digital marketing model innovation (DMMI) through covariance-based structural equation modeling (CB-SEM) applied on a survey of 180 Mexican SIS during Dec-2020 to Feb-2021. The study´s value is the model`s validity of DMMI and its capability to determine digital marketing strategies to overcome emergency situations like COVID-19.

INTRODUCTION

The Covid-19 crisis and the next normal are unprecedented phenomena that have severely affected all sectors of the industry's products and services in Latin America. It has hit the productive and business structure with weaknesses that have arisen over decades. The region's productive structure presents a significant heterogeneity between sectors and companies. More than a third of formal employment and a quarter of Gross Domestic Product (GDP) are generated in sectors strongly hit by the crisis. The industry's impact would lead to a change regressive structural with the closure of 2.7 million companies. However, the measures adopted by the different governments of Latin America have been important but insufficient. To face the crisis, government institutions, business chambers, and academic centers have called for innovation initiatives, such as launching startups (CEPAL, 2020).

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However, in Mexico, 75% of startups closed their business after the second year of existence, which means that only 25% of them remain up-to-date (El Financiero, 2016).

The Covid-19 pandemic and the next normal have triggered and accelerated the shift to the automation and digitization revolution to the next normal. Several manufacturing companies are reconfiguring their production lines and supply chains. On the other hand, service organizations are emphasizing their adaption to digital customer travel and contactless operations. These changes will impact the workforce's skills requirements and capabilities, from the impressive increase in remote and homework to new tools and urgent safety and health requirements. Approximately 39% to 58% of work worldwide in operationally demanding sectors can be automated using currently demonstrated technologies (McKinsey, 2020a).

Thereby, the study's originality lay in the update and usefulness confirmation of each of the factors, variables, and indicators involved in the DMMI proposed by Mejia-Trejo (2018) and applied to SIS determine advanced digital strategies for the next normal post-Covid era in Mexico.

LITERATURE REVIEW

This section describes the social impact of startups (SIS), its meaning in Mexico, the Oslo Manual and the concepts of innovations and how is related with the Digital Marketing Model Innovation (DMMI) as a pre-Covid era.

The Social Impact Startups in Latin America

In Latin America, several online platforms are generating information about social impact startups. For instance, AngelList (ANL, 2020), the investors are using this database looking for information about startups for their decisions, being Brazil, the country with the highest number of startups in Latin America, followed by Mexico. According to ASPEN (2017), in Mexico, are registered 416 SIS, with more than half aimed to work with social impact interest; Mexico is the country where SIS ecosystems are more distributed in its territory, with 32% of startups in Mexico City, 10% in Guadalajara, and 8% in Monterrey (OECD, 2016).

The social impact startups (SIS) have emerged as key drivers of job creation due to economic growth and are often the source for radical innovation. During the coronavirus (Covid-19 pandemic and the next normal) crisis, the SIS has played a critical role for economies to the next normal. Some innovative new SIS have responded quickly and flexibly to the pandemic, which is essential to help many countries switch to digital education, work, and health services, provided innovations in medical goods and services. Some examples include adjusting commercial products (such as snorkeling masks for oxygen supply in hospitals); launching a series of digital health services, including Covid-19 and the next normal trackers, remote patient monitoring and remote consulting tools; the introduction of *"no-contact"* food delivery; and provide researchers and scientists with artificial intelligence solutions, remote working tools or online learning and entertainment, in some cases free of charge. (OECD, 2020).

The Meaning of the Social Impact Startup in Mexico

The SIS is also known as technology-based firms. It represents projects born from the detection of needs, such as marketing knowledge, which is applied to provide market or industry solutions. An SIS is usu-

ally defined as a new business initiated by an entrepreneur through a combination of business ideas and resources. An SIS is a temporary organization that aims to search for scalable and repeatable business models (Blank & Dorf, 2012).

Ries (2011) explains that SIS are organizations established to create new services or products under highly uncertain conditions including new government business units, large companies, non-profit organizations, and commercial enterprises.

Due to their articulation and sophistication, they usually originate within a higher education institution due to their ability to carry out basic and applied research (Monge-Aguero & Briones-Peñalver, 2012). Startups' origin is based on the spin-off concept in the mid-twentieth century in the US, particularly in higher education centers like the Massachusetts Institute of Technology (MIT) and the University of Berkeley.

These institutions were the pioneers in the commercial exploitation of the investigation results operating a model where they received government support. Many countries have considered this model's success for wealth generation, and they are committed to university reforms to increase the commercialization of publicly generated research results (Monge-Aguero & Briones-Peñalver, 2012).

It is interesting to observe that the self-employed with tertiary education (OECD, 2017), a precondition to conform an SIS for Mexico, has a 21.3% of men and 15.6% of women (ahead of Spain: 17.3%/10.2% and behind of Italy: 30.2%/19.9%), establishing a clear competitive advantage about the rest of the countries.

In general terms, the development of new companies that are managed by any of the actors (students or research teachers) is similar. However, it changes direction in the name of the final result, which is marked by rights over the intellectual property of knowledge between those involved.

Finally, and this will lead to classifying the new company in one of two options: spin-off, if the technology belongs to the institution of higher education and its research teachers, or startup if the idea and knowledge that it is exploited is the property of the student (Gómez-Zuluoaga, 2019).

Additionally, the social impact startups concept is defined here as a *"social impact startup* (SIS) *that is aimed to solve one or several of the 17 sustainable development goals"* determined by the United Nations (UN, 2015).

Unfortunately, the Covid-19 pandemic and the next normal ravaged that economic backbone by failing to contain the loss of 12.5 million jobs in Mexico. The country's employed population fell from 55.7 million in March to 45.4 million in April of 2020 (El Financiero, 2020); this means 2.1 million formal jobs versus 10.4 million informal jobs.

The fall was caused by the following causes: a) The closure of supply chains, b) The fall in tourism, c) The stoppage of non-essential activities in the country, d) The lockdown of Mexican families in their home caused internal consumption to fall, lowering production and affecting employment and e) Support actions by the Mexican government were insufficient for microenterprises to be able to preserve employment. However, what about the startups? Besides all of the above, most startups have a common denominator: they usually fail. However, there is a minority that beat the odds and experienced some common traits. They work tough right from the start and move extremely fast to attract great talent, first-time customers, and extra funding. Hence, this study aims to determine factors and indicators involved as a reliable business model innovation scale, capable of maintaining the successful momentum of the startups that respond quickly to market changes, focus on results, and deliver value to customers (McKinsey, 2020b).

The Oslo Manual Business Innovation Model

The Oslo Manual is an essential reference for the analysis and collection of data on technological innovation. It is a guide that defines concepts and clarifies the activities that are part of the innovation process, including its different types and the performance impact at the organization, thus advancing the knowledge of the global process. The updating and use of the Oslo Manual contribute to the implementation of a technological culture currently under constant development. The Oslo Manual strongly affirms that innovation must be measured. The last edition, published in 2018, describes the concept of innovation as an activity and its result, giving the following definition:

"An innovation is a new or improved product or process (or a combination thereof) that differs significantly from the unit's previous products or processes and that has been made available to potential users (product) or brought into use by the unit (process)" (OECD, 2018, p.20).

The business model covers several aspects such as the manufacturing, logistics, marketing, and collaboration solutions used (the core business processes). To achieve strategic goals and objectives, it includes the top products that a company is selling now or in the future. For instance, ta company may use one or several business models simultaneously, for different markets or product lines (OECD, 2018, par. 3.51). On the other hand, a business model innovation has not a single recognized definition due to variations from the business model with partial innovations affecting only its business functions or products to comprehensive innovations involving the business model for both business functions and products (OECD, 2018, par. 3.52).

Of great interest are the comprehensive business model innovations due to they can substantially affect economic production and supply chains, transform and create new markets. They can affect how the company creates for users, utility (product innovation) and how the product is manufactured, marketed or priced (business process innovation) (OECD, 2018, par. 3.53).

Hence, here we adopted the concept of a social impact startup as a business model innovation according to OECD (2018) "…it relates to changes in a firm's core business processes as well as in the main products that it sells, currently or in the future" (p.242) and it is inspired by one or several sustainable development goals (UN, 2015).

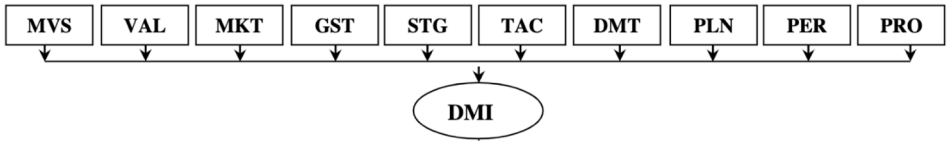
The Digital Marketing Model Innovation (DMMI)

Digital marketing campaigns are alternatives for the Mexican SIS to raise its competitiveness. The DMMI is a model that describes and identifies all the variables and indicators involved in designing and driving a digital marketing campaign. It was a product of a previous bibliometric analysis using VOSviewer software on the SCOPUS and Web of Science databases to detect variables and items. A Delphi Panel Focus Group and the Analytic Hierarchy Process (AHP) (Saaty,1997), was applied under three digital marketing professors (academic vision) and three CEOs' digital marketing to identify final different variables and indicators that support the DMMI. The importance of such model is the capability to design a plan of action to achieve a long-term or overall aim (Kingsnorth, 2019; Mejía-Trejo, 2017) to the improvement of reduction and lower costs, price, and placement (Goldfarb & Tucker, 2019).

A final questionnaire survey was applied between Jan-Apr 2017 over 400 subjects (200 CEO digital marketing experts, 100 consultants, and 100 academics). In that time, as a quantitative stage (empirical evidence), multiple linear regression and correlation techniques were applied to determine the relationships in this model, proving the model's reliability in the pre-Covid era.

In this paper, the DMMI was analyzed under the Covariance-Based Structural Equation Modeling (CB-SEM) to prove its model's validity in the post-Covid era. See Figure 1 and Table 1.

Figure 1. DMMI scheme
MVS. *Mission-Vision;* **VAL.** *Value Proposition;* **MKT**. *Market;* **GST**. *Goal Settings;* **STG**. *Strategy;* **TAC**. *Tactics;* **DMT**. *Digital Marketing Tools;* **PLN**. *Planning;* **PER**. *Performance;* **PRO**. *Profitability*
Source: Mejía-Trejo (2018)



RESEARCH METHOD

The procedure to prove the DMMI's validity implied a final questionnaire survey applied between Dec-2020-Feb 2021 over 180 social impact startups CEOs' intervention (expert vision) in the relationship of the model's ten variables. Also, the CB-SEM was applied based on EQS 6.2 (Mejía-Trejo, 2019) following the recommendations suggested by the OECD (2008) to prove the model's validity. Furthermore, determine the digital marketing strategies as the final result in post-Covid Mexico's era.

RESULTS

Before starting the CB-SEM, it is necessary to compute the Confirmatory Factor Analysis (CFA) that specifies a *"measurement model",* which describes how the measured variables *"reflect certain latent variables."* Once these measurement models are considered satisfactory, researchers can explore path models (called *"structural models")* that link *"latent variables"* (Thompson, 2004). CFA is strongly suggested to be used as a construct validity tool that examines the constructs' relationships in the broadest sense. Constructs are unobservable and theoretical (latent factors or variables).

Nonetheless, due to their unobservability, related theories often describe the relationships amongst the constructs. The *"construct validity"* refers to a measure of checking attributes (or constructs) that are not operationally defined or directly measured (Harrington, 2009). In CFA, researchers can *"constrain"* or *"fix"* specific parameters to mathematically *"allowable"* values and *"release"* the use of input data to obtain estimates of other model parameters (Thompson, 2004).

The CFA-SEM Conceptual Model Measurement Validity

The measurement scale's validity used the CFA-SEM with EQS 6.2 software to apply the maximum likelihood method (Byrne, 2006). To prove the measurement scales' reliability, we computed for each factor the Cronbach's Alpha and Composite Reliability Index (CRI) (Bagozzi & Yi, 1988) with results that exceeded the recommended value of 0.7 for both. This means that there is evidence to prove the scale's internal reliability (Nunnally & Bernstein, 1994; Hair et al., 2010). Average Variance Extracted

Table 1. Digital marketing innovation model (DMMI) underlying factor

Item	Variable	Indicator
1	Mission-Vision (MVS)	• Your firm considers the mission and vision involved in the digital campaign for competitiveness. • Your firm considers the trademark, as a strategic asset to be used in the digital campaign design for competitiveness
2	Value Proposition (VAL)	1. Your firm identifies and applies the value proposition in the digital campaign design for competitiveness
3	Market (MKT)	2. Your firm has an specific market segmentation as a target to be attended for the digital campaign for competitiveness.
4	Goal Settings (GST)	3. Your firm determines in the digital campaign design for competitiveness, as a goal to reach, to increase: -The branding positioning -The number (real & potential) of customers database -The sales -The product & services (current and new ones) information
5	Strategy (STG)	4. You firm determines in the digital campaign design for competitiveness, as strategies to apply: -Awareness -Engagement & Loyalty -Desire & Experience -Effectiveness on Call to Action
6	Tactics (TAC)	5. Your firm considers the use of Digital Marketing Tools for each strategy in the digital campaign for competitiveness, such as: -Awareness (SEO/SEM; Affiliate & Partner Marketing; On line Advertising; On line PR; Social Media) -Engagement & Loyalty (Content Marketing; Newsletters & eMail Marketing; e-Contact Strategy; Customer service & support; Mobile Marketing; Social CRM; Blogging) -Desire & Experience (Augmented Reality; Virtual Reality, Wearable Marketing) -Effectiveness on Call to Action (Home & Site-Wide Page; Landing page design; Search and Browse Page; Basket and Checkout; Social Commerce)
7	Digital Marketing Tools (DMT)	6. Your firm is in constant surveillance to determine what kind of digital marketing tools are ready to use in the digital campaign design for competitiveness
8	Planning (PLN)	7. Your firm design a strong program, with schedule and times to implement the digital marketing tools, in order to obtain obtain results in the digital campaign design for competitiveness
9	Performance (PER)	8. Your firm determines the KPIs for performance monitoring to determine on real time, the current performance of the digital campaign for competitiveness. Use of the Web Analytics.
10	Profitability (PRO)	9. Your firm makes profitability analysis, on permanent way to determine on real time, the current profitability of the digital campaign for competitiveness.

Source: Mejía-Trejo (2018)

(AVE) is represented from the fundamental construct and the observed variables (Fornell & Larcker, 1981); mainly, the values desirable are high than 0.6 (Bagozzi & Yi, 1988). We used in this research the comparative fit index (CFI), the non-normed fit index (NNFI), the normed fit index (NFI), and the root mean square error of approximation (RMSEA) (Bentler & Bonnet, 1980; Byrne, 2006; Bentler, 1990; Hair et al. 2010). The values in the range from 0.80 to 0.89 represent a good fit of CFI, NNFI, NFI, and (Hair, et al., 2010); values equal to or higher than 0.90 are considered a good fit of the theoretical model (Byrne, 2006). For RMSEA, values below 0.08 are acceptable (Hair et al., 2010). See Table 2.

Table 2. CB-SEM results or internal consistency and convergent validity of latent variables in the theoretical model for DMMI and SIS

Id	Theoretical Model Consistency and Convergent Validity						Theoretical Model Discriminant Validity									
	Variable	Load Factor	Robust *t* Value	Cronbach's Alpha (>=0.7)	CRI (>=0.7)	AVE (>=0.5)	MVS	VAL	MKT	GST	STG	TAC	DMT	PLN	PER	PRO
1	**MVS**	0.785***	**1.000a**	**0.639**	**0.736**	**0.518**	**0.518**	**0.32-0.43**	**0.5-0.67**	**0.34-0.45**	**0.27-0.48**	**0.38-0.56**	**0.67-0.79**	**0.45-0.57**	**0.48-0.67**	**0.44-0.65**
2	**VAL**	0.821***	**6.876**	**0.877**	**0.798**	**0.657**	**0.679**	**0.657**	**0.35-0.76**	**0.39-0.58**	**0.34-0.59**	**0.21-0.45**	**0.38-0.55**	**0.56-0.67**	**0.71-0.82**	**0.65-0.78**
3	**MKT**	0.993***	**5.682**	**0.783**	**0.795**	**0.589**	**0.559**	**0.591**	**0.589**	**0.49-0.66**	**0.56-0.78**	**0.23-0.35**	**0.17-0.28**	**0.36-0.45**	**0.28-0.45**	**0.33-0.67**
4	**GST**	0.756***	**10.112**	**0.765**	**0.788**	**0.726**	**0.622**	**0.776**	**0.718**	**0.726**	**0.56-0.8**	**0.71-0.8**	**0.67-0.72**	**0.52-0.67**	**0.68-0.75**	**0.71-0.81**
5	**STG**	0.850***	**9.841**	**0.789**	**0.801**	**0.670**	**0.794**	**0.673**	**0.869**	**0.713**	**0.670**	**0.45-0.61**	**0.21-0.43**	**0.65-0.73**	**0.76-0.89**	**0.56-0.78**
6	**TAC**	0.810***	**7.422**	**0.767**	**0.778**	**0.796**	**0.824**	**0.776**	**0.658**	**0.613**	**0.810**	**0.796**	**0.13-0.28**	**0.27-0.35**	**0.37-0.56**	**0.65-0.82**
7	**DMT**	0.926***	**12.587**	**0.865**	**0.895**	**0.577**	**0.881**	**0.791**	**0.813**	**0.697**	**0.624**	**0.890**	**0.577**	**0.36-0.56**	**0.22-0.45**	**0.42-0.57**
8	**PLN**	0.891***	**5.876**	**0.812**	**0.827**	**0.692**	**0.759**	**0.867**	**0.682**	**0.730**	**0.821**	**0.857**	**0.687**	**0.692**	**0.65-0.77**	**0.66-0.82**
9	**PER**	0.694***	**7.871**	**0.765**	**0.770**	**0.786**	**0.765**	**0.775**	**0.651**	**0.566**	**0.689**	**0.578**	**0.651**	**0.881**	**0.786**	**0.34-0.56**
10	**PRO**	0.707***	**8.876**	**0.751**	**0.759**	**0.671**	**0.678**	**0.654**	**0.609**	**0.678**	**0.873**	**0.651**	**0.871**	**0.778**	**0.765**	**0-671**

Source: Own, using EQS 6.2

The CB-SEM results are depicted in Table 2 indicating that the model offers a good fit to the data as follows: S-B χ^2 . 917.022; df=204; p<0.005; NFI=0.828; NNFI=0.801; CFI=0.871; RMSEA=0.081. CRI and Cronbach's alpha higher than 0.70 suggested by Nunnally & Bernstein (1994); for each pair of constructs, the value of Average Variance Extracted (AVE) was calculated with results higher than 0.50 (Fornell & Larcker, 1981). For CB-SEM items, factor-related are significant (p <0.001), and the results pointed out as convergent validity. The values of all the load factors are higher than 0.60 (Bagozzi & Yi, 1988).

DISCUSSION

The unusual appearance of COVID-19 as an emergency context and the next normal have brought essential changes in the SIS behavior from emerging countries like Mexico to define new strategies in the digital marketing field and facing the loss of economic growth levels of the SIS. As a result of this study, we argue that DMMI fulfills the digital marketing strategists' requirements to design a digital campaign in their operations, income, and competitiveness in the post-Covid era. These DMMI variables are Mission-Vision (MVS), Value Proposition (VAL), Market (MKT), Goal Settings (GST), Strategy (STG), Tactics (TAC), Digital Marketing Tools (DMT), Planning (PLN), Performance (PER) and Profitability (PRO). Here, we expose that the DMMI empirical model able has important contributions:

First, it determines the crucial role of MVS, VAL, MKT, GST, STG, TAC, DMT, PLN, PER, and PRO called here DMMI when these variables are related.

Second, we determined how interacting such variables according to the SIS in post-Covid era in Mexico elicit digital marketing strategies in designing a digital campaign to recover for the SIS operations, income, and competitiveness.

Theoretical Implications

This paper contributes to the knowledge based on the Digital Marketing Model innovation (DMMI) proposal describing the underlying variables for the design that elicit digital marketing strategies for social impact startup (SIS) in the next normal. The model has been proved empirically in several stages.

Stage 1 (or Pre-Covid Era). It implied a previous qualitative study (Jan-Apr 2017) based on a literature review involving consistent research on DMMI. The configurational approach enables the understanding to detect factors, variables, and indicators as a set of components to serve a conceptual model empirically proved.

The literature review results were compared by three SIS professors (academic vision) and three CEOs leading SIS as specialists (expert vision). Through the Delphi Panel focus group and AHP, there were detected, finally, ten variables: Mission-Vision (MVS), Value Proposition (VAL), Market (MKT), Goal Settings (GST), Strategy (STG), Tactics (TAC), Digital Marketing Tools (DMT), Planning (PLN), Performance (PER) and Profitability (PRO). A questionnaire was designed as a final result (see Table 1).

This stage finally proved the model's reliability through multiple linear regression and correlation quantitative techniques on survey questionnaires over 400 subjects (200 CEO digital marketing experts, 100 consultants, and 100 academics).

Stage 2 (or Post-Covid Era) The procedure to prove the DMMI's validity implied a final questionnaire survey applied between Dec-2020-Feb 2021 over 180 social impact startups CEOs' intervention (expert vision) in the relationship of the model's ten variables under the CB-SEM based on EQS 6.2. Furthermore, determine the digital marketing strategies as the final result in post-Covid Mexico's era.

The CB-SEM load factor results of the social impact startup (SIS) (see Table 2) highlight the importance of the sublayer variables on DMMI. The results, according to the load factor magnitude per variable and the most relevant indicators, allow us to see the following digital marketing strategies as a post-Covid era:

1. Market (MKT, 0.993). This is the most relevant variable for the SIS. The SIS is trading all about the market segmentation as a target. It comprises the heart of any business model. Without a (profitable) market, no company can survive for long. To better satisfy the market, the SIS group them into distinct segments with common needs, common behaviors, or other attributes. The SIS aims to define specific market segmentation as a target to be attended for their digital campaign to raise their competitiveness.
2. Digital Marketing Tools (DMT, 0.926). The SIS is in constant surveillance to determine what digital marketing tools are ready to use in the digital campaign design for competitiveness. The first results under *"touchless, cashless and hygiene"* in the post-Covid era pointed out about digital marketing tools, in descending category the uses of APPs; Mobile Marketing; Search Engine Optimization (SEO); Search Engine Marketing (SEM); Social Media Marketing; Augmented Reality; Virtual Reality; Wearable Marketing; Social CRM; Affiliate and Partner Marketing; Online advertising; Online Public Relations; Home & Site-Wide Page Effectiveness; Landing Page Design Effectiveness; Search and Browse Page Efficiencies; Category and Product Page Efficiencies; Basket and Checkout Efficiency; Social Commerce; Content Marketing; Newsletters; eMail marketing; e-Contact Strategy; Customer and Service Support.
3. Planning (PLN, 0.891). The SIS, in this step, gathers all the digital marketing tools and techniques of the tactics is programmed logistically, to be implemented in practice as a strategy for digital

marketing. The strategy is defined to integrate communications across different customer touchpoints. The planning involves setting goals, creating a coherent strategy to achieve them, and evaluating evaluation tools. This means the SIS design a strong program with a schedule and times to implement the digital marketing tools in order to obtain results in the digital campaign design for competitiveness.

4. Strategy (STG, 0.85). The SIS in this stage represents the *"how to do"* to achieve the goal settings (GST) in descending order for post-Covid era:
   a. Engagement & Loyalty. Capture and retention as a growth strategy to build customer and fan relationships to encourage repeat visits and sales.
   b. Awareness. Acquisition strategy to build awareness off-site and in offline media to drive to web presences.
   c. Effectiveness on Call to Action. Conversion strategy to achieve marketing goals of leads & sales on web presences and offline.
   d. Desire & Experience. Strategy based on the sample and testing of a service or a product, with a novelty presentation, increases the acquired sensations and emotions.
5. Value Proposition (VAL, 0.821). It is why customers turn to one company over another solving their problems or satisfying their needs. It consists of a selected bundle of products or services that cater to specific customer segmentation requirements. In this sense, it is an aggregation, or bundle, of benefits that a company other customers. The SIS identifies and applies the value proposition in the digital campaign design for competitiveness.
6. Tactics (TAC, 0.81). This represents all the activities to be implemented to follow the strategies, involving mainly the use of the digital marketing tools (DMT). See Table 3.

Table 3. Digital marketing tools vs. strategy

	Strategy			
	Awareness	**Engagement & Loyalty**	**Desire & Experience**	**Effectiveness on Call to Action**
D M T	SEO/SEM	Content Marketing	Augmented Reality	Home & Site-Wide Page
	Affiliate & Partner Marketing	Newsletters & eMail Marketing	Virtual Reality	Landing page design
	On line Advertising	e-Contact Strategy	Wearable Marketing	Search and Browse Page
	On line PR	Customer Service & Support		Basket and Checkout
	Social Media	Mobile Marketing		Social Commerce
		Social CRM		
		Blogging		

Source: Mejía-Trejo (2018)

The SIS considers the use of Digital Marketing Tools (DMT) for each strategy in the digital campaign for competitiveness, such as:-Awareness (SEO/SEM; Affiliate & Partner

Marketing; On line Advertising; On line PR; Social Media)-Engagement & Loyalty (Content Marketing; Newsletters & eMail Marketing; e-Contact Strategy; Customer service & support; Mobile Mar-

keting; Social CRM; Blogging)-Desire & Experience (Augmented Reality; Virtual Reality, Wearable Marketing)-Effectiveness on Call to Action (Home & Site-Wide Page; Landing page design; Search and Browse Page; Basket and Checkout; Social Commerce

7. Mission-Vision (MVS, 0.785). The mission is a written declaration of an organization's core purpose and focuses that normally remains unchanged over time. It is the cause of the firm's campaign, day-to-day operational objectives. The vision is the effect of the firm's campaign. It expresses the high-level goals for the future. The **SIS** considers the mission and vision involved in the digital campaign for competitiveness and also considers the trademark as a strategic asset to be used in the digital campaign design for competitiveness
8. Goal Settings (GST, 0.756). All digital marketing campaign requires objectives to be reached, in descendent order, for post-Covid era: The sales; The branding positioning; The number (real & potential) of customers database; The product & services (current and new ones) information.
9. Profitability (PRO, 0.707). It is expressed in terms of return on investment (**ROI**). It is about how the digital campaign is working in the short, medium, or long term. The **SIS** permanently makes profitability analysis to determine the digital campaign's current profitability for competitiveness in real-time.
10. Performance (PER, 0.694). It implies knowing how well the digital campaign is working. Practically, it involves the measurement and assessment of all the previous stages. Its support is the web analytics to obtain full control of the digital campaign. he **SIS** establishes the key performance indicators (**KPIs**) for performance monitoring to determine the digital campaign's current performance for competitiveness in real-time. Here they are using the web analytics digital marketing tools.

Practical Implications

The creation of new SIS, particularly those that use technology and sustainable tenets, like the 17 sustainable development goals (UN 2015) based on their products or services, generates competitiveness and economic growth (Matson, 2006). The social impact startups fail so badly everywhere we look due to several causes, mainly the allure of a good plan, a solid strategy, and thorough market research (Ries, 2011). Due to the uncertainty, all of them must be judiciously analyzed and quickly applied (Ries, 2011; Pomerol, 2018). In an emergency context (like the Covid-19 pandemic and the next normal), the uncertainty boost for social impact startups creation and development: *"startups increase uncertainty and uncertainty encourages people to feed the process of startup creation."* (Pomerol, 2018). Success is not delivering a feature; success is learning how to solve the customer's problem (Valencia, 2014).

The research findings provide useful implications for academics, digital marketing innovation managers, and professional practitioners of innovation activities about the relationship of DMMI to design digital marketing strategies for the next normal in Mexico. The DMMI proved its model´s validity based on CB-SEM assessment and empirically provides new insights on how the combinations of the variables: Mission-Vision (MVS), Value Proposition (VAL), Market (MKT), Goal Settings (GST), Strategy (STG), Tactics (TAC), Digital Marketing Tools (DMT), Planning (PLN), Performance (PER) and Profitability (PRO) create digital marketing strategies for the SIS in the next normal in Mexico and other several emergent countries.

CONCLUSION

This study verifies how events like the Covid-19 pandemic and the next normal are considered emergency context by 180 social impact startups (SIS) survivors in Mexico (an emergent country), in the scenario of Dec-2020 to Feb-2021. The Covid-19 has elicited economic, employment ravages with missing employment, competitiveness, productivity, and worse yet, the loss of the SIS itself.

Digital marketing campaigns are alternatives for the Mexican SIS to raise its competitiveness again. Therefore, as theoretical implication for academics considering all mentioned above, we started a study to validate the underlying factors, variables, and indicators of a previous digital marketing innovation model (DMMI) to be applied to the Mexican SIS to obtain digital marketing strategies for the next normal and proved to be a solid model with high values of consistency, convergent and discriminant based on CB-SEM.

Finally, the practical results are helpful for professionals and consultants to design permanent digital marketing innovations to be adopted by the SIS economically affected in the next normal or post-Covid era in Mexico. The results suggest a permanent revision of the segmented market (MKT), with a wide use of digital marketing tools (DMT) to apply a digital campaign design for competitiveness. The first results under *"touchless, cashless and hygiene"* in the post-Covid era pointed out about the use of digital marketing tools, mainly based on APPs; Mobile Marketing; Search Engine Optimization (SEO); Search Engine Marketing (SEM); Social Media Marketing; Augmented Reality; Virtual Reality; Wearable Marketing; Social CRM, amongst other options. The planning (PLN) involves setting goals, creating a coherent strategy to achieve them, and evaluating evaluation tools. The planning generates the strategy (STG), and it represents the *"how to do,"* the goal settings (GST) in descending order for post-Covid era: engagement & loyalty; awareness; effectiveness on call to action and desire & experience.

The SIS promotes the update of their value proposition (VAL) to highlight in the digital marketing campaign and define the tactics (TAC) to be implemented. In this case, mainly the use of

Digital Marketing Tools such as:-Awareness (SEO/SEM; Affiliate & Partner Marketing; On line Advertising; On line PR; Social Media)-Engagement & Loyalty (Content Marketing; Newsletters & eMail Marketing.

The Mission and Vision (MVS) reinforce the goal settings (GST) aimed at sales and branding positioning. Profitability (PRO) and performance (PER) are the last underlying variables reviewed in real-time by the SIS, when they are activated by the use of web analytics tools to make decisions.

LIMITATIONS AND FUTURE STUDIES

All empirical studies have some limitations:

1. One of them is the industry and the social impact startups sectors as sources of information. Not all of them are accessible to provide information under equal conditions and times.
2. The results consisted of a questionnaire survey of self-reported data to remind their perceptions. Further studies could combine this questionnaire with survey data from direct semi-structured interviews and direct observations of specific social impact startups (SIS) from other emergent countries.

3. Future investigations may also include other different factors, variables, or indicators. This would be very useful to complement the digital marketing model innovation (DMMI) to design digital marketing campaign strategies for the next normal in other social impact startups and environments that could offer more helpful information.

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KEY TERMS AND DEFINITIONS:

Startup company: Business model based on innovation and technology.

DMMI: It is a model that describes and identifies all the variables and indicators involved in designing and driving a digital marketing campaign.

Digital Marketing Tools (DMT): Software to organise and develop digital marketing strategies.