

# Changing Trends of Strategy & Frame Work in Digital Marketing

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## 1. ABSTRACT

In marketing, there are moments of truth, like when a customer examines a product or service to get an idea about it. In earlier times, the first moment of truth was the point of sale, the second was when the consumer bought the product and the third was when the consumer used the product. The Internet has preceded all these moments of truth and has become zero moment of truth as consumers today look for information or reviews about a product or service on search engines, social networks, websites and online forums before visiting a store. Hence, it is imperative for marketers to be present on digital marketing sites because that is where consumers start their journey. A consumer moves through different stages in their purchase journey. The Article examines these stages and how digital marketing can be mapped to each stage.

**Keywords:** Digital Marketing, Digital Plan, P.O.P.E.M., Traditional Marketing, T shaped Wave Marketer (Breadth)

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## 2. INTRODUCTION

Digital is revolutionizing marketing by increasing use of automation and allied technologies. As consumers spend more and more time online, marketers are shifting their budgets to digital marketing. Customers are online means communication with them has to be online too. This is a salient feature of digital marketing. Some of the defining characteristics of digital marketing are:<sup>1</sup>

### TWO-WAY COMMUNICATION

In the digital environment, consumers decide which brands they wish to interact with. It is not just a marketer-controlled message, but consumers too take part in creating the brand and content.

### TARGETING OF ONE

Marketers can precisely target their audiences in multifaceted categorical ways age, location, gen- der, seniority, income, interest, behavior, lookalike, CRM data, remarketing, device, etc. The communication can be personalized and highly interactive. On digital platforms, targeting is a rather sophisticated task, carried out using such algorithms as to precisely reach the target

audience. It is targeting of one and not many.

Hence, unlike the 'spray and pray' approach of mass media, where we hope that some consumers will be in the market to buy our product, in digital marketing we precisely know how many consumers are in the market to buy and how we have to target them. Hence while mass media considers minimizing waste, digital media has no wastage.

### **LEVEL-PLAYING FIELD**

Digital marketing creates a level-playing field for all marketers. It does not require big budgets, and hence small and medium businesses can also leverage it. Traditional advertising has the entry barrier of high costs, which is not there in digital marketing.

### **MEASURABILITY**

Digital marketing has made marketing more powerful as it enables measurement of performance and calculation of return on investment (ROI), which has always been the holy grail of marketing. With digital marketing, marketers can close the loop as they precisely know how many people saw the ad, how many people clicked, how many visited the website, how many registered and how many bought.

### **PUSH AND PULL**

Within digital marketing, marketers have the choice of utilizing either push or pull medium. Whereas 'Search' is more of a pull medium, banner ads on websites chosen based on context is push marketing. Digital marketing enables brands to do both strategic brand building marketing and tactical sales-oriented activities. Marketers can form communities on social media, thus nurturing relationship with consumers, but the same activity serves to generate leads and sales as well.

### **REAL TIME**

Marketers get instant feedback, which enables them to optimize their campaigns. From feedback they get to know what is working and what is not, and hence can tweak the campaign mid-way. This improves the ROI of digital marketing. Since marketers must modify their plan based on feedback, digital marketing utilizes short planning cycles. The plans should be short term and flexible so that one can improvise on them based on real time feedback.

## **3. HISTORICAL BACKGROUND**

Digital marketing is also called 'Internet marketing', 'web marketing' or 'online marketing'. Digital marketing may be defined as the promotion of brands or products through different forms of electronic media. These forms could be website, blogs, social media, mobile, applications, search, banner ads, etc. Philip Kotler defines digital marketing as:

.....a form of direct marketing which links consumers with sellers electronically using interactive technologies like emails, websites, online forums and newsgroups, interactive television, mobile

communications, etc.

## **ORIGIN OF DIGITAL MARKETING**

The origin of digital marketing can be traced to 1994 when the first banner ad appeared on the first commercial web magazine, Hot Wired (now Wired.com).

Figure 1.1 shows the look of the first banner ad.<sup>2</sup>



**Figure 1.1 First Banner Ad 'You Will'**

Since then, the digital advertising market has evolved, and in 1996, the U.S. digital advertising market was worth US\$301 million. During the following year the market experienced phenomenal growth, touching \$1 billion. Around 1997, companies began thinking about placing advertisements on related websites and linking their web pages to the banners. In 1998, Hot Wired started selling banner advertising space to companies and achieved a sensational 30% click-through rate (CTR).<sup>3</sup>

Search engine 'Yahoo!' adopted this idea by offering advertising space on its home page. Yahoo! acquired Overture Services (formerly GoTo.com) in 2003 for placing ads on its search engine results, which allowed Yahoo! to provide advertisers an option to select a bid amount and compete with other bidders to rank their ads higher. Google had already launched its advertising platform 'Ad Words' in 2000 to provide advertisers a sponsored link of their website and a description within its search engine results page.

LinkedIn was launched in 2002, Facebook in 2004 and Twitter in 2006. Hence, 2000- 2010 was the decade of social media, which achieved penetration worldwide. Alongside, a revolution was happening in mobile phone technology, aided by a sharp drop in smartphone prices, thus increasing penetration among masses. The penetration of Internet has also increased dramatically during this period. Hence, while the 1990s was fuelled by display advertising, the early part of the first decade of 2000 was fuelled by search advertising and the later part by social media. The decade of 2010s is fuelled by mobile.

## **TRADITIONAL VS. DIGITAL MARKETING**

Digital marketing is considerably different from traditional marketing in multiple ways (Table 1.1). Traditional marketing is spray and pray, wherein a marketer disseminates the message to a general audience and merely hopes that ultimately some viewers will buy the product. This lack of specificity leads to wastage. But digital marketing is able to target specific audiences that have interest in the product and hence are already in the market to buy the product. There is a saying in mass media 'Half of advertising is waste. But I don't know which half'. Digital marketing removes this limitation of mass media by eliminating wastage.

Digital marketing is about maximizing efficiency. Since it is possible to measure the performance of digital marketing in real time, there is ample scope to tweak the campaigns and improve ROI. Marketers can do the simple A/B testing to identify the most effective messages, images, ads, targeting and layout. In digital, there is always scope for improvement.

While mass media is priced on rate card basis for a 10-second slot on TV or column centimeter for news paper, digital is priced based on auction. Instead of fixed rate card, marketers bid in auction and the price is determined based on bid as well as quality score. Hence, a fair price discovery happens in digital.

Table 1.1 Differences between Traditional Marketing and Digital Marketing

	Traditional Marketing	Digital Marketing
<b>Type of marketing</b>	Structured and clear Advertising campaigns, service hotlines	Not dependent on structure and clarity Status updates, ad campaigns, blogs, posts, comments, social media, etc.
<b>Direction of communication</b>	Unidirectional (one to many) Information spread by company (active) Consumers only listen (passive)	Multidirectional (many to many) Both company and consumers talk and listen (both active). Consumers can also create content, like or post
<b>Scheduling</b>	Long term Ad campaigns are planned both over and for a long period of time	Short term Ad campaigns are planned over and for a short period of time
<b>Communication with consumer</b>	Private Communication only between company and consumer (via email, phone); discussion is kept secret	Public Reactions to comments are public; anyone can read and join a discussion
<b>Availability</b>	During working hours No direct support beyond regular working hours (9 to 6)	All the time (24 × 7) Constant readiness to respond to negative comments and consumer requests
<b>Language</b>	Formal, legally safe Official	Genuine, direct Personal responses and short answers
<b>Response time</b>	Longer; even if somebody is interested after seeing an ad in print or on TV, they can't see the additional information at that instant, they need longer time for gathering information about the product	Quickly; as soon as they see the ad, the consumers can click the link and can get more information, so decision can be taken quickly

Digital marketing creates a level-playing field for all marketers as it does not distinguish between small and large businesses. The entry barrier is low as digital marketing requires little budget. The media rates are same for small and big businesses.

Second, the cost of failure in digital marketing is low. If the campaign is not working, you will know it immediately and can take corrective action. You will lose only a small amount of money if your plan fails. Hence, taking risk here is a smart strategy, trying new ideas and various mediums of digital marketing to find out what works for you and what does not.

Implementing digital marketing is like walking in the fog. Visibility is there only for the first 10 metres. If you want more visibility, you must walk the first 10 metres to be able to see the next 10 metres. Hence, instead of waiting for the perfect plan or blueprint, you should start digital marketing and learn on the go. Instead of perfecting your strategy

from day 1, it is better to make 1% improvement every day and at the end of the year you will have 365% improvement.

#### 4. OBJECTIVE:-

- Understand the role of digital marketing in marketing strategy
- Learn the differences between traditional marketing and digital marketing Apply conceptual frameworks of digital marketing
- Understand privacy and legal issues in digital marketing
- Mapping of consumer's decision journey at different stages.

#### 5. METHODOLOGY:-

The study adopts qualitative research design to examine key digital marketing strategies, policies and schemes.

The data for this study was derived entirely from secondary sources specifically official policy documents, and reports issued by the government and private agencies.

#### 6. RESULTS AND DISCUSSION:-

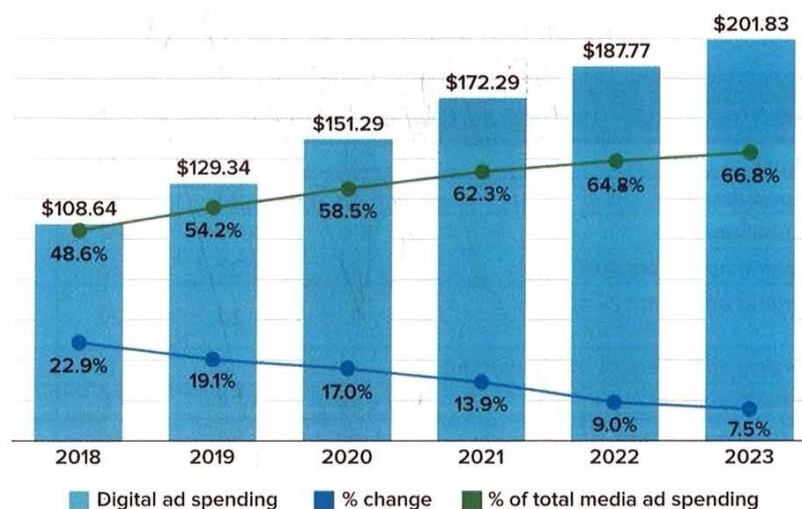
In digital you need not do anything in haste. Rather you should move step by step. You can commit small resources to an idea, campaign or content. If it works, then put more resources into developing it further. Hence, instead of firing cannon balls, you should fire gunshots in digital marketing and test the waters. Some more differences are highlighted in Table 1.1.

##### INTERNET USERS: PENETRATION AND KIND OF INTERNET USE

Internet users are individuals who use the Internet via computers, mobile phones, tablets, digital TVs, etc. About 3.8 billion people were online in 2019, which is 54.2% of the world's population (Figure 1.2).

##### Digital Ad Spending in the US, 2018-2023

billions, % change and % of total media ad spending



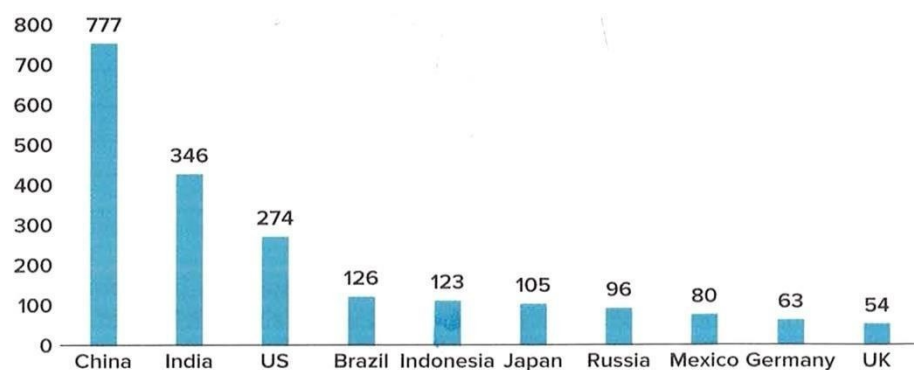


**Figure 1.2 Internet Users and Penetration Worldwide 2018-2023**

**Source: e Marketer, February 2019**

**Note:** Includes advertising that appears on desktop and laptop computers as well as mobile phones, tablets and other internet-connected devices, and includes all the various formats of advertising on those platforms; includes SMS, MMS and P2P messaging- based advertising.

Figure 1.3 shows the survey conducted by eMarketer to find the number of Internet users country-wise. An interesting thing to note is that Brazil has overtaken Japan to become fourth largest Internet population in the world and India has overtaken the United States to emerge as the second largest Internet user population. Indonesia is in the top five, overtaking Japan in the number of Internet users.



**Top Country Ranked by number of Internet users, 2018 (millions)**

**Figure 1.3 Country Ranks by Number of Internet Users**

### **INTERNET USERS IN INDIA**

The Internet user base in India has been increasing steadily (Table 1.2). With more and more people acquiring smartphone, it has become easier for individuals to access the Internet.<sup>4</sup>

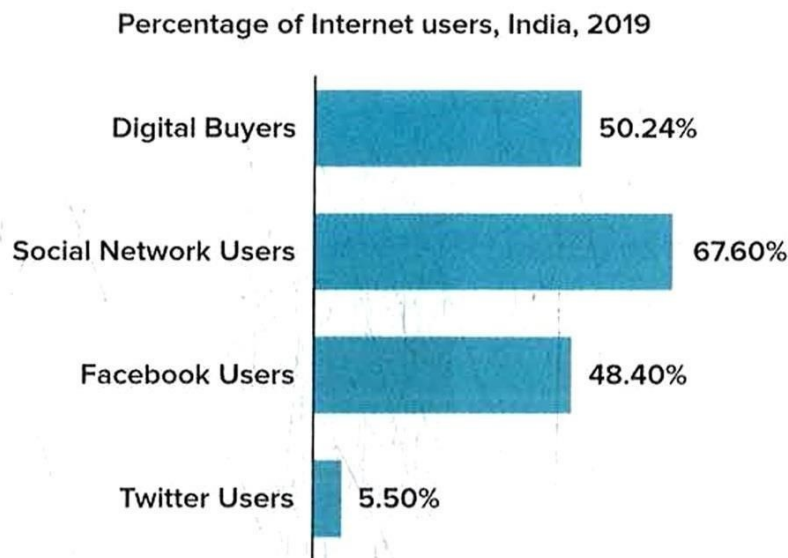
Over 497 million Internet users indicate penetration of Internet among 38% of the Indian population. There are more than 1 billion mobile connections in India, which means a healthy mobile penetration among the population. But many users have dual SIMS and the number of unique mobile users is about 813 million. Among the mobile phone users, 46% have smartphone.

**Table 1.2 Internet Behavior in India**

India, 2015–2019					
	2015	2016	2017	2018	2019
Internet users (millions)	315	373	429	479	497
Internet users (% of population)	25	30	34	37	38
Mobile connections (millions)	986	1019	1047	1071	–
Mobile phone messaging app users (millions)	107	133	158	181	367
Mobile phone messaging app users (% of mobile phone users)	17	20	22	23	45
Mobile phone messaging app users (% of population)	9	11	12	14	28
Mobile phone users (millions)	638	684	731	776	813
Mobile phone users (% of population)	51	54	57	60	62
Mobile phone internet users (millions)	237	288	331	378	462
Mobile phone internet users (% of mobile phone users)	37	42	45	49	57
Smartphone users (millions)	184	224	267	306	373
Smartphone users (% of population)	15	18	21	24	28
Smartphone users (% of mobile phone users)	29	33	37	39	46
Tablet users (millions)	49	58	67	75	73
Tablet users (% of population)	4	4.7	5.3	6	6
Digital buyers (millions)	93	130	180	224	175
Digital buyers (% of population)	10	14	19	23	19
Digital buyers (% of internet users)	37	44	52	58	50
Social network users (millions)	163	193	223	250	336
Social network users (% of population)	13	15	17	19	26
Social network users (% of Internet users)	51.9	51.9	52.1	52.4	67.6
Facebook users (millions)	114	135	156	175	240
Facebook users (% of population)	9	11	12.2	13.5	18
Facebook users (% of internet users)	36.1	36.1	36.3	36.5	48.4
Twitter users (millions)	9	10	11	12	27
Twitter users (% of population)	.7	.8	.9	.9	2
Twitter users (% of internet users)	2.8	2.7	2.7	2.7	5.5

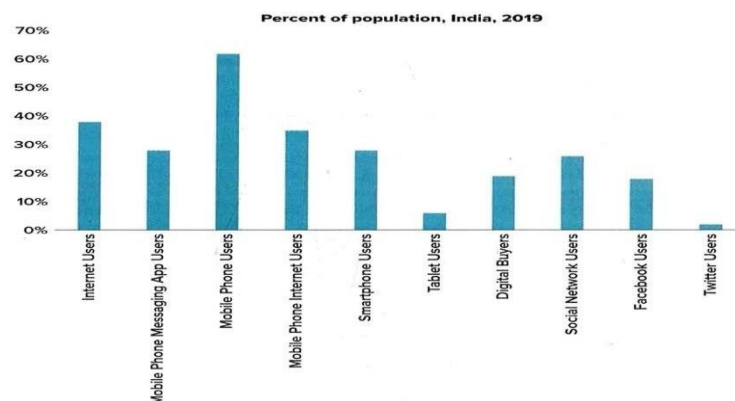
**Source: e Marketer, used with permission.**

However, what percentage of Internet users access social media? About 68% of Internet users are on social media, which is quite good. Facebook is the most popular social media site with 48% of Internet users using it. Interestingly, there is a huge gap between the number of Facebook users and number of Twitter users in India. What percentage of Internet users shop online by either transacting or searching for information about products or services? Figure 1.4 shows that 50% of Internet users are digital buyers. Due to aggressive discounts by e-commerce companies, there is a healthy penetration of online shopping among Internet users in India. The key takeaway from the data is that mobile, social and online shopping are the growth drivers for future.



**Figure 1.4 Internet Users**

**Source: e Marketer**



**Figure 1.5). Internet Behavior as Percentage of Population**

Figure 1.5 shows penetration among the population. The penetration of internet among population is relatively low as a percentage. India, hence, has a long way to go for digital revolution to penetrate the masses. Limited reach is a limitation for digital marketing (Figure 1.5).



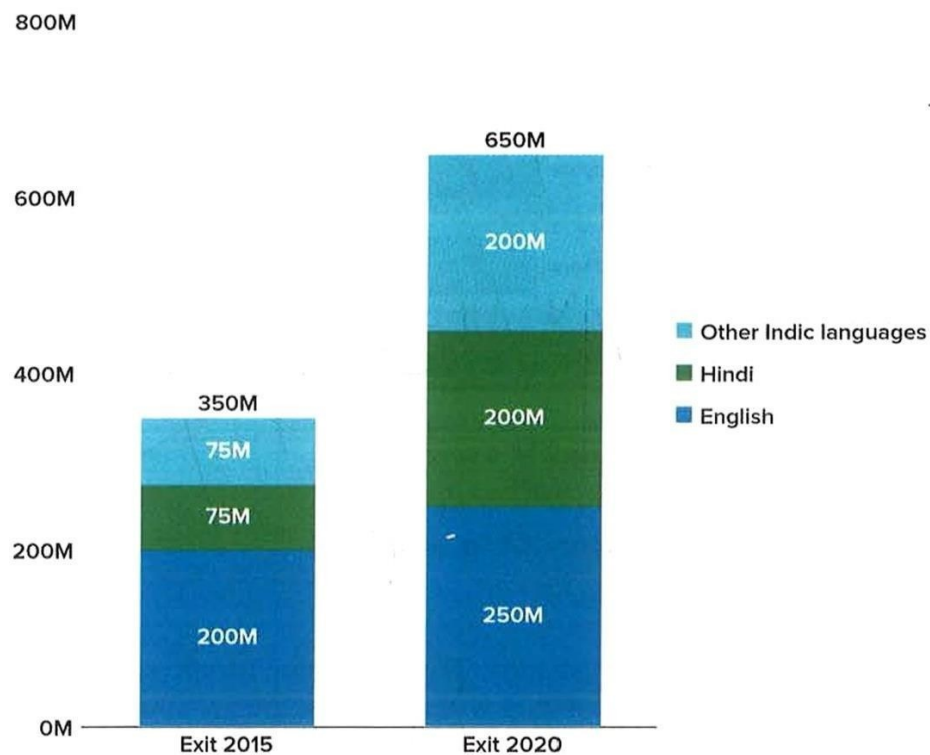


Figure 1.6 Percentage of Internet Users

Figure 1.6 Shows the number of Internet users in different Indian Languages by years 2020

Since India is a multilingual country, it would be interesting to see how many Internet users consume English content & how many consume Indian language content. It is estimated that about 70% of the Internet users will consume local language content by 2021 (Figure 1.7).

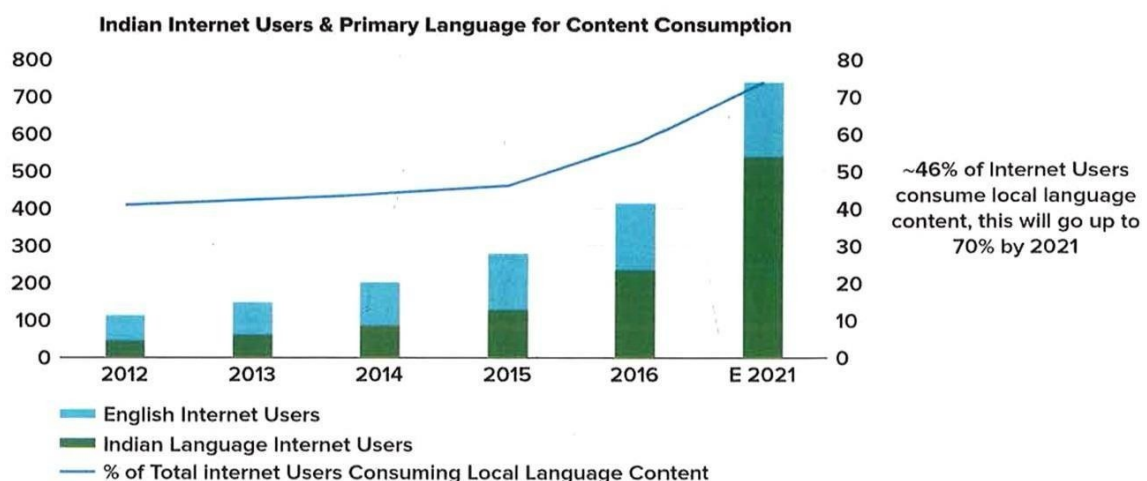


Figure 1.7 Indian Language Internet Users Have Overtaken English

## **DIGITAL MARKETING STRATEGY**

In this section, we will examine some of the consumer behavior aspects that can help shape the digital marketing strategy.

### **THE CONSUMER DECISION JOURNEY**

A consumer moves through different stages in their purchase journey. Let us examine these stages and how digital marketing can be mapped to each stage. The AIDA (Awareness, Interest, Desire, Action) model can be applied to digital marketing. There are successive stages in the buying process as follows.

**Awareness** At this stage, the goal of the marketer is to create awareness about the brand. By reinforcement communication, the marketer tries to get to the top of mind recall. Awareness is the first step in brand building and the most important one as without awareness, the consumer will not consider the brand for purchase at all. Digital marketing aims to first create awareness. Some channels of digital marketing - the Awareness Plat- forms are more apt for it, such as display advertising on websites, social media such as Facebook, Instagram, LinkedIn and YouTube.

**Interest** It is not enough that a consumer is made aware of the brand. Consumers must be interested in the brand. They must want to know more about the brand, be intrigued by it. This is also known as 'consideration stage'. For consumers to consider the brand for purchase, it must be first included in their consideration set. In the funnel model, the 'interest' stage has a large number of brands. Consumers consider the brands they have heard about in traditional channels or on social media or have seen their friends using it. So a little clutter in the initial consideration is possible. Interest can be sparked by running highly creative campaigns that break the clutter and stand out. Interesting posts highlighting the unique benefits of the brand can also spark interest. Highly emotional messaging can also create emotional connect triggering interest. Marketers can use 'Intent Platforms' to capture the intent such as search engine, comparative analysis or tools for cognitive analysis such as blogs, economic value calculations or ROI calculator.

**Desire** New media makes it easy for consumers to 'evaluate' competing choices using inputs from reviewers, peers, retailers, influencers, specialists, marketers and competitors. Marketers can use 'Credibility platforms' to build credibility for the product or service, thus helping consumers take the leap of faith. Credibility plat- forms include online PR, celebrity endorsements, influencer marketing, feedback, reviews and ratings. These can help consumers make purchase decisions. De Beers, for example, educates consumers about what criteria to look for while selecting diamond. It emphasizes on 4 Cs - Carat, Colour, Clarity and Cut. Based on evaluation of different brands, consumers develop preference for certain brands and they become part of the choice set. This set has much fewer numbers of brands than the awareness set.

**Action** At this stage, consumers purchase the product that they desire and prefer. This stage generates revenues for the brand - an outcome every marketer desires. Ease of locating retail outlets or online purchase facility spurs the consumers to make the purchase. The website should have smooth navigation so that consumers can easily find products that they are looking for at the right time for the right price. Marketers can use transaction platforms such as e-commerce, aggregators, cashbacks and offers to encourage consumers to complete the transaction. Consumers may drop off at any stage for various reasons, like they may not like the design of the site, it may be slow to load, they may not find the right variant of the product, they may be seeking

discounts. or payments may not be going through. Marketers must ensure that all such hurdles are removed.

In digital marketing, marketers have a plethora of channels to choose from search engines, websites, blogs, social networks, mobiles, applications and forums. Depending on the stage of the buying cycle, marketers can choose the most appropriate channels.

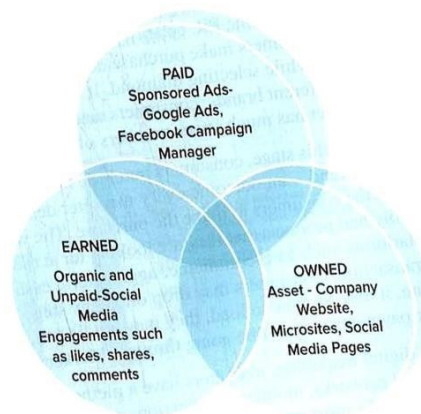
Marketers have traditionally put more emphasis on awareness and consideration stages of the journey. In this process, they end up allocating more resources for building awareness through advertising and developing preference with retails promotions. The traditional AIDA model has only four stages as marketers have not given importance to post-purchase, but with the advent of digital marketing, the advocacy' stage has become important in influencing other consumers and building loyalty. Hence, it is the fifth stage in the consumer buying funnel.

Advocacy Consumers experience either satisfaction or dissatisfaction after a purchase. They may share their experience on social media and spread word of mouth. If consumers are highly satisfied, they may develop a bond with the brand, become loyal and purchase repeatedly or in larger quantities. Social media is most apt for advocacy and word-of-mouth post-purchase.' Marketers must proactively collect feedback so that consumers do not vent out their dissatisfaction on social media (see Table 1.3).

Table 1.3 Platforms Mapped to Customer Buying Funnel

AIDAA	Platforms	Platform Type	Methods
Awareness	Display, YouTube, Facebook	Awareness platforms	Display
Interest	Online PR, Rating, Testimonials, Celebrity, ROI, Payback, Pilot Testing, Comparison, Case Studies, Reviews, Economic Value	Intent platforms	Search, Cognitive Analysis, Comparison
Desire		Credibility platforms	Influencer, Marketer, Celebrity Endorsements, Blogger, Online PR, Trials, Freemium plans
Action	E- Commerce, Marketplace, Aggregators, Portals	Transaction platforms	Promotion, Cashback
Advocacy	Referrals, Recommendations, Review Websites	Advocacy platforms	Customer UGC, Testing Ratings, Reviews, Social Selling

### The P-O-E-M Framework



A good framework that can help you organize your digital marketing strategy is the Paid, Owned, Earned Media (Figure 1.8).

Paid media includes sponsored advertisements in different channels of digital marketing such as search engines, websites, Facebook, LinkedIn and Twitter. They include campaigns run through different platforms such as Google Ads and Campaign Manager of Facebook, LinkedIn and Twitter. It also includes campaigns run through ad networks or Demand Side Platforms.

Owned media is like an asset of the company, i.e. the company has the ownership of these media. It includes company's official website, microsite, social media pages such as Facebook page, LinkedIn page, YouTube channel and Twitter handle. It includes mobile apps or blogs. It also includes original content created by the company such as videos, images, info graphics and posts. Earned media is organic and unpaid. It includes publicity that is generated through recommendations and word of mouth. It also includes social media engagement such as likes, shares, comments, replies, retweets, favorites, etc. Earned media is generated by users and hence is more credible and has the power to give exponential reach to the marketer. Earned media succeeds only when users like the content and engage with it.

#### **CASE STUDY<sup>5</sup>** **ARIEL FASHION SHOOT** **CHALLENGE AND OBJECTIVE**

Live Nation is an American entertainment company that had a concert in Ontario.

**Mistake** Live Nation Ontario scheduled a tweet midway during the concert to urge the audience to share their Instagram photos with a hashtag. However, the stage set collapsed during set up, and the show had to be cancelled. They tweeted about the cancellation forgetting about the scheduled tweet (Figure 1.17).

**Impact** The scheduled tweet came up half an hour after the cancellation tweet and brought some backlash for the company.

#### **CASE STUDY<sup>24</sup>** **ARIEL FASHION SHOOT**

##### **Challenge and Objective**

Ariel Actilift had an improved formula that removed tough stains. But the challenge was that consumers were not interested in such a communication. Most Scandinavian consumers thought there was no difference among detergents of various brands. The category showed a lack of interest with a lot of clutter and noise in communication.

Research showed that there were more than hundred thousand blog posts in Sweden alone on the subject of laundry education. Most of these posts were related to removal of tough stains. Ariel decided to focus on tough stains. The objective of the campaign was to establish that Ariel Actilift has the power to remove tough stains.

##### **STRATEGY**

The strategy was to bring an unexpected stain removal experience to life, online as well as offline. The big idea was 'Ariel fashion shoot'. It was an interactive product demonstration of stain-removing capabilities in Stockholm central station, one of the busiest locations, where a kiosk was set up for 6 days with a robotic camera.

People from other Scandinavian countries could also participate in the fashion shoot through the Facebook app. Users had to control the robotic camera either physically or through Facebook app and take three shots in 30 seconds of clothes stained with chocolate syrup, jams and ketchup. Ariel also did a blogger outreach campaign to create a buzz. They sent high-end fashion apparel to key bloggers to experience and write.

## **RESULT**

Over 1000 pieces of designer clothing were stained. People waited for many hours on Facebook to get a chance to stain. Users shared their pictures with friends leading to the spreading of the buzz. Clothes were then washed in front of users with Ariel Actilift and then shipped to over 1000 winners. The campaign reached 5 million users and 1.2 million installed the app and over 25,000 Ariel fans participated on Facebook. ***Courtesy: Ariel, used with permission.***

## **7. SUMMARY**

Digital marketing, when compared to traditional/ marketing, is driven by the intent to maximize efficiency rather than minimize waste. By adopting digital marketing-based practices, advertisers are able to reach niche audiences. Many advertising tools have now developed the capabilities to have individual communication with users based on interest, psychographic, online behavior, etc. The greatest benefit of digital marketing is the measurability of campaigns advertisers run. However, effective digital marketing only takes place when digital marketer follows the ethical and legal framework. Digital is not the silos of social media or search engines but a mindset. It is the use of technology in marketing. It can involve development of games, applications, advergames, virtual reality, augmented reality. The various skills digital marketers are required to possess are think, feel, act, etc. These skills can be further used to make a career in the digital marketing field.

## **FOOT NOTES**

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