

Prioritizing Business Strategies and Digital Marketing

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ARTICLE INFO	ABSTRACT
Received: 12 Jun 2024 Accepted: 27 Aug 2024	<p>Through a variety of outlets, such as digital advertisements, e-commerce sites, and online marketing methods, the Internet has dramatically boosted sales. By using these strategies, companies may reach a larger audience, customize consumer experiences, and raise brand awareness. The Internet radically changed the business environment and led to the development of a wide variety of digital marketing tactics. However, marketing managers now have to 1) list their goals and objectives, and 2) then choose which digital marketing tactics to capitalize on to accomplish desired goals. Four business strategies: Opportunity seekers, business developers, cost-focused firms, and niche marketing are taken into consideration when examining these difficulties. This article's decisive goal is to ensure that managers are successful and efficient in implementing the plan that their company has chosen by providing them with an understanding of how firms employing innumerable strategies deal with these digital marketing difficulties.</p> <p>Keyword: Digital marketing, business strategies, search engine optimization, content marketing, cost-focused firms, and niche marketing</p>

1. Introduction

Predictions were common throughout the commercial infancy of the internet that it was eliminating particular business strategies. However, the emergence of numerous novel digital marketing strategies does not seem to have diminished viable strategy options to a single low-priced choice. Instead, these practices seem to have reinforced businesses' ability to employ a variety of tried-and-true, wide-ranging business strategies, but with fresh approaches to delivering the needs of the firm (Berthon *et al.* 2012; Sudirjo *et al.* 2023). Although the rise of digital marketing methods has been extensively covered, little focus has been placed on how these tactics fit into different business campaigns.

What is a strategy?

Before tackling these inquiries, it is necessary to establish a shared definition of the term "strategy." Operations, marketing, financial, business, corporate, product/market, pricing, promotion, and distribution are only a few of the numerous variations of strategies. We apply a business strategy perspective in this instance. Corporate-level strategy is specific about which market a firm should serve, while business-level strategy, typically considered the job of the general manager, is about figuring out how to compete (Chen and Lin, 2019; Bala and Verma, 2018).

There is abundant data available on different business strategies and digital marketing (Boric *et al.*, 2016; Christina *et al.*, 2019; Ivanov, 2012; Koiso-Kanttila, 2004; Haenlein *et al.*, 2020; Feine *et al.*, 2023; Tiago and Verissimo, 2014; Vinerean *et al.*, 2013), but the base of literature examining the interaction of these two on one another is comparatively sparse. Little consideration has been given in the previous literature as to which business strategy, along with digital marketing, will be beneficial to these four types of firms. So, the present paper tries to bridge the gap that which strategic priorities to be followed by these four types of firms and which digital marketing tactics will work best for each of these four firms.

Therefore, the following research questions were addressed in the research:

- RQ1: Do all digital marketing strategies equally fit in every setting?
- RQ2: What should be the strategic priorities of firms following one of four business strategies concerning digital marketing?

RQ3: Which digital marketing tactics work best to help each of these four firms get into action?

Empirical studies involving managers and executives for more than 20 years have shown that there are four different attitudes to that problem, which are correlated to four different firm types (Olson et al., 2021; Olson et al., 2018; Olson et al., 2005; Slater and Olson, 2001).

1.1. Opportunity Seeker

New products or services that outperform those of competitors or make their products outdated are first introduced to the market by opportunity seekers. These businesses are known for being market makers and pioneers. Companies like Apple, Tesla, and Cisco are examples of opportunity seekers (Arora and Sanni, 2019; Arrigo, 2018).

1.2. Business/Market Developers

To find out early on whether goods or services would be successful for opportunity seekers, these companies do extensive market scanning. Once they trace one, they attempt to quickly launch a rival product with either more attributes or significantly lower prices. For example, Lenovo, Dell, Anheuser-Busch, and the main television networks are a few examples (Jafri, 2022; Hafez, 2021).

1.3. Cost-Focused Firms

These companies focus on cutting expenses and expanding their market base by proposing to their clients the lowest overall delivered prices. Typically, cost-focused firms function in well-known and stable markets and provide few, if any, additional services. Motel 6, Walmart, Aldi, and Logitech are a few examples (Dutot, 2020).

1.4. Niche Marketing

These businesses concentrate on providing the best possible goods or services in terms of features, dependability, prestige, and service, among other factors. They usually target more affluent clients and smaller market segments while charging a significant premium. They frequently work in markets that are established and stable and aim to build enduring connections with clients. Procter & Gamble, Luxury Automobiles, The Ritz-Carlton Hotel Company, and Tiffany & Co. are a few examples (Ebrahim, 2020; Dutot, 2020; Chen and Lin, 2019).

Although any organization may find value in each of these tactical priorities, more than thirty years of contingency study indicate that the relative weight of each priority will change based on the fundamental conditions necessary for a particular strategy to be implemented successfully (Zeithaml *et al.* 1988; Farivar and Richardson, 2021). For instance, a company that prioritizes introducing new products (opportunity seekers and business developers) may face significantly more obstacles and focus on establishing brand recognition/awareness than a firm that prioritizes protecting established markets (such as cost-focused firms and niche marketing). The notion that various digital marketing strategies would vary in their effectiveness in tracking the market may prove beneficial to the firm in the long run. Figure 1 illustrates the thesis of the research. The model highlights how these four firms (opportunity seekers, market/business developers, cost-focused firms, and niche marketing) opt for different strategic priorities and strategic tactics; and how these factors in turn affect their overall performance. This model is tried and tested in previous research (Olson et al., 2005; Olson et al., 2021; Slater and Olson, 2001). The effectiveness and efficiency with which a company implements its business plan determine its success, at least in part (Galbraith and Kazanjian 1986; Walker and Ruekert 1987). The procedure in which business strategies are conducted addresses how marketing activities are accomplished (Slater and Olson, 2001; Walker and Ruekert, 1987). Completion of these activities is based on how they are organized (Mintzberg 1979; Vorhies and Morgan 2003; Weitz and Anderson 1981) and the behavior the organization takes concerning cost management, innovation, competitor analysis, and customer orientation (Day and Nedungadi, 1987; Deshpande et al., 1993; Chen, 1996).

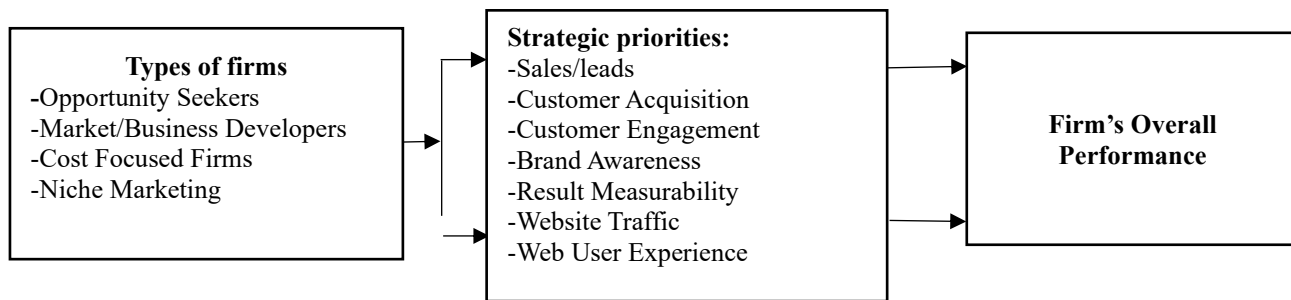


Figure 1 shows how the types of firms picking up strategic priorities and strategic tactics impact their overall performance.

2. Literature Review

The way businesses compete in a market or industry is referred to as their business strategy (Walker and Ruekert, 1987; Varadarajan and Clark, 1994). However, business strategy is based on two dominant outlines: Miles and Snow (1978), which is based on product-market change, and Porter (1980), which depends on customers and competitors. Miles and Snow (1978) developed an inclusive framework that provides an alternate means for an organization to approach related to 'product-market domains (the entrepreneurial problems) and construct structures and processes (the administrative and technical problems)' to proceed with the right perspective towards these domains. In light of this, it is shown how these four types of firms address such matters. (1) Opportunity seekers are always looking for and seizing new products and markets. (2) Market /business developers try to exclude a segment of the market to establish a steady stream of goods and clients. (3) Cost-focused firms hold a middle ground by cautiously trailing prospectors into new product-market domains while safeguarding a steady stream of clients and goods. (4) Niche marketers look for people who can pay them premium prices to fulfill their desires for luxury.

The internet acts as a manifesto for conversation, apart from just acting as a means of promotion. It acts as a conduit for corporate transactions and the application of specific marketing techniques. The implementation of a selected strategy is accomplished through tactics. Although this was unquestionably known in 2001, the focus on different marketing strategies has significantly increased in the years thereafter. These strategies are nowadays included in the more general category of digital marketing (Gupta and Syed, 2022; Jarman *et al.*, 2021). Internet marketing helps in designing precise e-marketing goals and formulating tactics to ensure that resources are used to both counteract the challenges posed by the Internet and capitalize on its marketing prospects (Key, 2017). E-marketing is the study of how a corporation and its products and services connect with its prospects online and through other digital channels like email and smartphones to achieve its marketing objectives.

Although there are other digital marketing strategies, we concentrate on 7 of the most popular ones, as determined by autonomous technology-focused marketing and research agencies.

2.1 Social Media Marketing, or SMM

Social media platforms like LinkedIn, Facebook, Twitter, Instagram, Pinterest, Google+, and others are used to increase traffic to the website or business (Matsuno and Mentzer, 2000). Social media's rise has substantially transformed the ways and instruments available for communicating with customers (Vinerean *et al.* 2013); therefore, companies need to comprehend how to effectively utilize social networking sites in a manner that makes sense with their company's strategy (Bala and Verma, 2018; Assimakopoulos *et al.* 2017)

2.2. Usage of Marketing Technology

A collection of software programs and technological tools that marketers employ to collect and analyze data, automate or streamline marketing procedures, and offer a variety of ways to connect with and engage a target audience (Olson *et al.* 2005).

2.3. Data-Driven Personalization

A digital marketing tactic known as "data-driven personalization" makes use of consumer information (such as browsing preferences, past purchases, engagement trends, etc.) to provide offers and content that are tailored to each individual (Tiago and Veríssimo, 2014). Better customer experiences, greater brand loyalty, and frequently increased conversions and ROI are the results of this very personal and relevant strategy (Trusov *et al.* 2009). As the majority of people's lives moved online, they began to spend more time looking for the brands that are available online. This transformation allowed brands to tempt potential customers to make a purchase (Olson *et al.* 2018; Preacher and Hayes, 2008). Many experts believe that data-driven personalization is not a new concept, but constant developments in it have increased its accessibility and efficiency to a great extent.

2.4. Search and Social Ads

The practice of positioning commercials to show up in a sidebar on a 'search results' sheet or at the topmost of search listings. When specific phrases or keywords are typed into a search engine, the ads associated with those terms are shown alongside search results (Sahibzada *et al.* 2020; Stead *et al.* 2013)

2.5. Email Marketing

Email marketing is the way in which commercial messages are sent to a list of potential clients via email. It is usually done by separating the email list into different parts based on their spending patterns and consumers' preferences. This is mostly about sending customized emails only to those who are interested in the brand (Preacher and Hayes, 2008).

2.6. Search Engine Optimisation

Simply said, search engine optimization, or SEO, is the method through which it is ensured that the particular website appears on the top of the search results appears in search results on Bing, Yahoo, Google, or any other search engine naturally or organically (Vial, 2021). Google frequently modifies its algorithms to ensure that only pertinent results appear. As per the opinion of several experts, SEO is no longer pertinent. Therefore, spending money on it is just baseless. On the other hand, digital marketers claim that it is possible to alter the algorithm to bring a website to the top (Gupta and Syed, 2022).

2.7. Content Marketing

It is a way through which videos, webinars, podcasts, infographics, banners, photos, news updates, case studies, and blogs are shared to approach their audiences and make them feel connected with the brand (Vorhies and Morgan, 2003). There is no doubt that it is the most beneficial tactics that work best to hold the customers associated with the brands (Arigo, 2013). The content should be appealing, brief, and clear so that it is easy for the customers to comprehend.

3. Methodology

The paper aims to give marketing managers a vision of how companies with comparable business strategies conduct digital marketing. In light of this, the top seven priorities for digital marketing are: Increased sales prospects and leads, increased customer acquisition, increased customer engagement, increased brand awareness, improved web user experience, increased website traffic, and improved result measurability. Scales to measure four types of firms (opportunity seekers, market/business developers, cost-focused firms, and niche marketers) were adapted from Olson *et al.* (2005 and scales to measure strategic priorities and strategic tactics were taken from Olson *et al.* (2021)

We carried out the research by administering the closed-ended questionnaire to 230 mid-level to executive-level marketing managers working in Delhi. Out of which 68 sheets were incomplete; therefore, 172 responses were considered for conducting the research. Every participant was asked to score the significance of every strategic priority or the efficacy of these 7 digital marketing strategies mentioned above on a 5-point Likert scale, ranging from 1 = not at all to 5 = extremely high. Their responses were shown through clustered column charts displayed in the results and their managerial significance.

4. Results

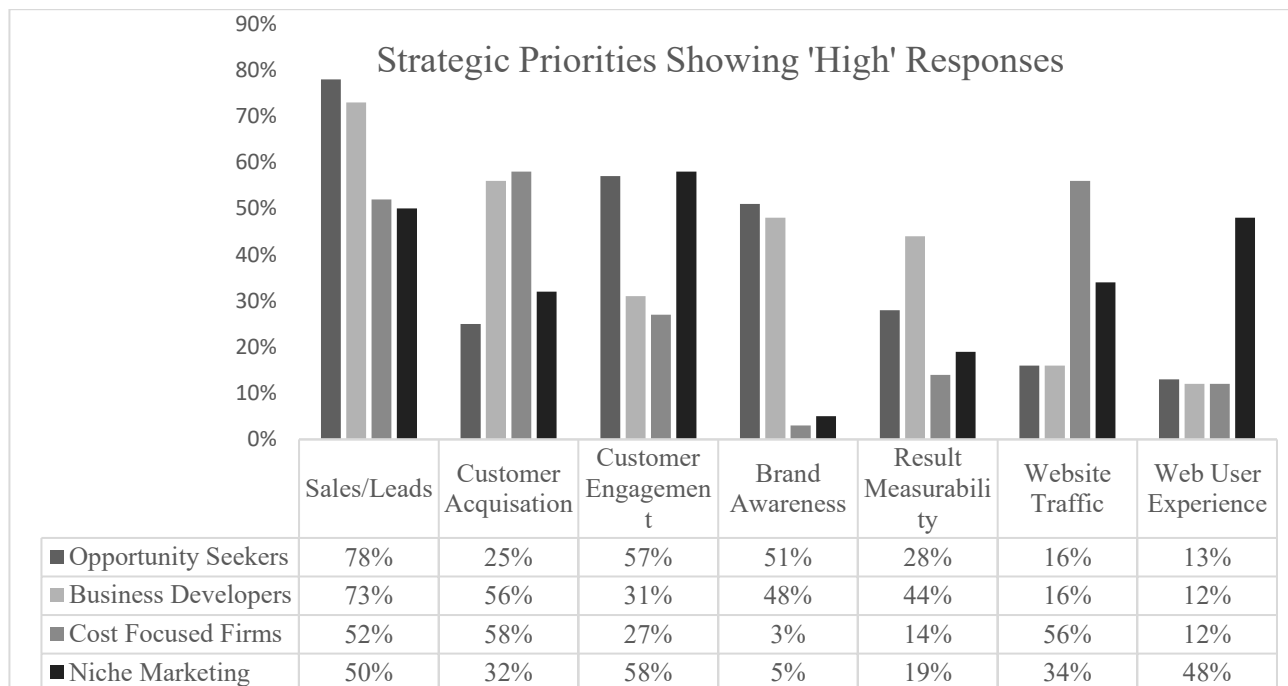
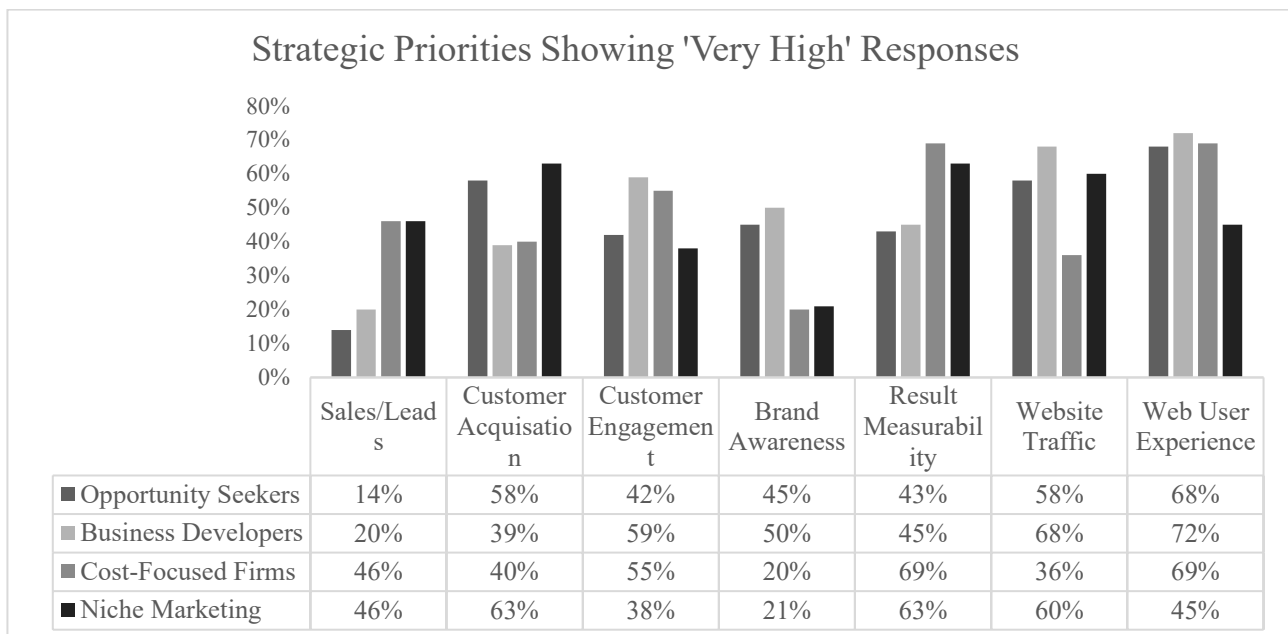
The demographic data of the respondents is captured in Table 1. The table tries to distinguish data based on gender, age, educational qualifications, experience, and annual income.

Table 1. Demographic information about the respondents

Variables	Frequency	Percentage (%)
Gender:		
Male	98	56.97
Female	74	43.03
Age:		
20-30 Years	20	11.62
30-40 Years	87	50.58
40-50 Years	62	36.04
50-60 Years	03	01.76
Educational Qualification:		
Under Graduate	52	30.23
Post Graduate	90	52.32
Ph.D. Degree	10	05.81
Diploma course	20	11.64
Experience:		
1-5 Years	14	08.13
5-10 Years	56	32.55
10-15 Years	74	43.02
15-20 Years	20	11.62
20 Years and above	08	04.68
Annual Income:		
Less than Rs. 250,000	05	02.90
Rs. 250,000- Rs. 500,000	43	25.00
Rs. 500,000- Rs. 750,000	84	48.83
Rs. 750,000- Rs. 10,00,000	40	23.27

We examined the percentage of replies in the high (4) and very high (5) categories after analyzing the responses from all 172 participants. To illustrate the general significance or efficacy as judged by strategic groups (opportunity seekers, business developers, cost-focused firms, and niche marketing) of the 7 strategic priorities and 7 digital marketing strategies, we have made 4 clustered column charts showing strategic priority showing 'High' responses, strategic priorities showing 'Very High' responses, strategic tactics showing 'High' responses and strategic tactics showing 'Very High' responses respectively.

Almost all businesses, regardless of strategic alliance, view statistics of the previously described strategic priorities as being of 'high or very high importance', as shown in Figures 2 and 3. The one major exception to this rule is brand recognition/awareness, which is regarded as a very low priority by both cost-focused firms and niche marketers (Olson et al., 2021). Although this conclusion might appear unexpected at first glance, by thinking deeply about the concern, we realize that cost-focused firms already have an existing clientele. This is not to say that cost-focused companies and niche marketers don't care about their brands; rather, it means that they have invested a lot of time and resources into creating them, freeing them up to concentrate on other matters. On the other hand, opportunity seekers and market developers are the ones who are developing new goods or services that consumers might not be familiar with. Therefore, even if a product is made by a well-known company, the company should be actively involved in creating sub-brands (Christina et al., 2019). When Apple first introduced the iPad, no one knew what it was. Brand awareness is ranked as a key strategic priority by business developers. Additionally, Figures 2 and 3 demonstrate that a large number of respondents from all four strategic groups provide a 4 or 5 importance rating to the remaining six strategic priorities.

**Fig. 2** Strategic Priorities showing 'High' responses**Fig 3** Strategic priorities showing 'Very High' responses

The general conclusion from Figures 2 and 3 shows that almost all the companies are concerned with each of these 7 strategic priorities, but we shall discuss particular differences within strategic groups soon. This brings us to our second point of consideration: What are the most successful digital marketing strategies?

Figures 2 and 3 showed consistency among respondents, whereas Figures 4 and 5 showed notable variation within and between strategic groups. Finding out how well the seven strategic marketing approaches address the previously listed strategic priorities is the problem here. Although search engine optimisation and content marketing are seen as universally significant, there is a noticeable disparity in the 'high and very high' evaluations between strategic

groups. Three additional strategies: ‘search and social ads’, ‘email marketing’, and ‘social media marketing’—remain quite important (Bala and Verma, 2018).



Fig. 4 Strategic tactics showing ‘High’ responses



Fig. 5 Strategic tactics showing ‘very high’ responses

Lastly, data-driven personalisation and the use of marketing technology rank rather low on the prioritization scale (Olson et al., 2021). We are currently able to hypothesize as to why these discrepancies exist. Some businesses may be unable to handle the technological complexity and related expenses needed to execute these final two digital marketing strategies. Setting aside such conjecture, we will now examine important concerns for every strategic group.

5. Conclusion

5.1. Opportunity Seekers

More than half of opportunity seekers ranked brand awareness ($96\% = 51\% + 45\%$), customer interaction/engagement ($99\% = 57\% + 42\%$), and sales leads ($92\% = 78\% + 14\%$) as extremely important (referring to Figures 2 and 3). These three categories achieved or were near 100% as the answer rates when high and very high priority responses were added together (as shown in Figures 2 and 3), which is a compelling indication that they are the top strategic considerations for opportunity seekers. The lingering four strategic priorities—'customer acquisition', 'web user experience', 'website traffic', and 'results measurability'—were ranked in the 'high or very high categories' by 70% to 90% of participating organizations. Stated differently, opportunity-seeking firms acknowledged the worth of all seven strategic priorities that were established. These results are consistent with the previous research, such as Olson et al. (2005; Olson et al., 2021; Slater and Olson, 2001).

By examining precisely all the digital marketing tactics, we discover that 'search engine optimization' (44%) and content marketing (54%) received more than 40% of very highly effective responses (as shown in Figure 5); and when highly effective responses were included, the response rate surpassed 90% (referring from figures 4 and 5). 'Social media marketing', 'data-driven personalisation', 'email marketing', 'marketing technology use', and 'search and social ads' came next in descending order. The most distinguished characteristic of these results is how opportunity seeker firms prioritized data-driven personalisation [referring to Figures 4 and 5; $52\% = (42\% + 10\%)$] and marketing technology use [referring from Figures 4 and 5; $33\% = (30\% + 3\%)$] much more than the majority of other groups.

5.2. Business/Market Developers

Business developers rank sales leads (73%), customer acquisition (56%), and brand awareness (48%) as a high priority, with brand awareness getting slightly below 50%. When very high-priority responses were taken into account, all three of these achieved or surpassed 93% rates, providing robust proof that these are the most important strategic concerns for business developers. The remaining four strategic priorities—customer engagement ($90\% = 31\% + 59\%$), website user experience ($84\% = 12\% + 72\%$), website traffic ($84\% = 16\% + 68\%$), and results measurability ($89\% = 44\% + 45\%$)—were ranked in the high to very high range by 70% to 90% of participating companies (referring the data from figures 2 and 3). To put it another way, business developers acknowledged the significance of each of the seven strategic priorities that were selected. They scored significantly higher on client acquisition and results measurability, and significantly lower on customer engagement than opportunity seeker organisations. The second-mover position of business developers, who gain from first-mover market understanding, is thought to be the cause of these discrepancies. Opportunity seekers' explanations of the benefits of a new merchandise or service area are helpful to business developers, but they must secure sales rapidly to establish a locus before the competitors acquire their customer base through other lucrative ways (Olson et al., 2005; Olson et al., 2021).

While looking at particular digital marketing strategies, it was found that 'search engine optimization' (56%) and content marketing (64%) generated more than 50% of highly effective responses, and when very high responses were included, the response rate surpassed 90% which is visible from the aggregates of Figures 4 and 5 ($56\% + 37\% = 93\%$ for SEO and $64\% + 26\% = 90\%$ for content marketing). 'Social media marketing', 'search and social ads', and 'email marketing' came next in plunging or decreasing order. The most noteworthy discovery is that compared to opportunity seeker organisations, business developers use marketing technology and data-driven personalisation much less frequently. We hypothesize that the lower price point business developers usually assign to the me-too products they introduce to the market is the cause of these discrepancies in how opportunity-seeking firms evaluate particular digital marketing strategies. Lower price points result in lower business margins, which lowers spending on pricey marketing campaigns.

5.3. Cost-Focused Firms

Cost-focused firms identified customer acquisition ($98\% = 58\% + 40\%$), website traffic ($92\% = 56\% + 36\%$), and sales leads ($98\% = 52\% + 46\%$) among the top strategic priorities (referring to the data from Figures 2 and 3). Therefore, the combined response rate encountered exceeded 90%. In contrast to this, brand awareness, web user experience, and result measurability were recorded no higher than 14% as high strategic priorities (Figure 3). After adding very high responses, web user experience, and result measurability, attained more than 80% as the response rate. Apart from this,

brand awareness was not able to reach even 25%. Six out of the seven strategic priorities that were identified were deemed important by cost-focused enterprises collectively. The notable distinction between opportunity seekers or business developers and cost-focused enterprises is that the latter place less attention on increasing brand awareness. By definition, cost-focused businesses prioritize cost minimization and have existing clientele. This suggests that although consumers are aware of the brand, they more often link it with reduced costs than with improved services or other aspects of quality. Therefore, the message that appeals to these businesses' clients the most is the supplied pricing. As a result, making sales fast is more crucial than developing a brand over the long run (Olson et al., 2021).

After accounting for high-effectiveness responses, we found that the three digital marketing strategies most frequently used by cost-focused firms were email marketing, SEO, and content marketing (Figure 4). By far the most popular digital marketing strategy is search engine optimization when we look at individual tactics; more than 40% of respondents have marked it in a 'very high' category (Figure 5). Email marketing and content marketing did not even reach 30% in this area, despite coming in second and third, respectively (Figure 5). None of the four digital marketing techniques ('social media marketing', 'data-driven personalisation', 'marketing technology usage', and 'search & social ads') even touched 5% at the 'very high' response level (Figure 5). With combined 'high and very high' efficacy scores, 'social media marketing', 'search engine optimization', and 'search & social ads' all had scores set at or above 40% (figures 4 and 5). However, the 'combined high and very high' replies from 'data-driven personalisation' and 'marketing technology utilization' were fewer than 5% (figures 4 and 5). Cost-focused firms typically favor strategies that have the highest potential for immediate sales growth. They rarely make investments in strategies that emphasize consumer customization at additional costs. We assume that these businesses believe that the expenses of obtaining data about customers whose primary purchasing factor is cheap pricing are just too expensive.

5.4. Niche Marketing

More than 50% of niche marketers ranked 'customer engagement' (58%) and 'sales leads' (50%) as extremely important, with 'web user experience' (48%) placing it at 3rd place, slightly less than 50% when high responses are considered (referring to figure 2). The aggregate response rate surpassed 90% when the top three categories were supplemented by very high-priority responses (as shown in Figures 2 and 3). Niche marketers prioritize developing relationships with clients. High response rates for 'website traffic' (34%), 'customer acquisition' (32%), and 'results measurability' (19%) indicate that sales are also quite important (referring to Figure 2). Each of these strategic priorities rose to above 80% when 'very high priority responses' were combined with high priority responses, except for result measurability (Figures 2 and 3).

Niche marketers produced extremely poor brand awareness scores ($26\% = 5\% + 21\%$; referring to Figures 2 and 3), much like cost-focused firms. The combined total score just brought about 26%, even when 'high and very high responses' were included. The overall outcome in terms of brand building is the same, even though the justification is different from that for cost-focused firms. By definition, niche marketers have established clientele whose purchasing power is high because they like to buy high-quality products and are even prepared to pay more for the corresponding advantages. However, we were surprised that this strategic focus did not result in a significantly greater response compared to their low-priced entrants.

When we look at certain digital marketing strategies, we find that 'search engine optimization' (50%) and 'content marketing' (60%) are by far the most appreciated strategies, with at least 50% of respondents stating that they are extremely effective or high responses (referring to Fig. 4) (Koiso-Kanttila, 2004). Considering the response in 'very high' category, 'data-driven personalisation' (16%), 'social media marketing' (11%), and 'email marketing' (10%) rank far behind in third, fourth, and fifth place, respectively (referring to Fig. 4). The use of data-driven personalisation by niche marketers stands out in this instance. The percentage rises to 64% ($48\% + 16\%$; referring to Figures 4 and 5), which is far higher than that of opportunity seekers and significantly higher than that of either cost-focused firms or business developers. Niche marketers think it is worthwhile to spend more money to study the likes and purchasing habits of their clientele (Hariningsib, 2013). Additionally, niche marketers show significant support for email marketing ($67\% = 57\% + 10\%$; referring to Figures 4 and 5), which is consistent with cost-focused firms. It should come as no surprise that various niche companies cultivate strong relationships with their clientele to encourage recurring business.

6. Implications

6.1. Managerial Implications

More than 150,000 published articles, including those in trade journals, scholarly journals, periodicals, news outlets, and market research studies, use the word "business strategy," according to a recent search of the SCOPUS database. Nevertheless, just 250 articles are found using the keyword "digital business strategy." The purpose of this essay is to assist in bridging the gap between digital and business strategy. So, how can individuals benefit from the answers provided by 172 marketing managers? We advise individuals to enquire about the concerned company in several ways.

Decide on your company plan. What is your company's inclination: aggressively pursuing new goods or markets, or defending current ones? Then, categorize your business strategy. Whether the firm is more persuaded to shield existing products/ markets or to chase new products/markets assertively? If you are more of a defender, do your clients buy from you as you are a cost-focused company that offers the lowest total delivered costs, or because you are a niche marketer that offers superior brand image, quality, or service? If you consider yourself more of an innovator? Then, do you tend to be the first to market with unique goods or services (as an opportunity seeker) or are you a fast follower who offers more attributes or lower costs (as a business developer)? Then align your business strategy with your digital strategy. What is the main marketing goal of your company? (Quick sales? Establishing enduring connections? Trials and awareness of new products?)

Marketing executives can then choose the best combination of digital marketing strategies after these questions have been addressed. It would be simple to make substantial investments in all seven digital marketing strategies if marketing resources were limitless. Certainly, this is seldom the situation; therefore, marketing managers have to decide how best to spend promotional funds. Though there isn't a one set of digital marketing strategies that will work well for every company, marketing managers need to be able to gain knowledge from the observations made by survey respondents. It seems that marketing managers play it safe by devoting funds to search engine optimisation and content marketing when we take into account the evaluated effectiveness rates for these seven digital marketing strategies discussed in this study. Since these digital marketing strategies seem to be widely accepted, the maximum available budget must go toward them. On the other hand, the adoption rates of 'marketing technology' and 'data-driven personalisation' are significantly lower. However, it is important to recognize the notable distinctions within strategic groups. Our results demonstrate that, while for rather different reasons, niche marketers are the ones who most justify the large financial and human expenditure needed to fully utilize these technologies.

Opportunity seekers must be clever enough to recognize prime consumers and early adopters to steer market trends and stay ahead of the competition. If an opportunity seeker doesn't recognize these individuals, they may miss out on the prospective customers and the associated monetary gains when the market shifts to the much larger early and late majority groups. Customers who value and can pay for premium goods and services must be able to be identified by niche marketers. Targeting customers who are unable to purchase luxury items is a waste of the limited marketing budget. Thus, it is logical to spend on finding high-probability clients and then having the capacity to customize certain communications for that highly segmented target population. Email marketing is a far better option for cost-focused firms than for those adopting a more aggressive approach, even though the statistics are not quite as striking. These businesses can maintain constant direct communication with their devoted clientele. This leads us to the final two digital marketing strategies: 'social media marketing' and 'search and social ads'. Regarding perceived effectiveness, both categories are in the middle, with relatively little difference between strategic groups. However, none seems to have the same potential influence as search engine optimisation or content marketing.

Lastly, marketing managers will discover that digital marketing is a rapidly changing field. As a result, marketing managers and the companies they work for would benefit from routinely reviewing their investment portfolios in digital marketing. New technology could make one digital marketing strategy more successful at the expense of another. The goals set in tandem with the company's or business unit's chosen competitive strategy should be the primary determinant of the marketing manager's choice of digital marketing strategy.

6.2. Limitations/ Future Directions of Research

The research was conducted on 172 mid-level to executive-level marketing officials in Delhi. So, future research can cater wider base outside Delhi or different locations with the increased number of respondents. Also, it included only seven types of strategic tactics, namely social media marketing, marketing technology usage, data-driven

personalisation, search and social ads, email marketing, search engine optimization, and content marketing; future research can broaden the horizon by including tactics like mobile marketing, viral marketing, public relations, and so on.

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