

The Impact of Digital Marketing and Digital Transformation on E-Commerce, Positioning and Brand Promotion

Dr. Neelam Sheoliha

Associate Professor Marketing, Xavier institute of management & design Greater Noida West Uttar Pradesh
neelamsheolih@gmail.com

Bibi Hajira

Assistant professor, Commerce and Management, International Institute of Business Studies, Bengaluru
bibihajirasyeds@gmail.com

Dr. Ambrish Singh

Assistant Professor-Management, Rajkiya Engineering College, Azamgarh, Uttar Pradesh - 276201
drambrish@gecazamgarh.ac.in

Pranjal Rawat⁴

⁴School of Management, Graphic Era Hill University, Dehradun
rawatpranjal89@gmail.com

Dr. Priyanka Rawal

Associate Professor, Faculty of Management and Commerce, Jagran Lakecity University, Bhopal
Madhya Pradesh
priyankarawal@gmail.com

Dr Ankush Sharma

Professor, Faculty of Management and Commerce, Jagran Lakecity University, Bhopal, Madhya Pradesh
sharmaankush12@gmail.com

Abstract

Digital marketing and transformation have a significant including far-reaching influence on brand promotion, and positioning, alongside e-commerce in the digital era. The paper examines the way companies employ digital tactics to promote brand recognition and commercial success. Researchers examine major businesses like Amazon, Netflix, Airbnb, Nike, & Starbucks in order to acquire data-rich insights regarding how effective digital marketing is at improving brand recognition alongside e-commerce sales. It underlines the significance of social media, and omnichannel tactics, including data-driven decision-making. It tackles issues which include data privacy, ROI calculation, and technology adaption. The past ten years have seen a rapid evolution of both the academic eMarketing literature and marketing in the digital environment. This evolution has been fuelled by new business models and technological advancements that have changed the information that can be utilised by businesses to make decisions. To successfully recoup the substantial expenditures made in digitalization, new avenues for profit-generating must be created. This investigation highlights how digital tactics could have a revolutionary impact on consumer behaviour alongside environmental sustainability. Future advances are promised, even though there will continue to be difficulties to be conquered as the digital environment changes.

Keywords: Digital, Marketing, Transformation, brand, Promotion, Positioning, impact

Introduction

This report aims to discuss the importance and impacts of digital marketing and digital transformation on E-commerce, positioning, and brand promotion. The use of digital marketing has swept the globe. Any business may see how digital marketing has impacted it. Due to the fact that they alter how a firm performs and interacts with its clients, it is crucial to make sure that all digital marketing techniques are created to enhance any business. Adoption of digital marketing tactics and their results empower organisations on a bigger scale and bring about good benefits. Digital marketing is the practice of promoting a company's brand to both new and returning customers online and through other digital platforms (Low et

al, 2020). Effective marketing efforts leverage a variety of venues and communication channels. It's critical to recognise that the Internet and social media have a significant influence on local and international business, the economy, and trade in a day and age. New technologies are being released daily, and 5G wireless communication is being planned. Based on this technological revolution, businesses and brands are reaching people globally and providing goods and services more effectively and efficiently than ever before. Digital marketing opportunities abound online, and these opportunities are transforming the surroundings (Rrustemi et al, 2020). Digital marketing opportunities translate into customer-centric markets. Consumers can now choose international products and get the best value. Besides, "Digital inbound marketing," as it has been conceptualised by several writers, has become an increasingly significant component of a company's marketing endeavours. Additionally, it is thought that in order to remain competitive, multichannel marketing initiatives and digital agility in online marketing are essential. In spite of this, not much is known about how different companies combine and utilise digital marketing strategies. In modern society, time is a precious commodity (Jain, & Pandey,2019). Customers can access product information and make quick purchasing decisions with the push of a button. Customers may now shop from the convenience of their own homes rather than wasting crucial time going to a store, looking through merchandise, and making purchases.

Customers can always access information online, regardless of the day of the week or the time. A good time to form an opinion about a company is always. Now, consumers may buy products whenever they want, day or night. The creation of digital marketing tools has significantly changed consumer purchasing patterns and created a digital environment that is customer-focused (Laverie et al, 2020). In order to compete in the very competitive sector of digital marketing, businesses are increasingly providing greater dedication and honesty to their clients. The buzzword of the day is undoubtedly digital marketing, which has also integrated into the core of marketing. By utilising internet marketing technologies, there is no denying that digital marketing has an advantage over traditional marketing methods.

Problem Statement

The research's issue statement is that firms in the contemporary digital environment struggle with successfully employing digital marketing including digital transformation methods to improve their E-commerce operations, positioning strategies, alongside brand promotion initiatives. Although there are numerous chances provided by digital marketing, firms find it difficult to adapt and take full use of the advantages, like customer-centric marketplaces, 24/7 accessibility, as well as efficient worldwide outreach. This study intends to look at the unique difficulties alongside possibilities at the nexus of digital marketing in addition to e-commerce, with a focus on how businesses can get around obstacles while employing these tools to successfully position their brands in the digital era.

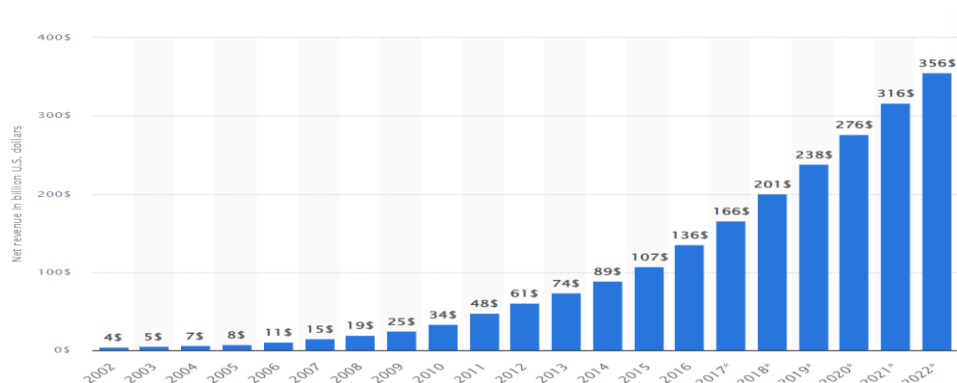
The aim of this study is to examine the way digital marketing and transformation have affected brand promotion, positioning, as well as internet shopping. The objectives of this study include a thorough investigation of the E-commerce digital marketing environment with a concentration on brand positioning as well as promotion (Jain, & Pandey,2019). First, to evaluate the way different digital marketing techniques have improved e-commerce operations. Second, to look at the way brand positioning in the online market is impacted by digital transformation projects. Thirdly, to pinpoint crucial success elements as well as obstacles that firms in this situation must overcome. Finally, it offers helpful advice for companies looking for ways to optimize their digital marketing initiatives as well as strengthen their brand presence in the digital era.

Literature Review

The corporate landscape has shifted as a result of the digital revolution, forcing organizations to reevaluate their marketing plans as well as embrace digital transformation. The importance of digital marketing in the context of e-commerce cannot be understated as customers increasingly depend on online channels for information and purchase. With the help of instances and concepts from a range of sources, this literature review explores some of the most significant elements of this transformational journey.

Figure: 1

Global revenue of Amazon



(Source: Statista.com, 2023)

The Function of Digital Marketing in Online Shopping

Digital marketing is now essential to the expansion of e-commerce. Amazon, a leading name in international e-commerce, is a prime instance. Amazon's rapid expansion has been supported by the company's advanced digital marketing techniques, which include personalized suggestions as well as targeted advertising. Statista estimates that Amazon's net revenues will reach \$276 billion in the year 2020, partly due to its mastery of digital marketing (Melović et al. 2020).

Customer-Centric Approach and Data-Driven Decisions

With the help of digital marketing, companies can implement a customer-centric strategy by gathering and analysing massive volumes of data. Businesses like Netflix have become adept at tailoring content suggestions using user data. This data-driven strategy has shown to be effective in attracting and retaining subscribers (Rathore, 2023).

Online visibility and brand positioning

Brand positioning and online presence are strongly related in the digital sphere. A brand's online presence can potentially be significantly increased through search engine optimization (SEO).

Social Media and Influencer Marketing

Platforms on social media have become effective instruments for promoting brands. A well-known sportswear company, Nike, makes effective utilization of social media sites like Instagram, which currently has more than 100 million users.

Seamless customer experiences and omnichannel strategies

The age of multichannel marketing has arrived as a consequence of the digital revolution. Businesses like Starbucks can be considered prime examples of ways to successfully combine analog and digital interactions. Starbucks' mobile app enables users to place orders in advance, make payments via the internet, and collect rewards (Warokka et al. 2020).

Challenges in Digital Transformation

While there are many advantages provided by digital marketing as well as change, there are also difficulties. Data security and privacy are an important barrier. The issue involving Facebook and Cambridge Analytica offers as a harsh warning of the dangers of improperly handling user data (Gonzalo et al. 2020). To maintain customer trust, businesses need to deal with these issues.

Challenges in Attribution and ROI Measuring

It can be challenging to calculate the return on investment (ROI) of digital marketing operations. Companies frequently struggle with appropriately attributing conversions to particular digital channels (Ponzoa & Erdmann, 2021).

Table 1

Overview of several organisations in their digital transformation

Examples	Approaches
Netflix	Due to its data-driven content selection, Netflix's member base reached 208 million worldwide in 2020.
Airbnb	An example of this is the way Airbnb used SEO tactics to get a competitive advantage. Airbnb considerably improved its online exposure by optimizing its website for relevant keywords, which resulted to a huge rise in organic traffic and bookings (Dastane, 2020).
Nike	Sales are boosted by Nike's partnerships with celebrities as well as players like LeBron James along with Cristiano Ronaldo. Nike reported \$37.4 billion in sales in the year 2020, demonstrating the effectiveness of social media-driven brand marketing (Burhanudin et al. 2022)
Starbucks	Starbucks projected 90 million active members in its rewards program in the year 2020, demonstrating the value of frictionless consumer interactions
Google Analytics	The difficulties have been solved in part by Google Analytics as well as sophisticated attribution modelling methods, but the problem still exists.

The impact of digital marketing and digital transformation on E-commerce

Digital transformation is the process of transforming decision-making by integrating functional, modern technology into processes. For e-commerce business owners, digital transformation never ends. One must constantly monitor changes in consumer expectations and behaviour and evolve accordingly so that the products and strategies can meet and exceed the needs of the target audience.

It's also important to stay ahead of the competitors and outperform them whenever possible. One should not be afraid to be proactive when creating a digital marketing strategy. The more one invests now, the more profit one can make. For e-commerce business owners, digital transformation never ends. It is necessary to constantly monitor changes in consumer expectations and behaviour and evolve accordingly so that the products and strategies can meet and exceed the needs of the target audience. Most companies (especially new ones) have traditionally developed partnerships with large retail stores on a wholesale basis. According to the scholar Mahmoud Davis (2020), business models can help businesses make more money and learn more about their customers, with retail analytics becoming a cornerstone for these businesses directly-to-consumers. On the one hand, consumers communicate directly with the company; on the other hand, brands respond quickly and provide effective help. In fact, more than 55% of customers want DTC companies to provide them with personalized experiences and specific products (Apix-Drive, 2022). A new generation of devoted brand evangelists should be nurtured by DTC companies who will joyfully promote their favourite products and draw in new customers. E-commerce behemoths like Amazon have utilised big data to provide customers highly personalised shopping experiences. Machine learning, which can adapt website algorithms based on past customer behaviour and provide specialised recommendations, makes this possible. As scholars like Ali, &Hollgren, (2022), stated it is also crucial to remember that a lot of customers consider this monitoring to be a violation of their privacy and may choose not to receive tailored advertisements.

Integrating augmented reality into e-commerce websites and mobile platforms allows shoppers to visualize their favourite products instead of just looking at stock images and reading their descriptions. AR is a game changer for e-commerce as it will complement the personalization of customer experience. Customers' ordering preferences are carefully stored in the database behind the scenes of most e-commerce websites through an e-commerce system with no user interface. In other words, such a mechanism decouples a company's e-commerce platform from its interface, allowing backend data to be easily sent to various interfaces via APIs. The next generation of automated shopping is headless e-commerce (Jain et al.,

2019). It is SEO friendly, adaptable and fast across multiple devices, and makes it easy to set up a multi-region platform. Personalized purchases across devices are also simpler with this.

CRO, or conversion rate optimization, is just as important to the website as good SEO. While SEO methods bring people to the website, CRO tactics convert them into customers. CRO is a website performance improvement method that emphasizes iterative optimization, which involves making small changes to a website and then evaluating the results. Small changes, such as page design tweaks, more creative product descriptions, improved navigation options, and faster checkout processes, help simplify shopping and increase conversion rates. E-commerce has long been profitable. By 2024, economists predict U.S. retail e-commerce sales will reach \$476.5 billion, up from \$279.7 billion today (Coppola, Daniela, 2016-2022). E-commerce is an area where businesses have bet big and reaped huge profits from their internet presence in terms of consumer opinion, market share and profits, while keeping Operating costs are kept to a minimum.

The impact of digital marketing and digital transformation on brand positioning.

A well-positioned brand is one that the customer considers to be excellent in some way. Positioning may not be permanent; frequently, brands need to be repositioned, and a wider range of IPR may be used. Maintaining brand extensions, adhering to umbrella, sub, and single product logos, and launching new products are all made easier by it. As Minsky, & Geva (2019) has stated, advertising and marketing managers use it to comprehend the competitive landscape, while brand managers use it as a reference manual for internal usage and to determine the dos and don'ts for the brand.

The impact of digital marketing and digital transformation on brand promotion:

By interacting with customers who are looking for certain goods and services, digital marketing increases a company's traffic, leads, and revenue. The act of advertising a firm online to valuable customers and potential leads is known as web marketing. Online marketing is essential to the company's expansion. There are a number of methods to entice potential customers to a business given that there are more than 4.3 billion online users and 2 billion of them shop online. Businesses must contend with ongoing competition. It may appear challenging to compete with well-known companies like Walmart, Amazon, and Target when they are a competitor. They do, after all, have greater resources and equipment available to them. The adoption of digital marketing levels the playing field for small businesses. Due to this, a company may compete with both big and small companies even if one doesn't have a sizable budget. For instance, as per scholars like Poturak, Keco, & Tutnic, (2022), to increase the visibility of their websites in search engine results, many firms invest in search engine optimization (SEO). This strategy can be used by both big and small enterprises to draw in and reach more profitable customers. One can also readily track the success of their initiatives with online marketing.

According to Azeem, Ahmed, Haider, & Sajjad, (2021), businesses must contend with ongoing competition. It may appear difficult to compete with well-known companies like Walmart, Amazon, and Target when they are the rivals. They do, after all, have greater resources and equipment available to them (Panwar et al., 2021). For small firms, the use of digital marketing levels the playing field. Because of this, a company can compete with both big and small firms even if it doesn't have a sizable budget. For instance, many businesses spend in search engine optimization (SEO) to boost the visibility of their websites in search engine rankings. This strategy can be used by both large and small organisations to draw in and establish relationships with more lucrative customers. Online marketing makes it simple to keep track of a campaign's effectiveness.

Methodology

This study's research technique takes a secondary approach as well as employs a deductive framework and an interpretive perspective. The influence of online advertising and digital transformation on E-commerce, placement, including brand promotion will be studied in detail using secondary data sources, which include academic publications, and industry reports, including case studies. The interpretivist viewpoint will direct the examination of these secondary sources, emphasising the interpretation of qualitative data, including case studies and expert opinions, in order to obtain a more thorough understanding of the intricate linkages and nuanced details within the digital marketing as well as E-commerce area (Kano et al. 2022). The field's current ideas and models will be subjected to the test and enhanced through a deductive strategy. Key ideas, frameworks, as well as hypotheses from the literature will be discovered as part of the study, and these deductive principles will be applied in order to analyse the data that has been gathered. This technique is in line with the goal of synthesizing and evaluating the body of information in order to develop a thorough grasp of the subject, which will help

people comprehend the significance of digital marketing as well as transformation in E-commerce alongside brand positioning.

Analysis

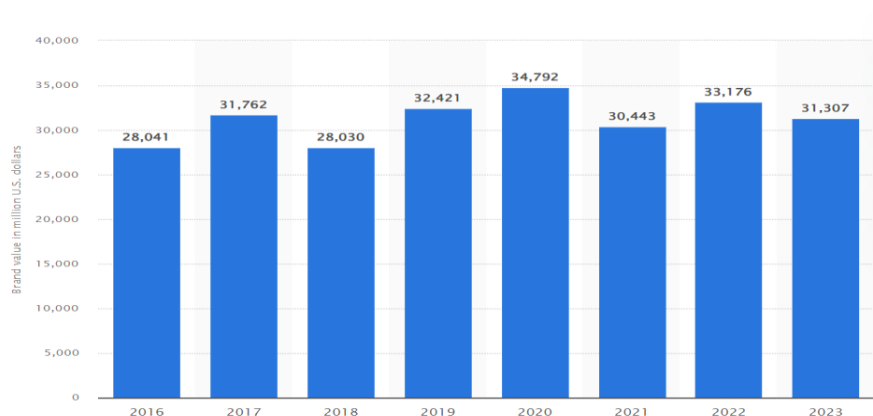
Digital marketing has transformed e-commerce and given companies the opportunity to utilize effective methods for interacting with customers. The worldwide e-commerce market increased by a significant 27.6% annually in the year 2020, reaching \$4.28 trillion (Al Mashalah et al. 2022). The effectiveness of digital marketing tactics is partially to blame for this astonishing development. These tactics give businesses an opportunity to increase their market share while developing a solid online presence. The quick expansion of e-commerce has been fuelled by digital marketing, which connects companies with an ever-growing digital customer base through targeted advertising, personalized content, including data-driven strategies.

The distinguishing quality of digital marketing is its ability to compile plus analyse consumer data, a quality Netflix's recommendation system exemplifies. The platform's strong user retention rates have been enhanced by this system, which uses user data to generate content recommendations. Netflix kept its churn rate in the US at a startlingly low 2% for the year 2020 (Micu et al. 2021). The importance of personalized content suggestions in raising user happiness as well as loyalty is highlighted by this figure. Netflix expertly adapts its services to user preferences by utilizing data-driven insights; this makes sure that consumers stay interested and committed to the platform, which is evidence of the effectiveness of data-driven digital marketing methods.

Successful digital marketing relies heavily on search engine optimisation (SEO) to increase online presence. Airbnb has received significant rewards from its smart SEO initiatives, as the company constantly ranks highly for relevant terms. Due to its skill, Airbnb generated \$3.4 billion in worldwide income for the year 2020. This accomplishment demonstrates the link between successful SEO strategies as well as measurable financial success (El Junusi, 2020). Airbnb created a wider as well as more engaged audience by optimizing its online presence and assuring good search engine ranks, which ultimately contributed to its considerable revenue growth in the fiercely competitive online sector. Platforms on social media have grown to be crucial for promoting brands. A prominent example is Instagram, which according to Statista has over one billion monthly active users. Influencer marketing on Instagram has been employed by brands like Nike to engage their audience (Zhu & Gao, 2019). Nike's 5.7% rise in sales to \$34.4 billion in the year 2020 highlights the value of social media-driven brand marketing.

Figure: 2

Brand value of the sports company Nike



(Statista.com, 2023)

The adoption of omnichannel methods has been sparked by digital transformation, completely blurring the distinction between physical and digital interactions. Starbucks has accepted this strategy and guarantees a smooth consumer journey, as seen by their mobile app. With an astounding 90 million active members in its rewards program as of the year 2020, Starbucks' omnichannel strategy has been shown to be a resounding success (Wuisan & Handra, 2023). This impressive

number underscores the effectiveness of Starbucks' seamless blending of in-store and digital experiences, reaffirming its position as the market leader in delivering a consistent, personalized, and easily accessible consumer experience across various touchpoints.

Digital marketing and transformation provide enormous potential, but they also come with significant difficulties, with data security and privacy taking the lead. The issue involving Facebook and Cambridge Analytica is a dramatic illustration of the dangers of improperly handling user data. The crucial significance of having strict data protection procedures was sharply underscored by this occurrence. Businesses must make safeguarding client data a top priority if they want to keep the confidence of their customers alongside comply with evolving legal frameworks (Rosário & Raimundo, 2021). In the digital age, strong brand integrity and data privacy and security policies are just as important for maintaining legal compliance as they are to building user confidence.

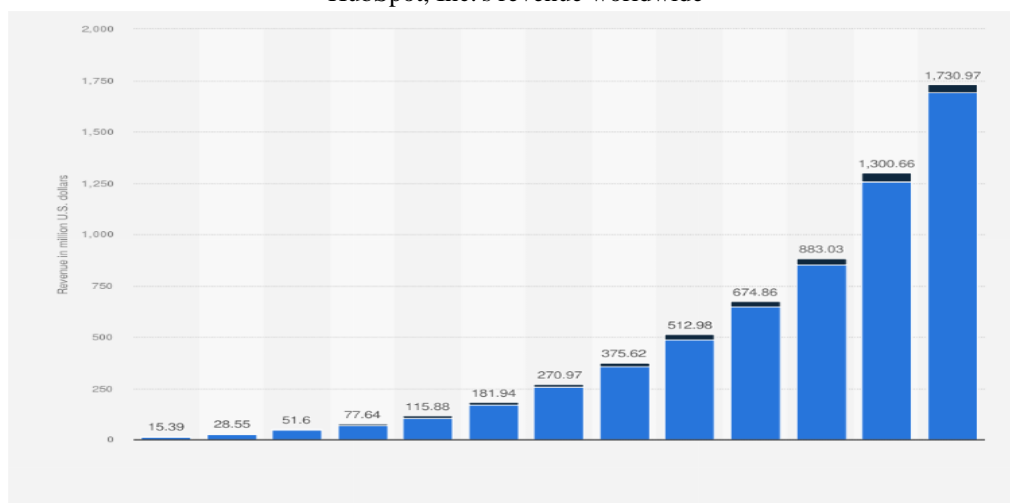
Digital marketing initiatives' return on investment (ROI) measurement remains complicated, in large part due to the difficulty of precise attribution. It tends to be difficult to pinpoint which marketing initiatives were most successful in converting clients in the digital environment because they frequently interact with several touchpoints prior to completing a purchase. Advanced attribution models as well as analytics technologies like Google Analytics have proven essential for reducing this (Deborah et al. 2021). Their widespread application demonstrates their potency in unravelling the complex customer journey, supporting organizations in more effectively allocating marketing resources, including maximizing ROI by seeing the underlying significance of their digital marketing operations.

The rapidly changing digital world necessitates constant adaptation on the part of enterprises. To remain competitive, it is important to spend money on staff training as well as keeping up with new trends. Failure to do so could result in your product to become obsolete in the online market. Technology is developing at an unprecedented rate, so being stationary risks missing out on possibilities, falling behind, and becoming irrelevant. Companies are required to promote a culture of learning and innovation if they want remain competitive. They must make sure that their employees have the knowledge and abilities to successfully traverse the ever-evolving digital landscape.

Consumer behaviour has been significantly impacted by digital marketing. The way consumers shop has changed as a result of our capacity to quickly obtain product information online. According to Statista, e-commerce accounted for 21.3% of all retail sales worldwide in 2020, reflecting a change in customer preferences. A key component of digital marketing is the promotion of content. Companies that provide excellent, timely content position themselves as leaders in their fields (Aydoğan, 2020). For instance, HubSpot produces a lot of inbound traffic with its instructional materials. According to Statista, HubSpot's total revenue for the year 2020 was \$883.3 million, underscoring the efficient use of content marketing.

Figure: 3

HubSpot, Inc.'s revenue worldwide



(Statista.com, 2023)

Future Scope and Limitations

Future developments in digital marketing and the transformation of the E-commerce industry have a huge potential. Opportunities for more advanced AI-driven personalization, improved data protection, as well as cutting-edge marketing channels will likely develop as technology advances, providing organizations with additional channels for expansion and brand promotion. Although digital methods have great potential, issues like data privacy worries as well as the need for substantial expenditures in technological infrastructure will remain. Additionally, it will continue to be difficult for firms to keep up with the rapid technological advancements. Moreover, as a result of legal limitations or particular market dynamics, some industries could discover it more difficult to adapt.

Conclusion

The discussion of digital marketing and digital transformation is so vast that it is impossible to articulate all the impact in such short words. It is dynamic and helps everyone to interpret how the marketing industry works. Businesses need to adjust as the Internet develops to keep up. Launching a digital marketing campaign is the greatest approach to adapt. A successful online marketing campaign can increase sales, leads, and conversions for the company. Leveraging digital enterprises is a key component of digital marketing transformation. It entails utilising technology to continuously improve all facets of the company's model, such as what it offers, how one engages with clients, and how it functions. Simply put, digital transformation is a way to future-proof a business.

Reference

1. Jain, A. K. Pandey, (2019), "ModelingAnd Optimizing Of Different Quality Characteristics In Electrical Discharge Drilling Of Titanium Alloy (Grade-5) Sheet" Material Today Proceedings, 18, 182-19, <https://doi.org/10.1016/j.matpr.2019.06.292>
2. Jain, A. K. Pandey, (2019), "ModelingAnd Optimizing Of Different Quality Characteristics In Electrical Discharge Drilling Of Titanium Alloy (Grade-5) Sheet" Material Today Proceedings, 18, 182-191, <https://doi.org/10.1016/j.matpr.2019.06.292>
3. Jain, A.K.Yadav& Y. Shrivastava (2019), "Modelling and Optimization of Different Quality Characteristics In Electric Discharge Drilling of Titanium Alloy Sheet" Material Today Proceedings, 21, 1680-1684, <https://doi.org/10.1016/j.matpr.2019.12.010>
4. Al Mashalah, H., Hassini, E., Gunasekaran, A., & Bhatt, D. (2022). The impact of digital transformation on supply chains through e-commerce: Literature review and a conceptual framework. *Transportation Research Part E: Logistics and Transportation Review*, 165, 102837. <https://www.sciencedirect.com/science/article/pii/S1366554522002216>
5. Ali, M., &Hollgren, M. (2022). "Big brother sees you": A qualitative study on users' experiences with targeted advertising on Facebook. <https://www.diva-portal.org/smash/get/diva2:1678636/FULLTEXT01.pdf>
6. Apix-Drive. (2022). What is digital transformation | The role in E-commerce. Apix-Drive. <https://apix-drive.com/en/blog/marketing/the-role-of-digital-transformation-in-e-commerce>
7. Aydoğan, S. (2020). Marketing and digital marketing strategies in the information age. *book: Data, Information and Knowledge Management*, 145-175. <https://www.academia.edu/download/68757284/dikm.pdf#page=168>
8. Azeem, M., Ahmed, M., Haider, S., & Sajjad, M. (2021). Expanding competitive advantage through organizational culture, knowledge sharing and organizational innovation. *Technology in Society*, 66, 101635. <https://farapaper.com/wp-content/uploads/2022/01/Fardapaper-Expanding-competitive-advantage-through-organizational-culture-knowledge-sharing-and-organizational-innovation.pdf>
9. Burhanudin, B., Yusnaini, Y., Khamisah, N., &Kartasari, S. F. (2022). Utilization of e-commerce and digital marketing to increase value added products for msme and home businesses in Kerinjing Village. *Sricommerce: Journal of Sriwijaya Community Services*, 3(1), 57-64. <https://core.ac.uk/download/pdf/492767448.pdf>
10. Coppola, Daniela. "U.S. E-Commerce Market Size 2016-2022 | Statista." Statista, Statista, 2016, www.statista.com/statistics/272391/us-retail-e-commerce-sales-forecast/.
11. Dastane, D. O. (2020). Impact of digital marketing on online purchase intention: Mediation effect of customer relationship management. *Journal of Asian Business Strategy, DOI, 10*, 142-158. https://papers.ssrn.com/sol3/papers.cfm?abstract_id=3605954
12. Deborah, M., Melinda, A., Chang, A., &Karmagatri, M. (2021). Digital branding and online marketing communication strategy optimization: A case study of a small hits beverage business. In *2nd South American*

- Conference on Industrial Engineering and Operations Management, IEOM 2021* (pp. 1011-1020).<http://www.ieomsociety.org/brazil2020/papers/513.pdf>
13. El Junusi, R. (2020). Digital marketing during the pandemic period; A study of islamic perspective. *Journal of Digital Marketing and Halal Industry*, 2(1), 15-28.<https://journal.walisongo.ac.id/index.php/JDMHI/article/view/5717>
 14. Gonzalo, A., Harreis, H., Altable, C. S., & Villepelet, C. (2020). Fashion's digital transformation: Now or never. *McKinsey & Company*.<https://www.mckinsey.com/~media/McKinsey/Industries/Retail/Our%20Insights/Fashions%20digital%20transformation%20Now%20or%20never/Fashions-digital-transformation-now-or-never-VF.pdf>
 15. Kano, K., Choi, L. K., subhan Riza, B., & Octavyra, R. D. (2022). Implications of digital marketing strategy the competitive advantages of small businesses in indonesia. *Startupreneur Business Digital (SABDA Journal)*, 1(1), 44-62.<https://journal.pandawan.id/sabda/article/view/72>
 16. Laverie, D., Humphrey, W., Manis, K. T., & Freberg, K. (2020). The digital era has changed marketing: A guide to using industry certifications and exploration of student perceptions of effectiveness. *Marketing Education Review*, 30(1), 57-80. https://www.researchgate.net/profile/Kerry-Manis/publication/338848703_THE_DIGITAL_ERA_HAS_CHANGED_MARKETING_A_GUIDE_TO_USING_INDUSTRY_CERTIFICATIONS_AND_EXPLORATION_OF_STUDENT_PERCEPTIONS_OF_EFFECTIVENESS/links/5ee799fd92851ce9e7e3e009/THE-DIGITAL-ERA-HAS-CHANGED-MARKETING-A-GUIDE-TO-USING-INDUSTRY-CERTIFICATIONS-AND-EXPLORATION-OF-STUDENT-PERCEPTIONS-OF-EFFECTIVENESS.pdf
 17. Low, S., Ullah, F., Shirowzhan, S., Sepasgozar, S. M., & Lin Lee, C. (2020). Smart digital marketing capabilities for sustainable property development: A case of Malaysia. *Sustainability*, 12(13), 5402. <https://www.mdpi.com/2071-1050/12/13/5402/pdf>
 18. Mahmoud-Davis, S. A. (2020). Direct-to-Consumer Genetic Testing: Empowering EU Consumers and Giving Meaning to the Informed Consent Process Within the IVDR and GDPR Frameworks. *Wash. U. Global Stud. L. Rev.*, 19, 1. <https://journals.library.wustl.edu/globalstudies/article/id/584/download/pdf/>
 19. Melović, B., Jocović, M., Dabić, M., Vulić, T. B., & Dudic, B. (2020). The impact of digital transformation and digital marketing on the brand promotion, positioning and electronic business in Montenegro. *Technology in Society*, 63, 101425.<https://www.sciencedirect.com/science/article/pii/S0160791X20310162>
 20. Micu, A., Micu, A. E., Geru, M., Căpățină, A., & Muntean, M. C. (2021). The impact of artificial intelligence use on the e-commerce in Romania. *Amfiteatru Economic*, 23(56), 137-154.<https://www.ceeol.com/search/article-detail?id=929507>
 21. Minsky, L., & Geva, I. (2019). *Global brand management: a guide to developing, building & managing an international brand*. Kogan Page Publishers. <https://aef.com/wp-content/uploads/2021/01/bookexcerpt-globalbrandmgmt-ch2.pdf>
 22. Ponzoa, J. M., & Erdmann, A. (2021). E-commerce customer attraction: Digital marketing techniques, evolution and dynamics across firms. *Journal of Promotion Management*, 27(5), 697-715.<https://www.tandfonline.com/doi/abs/10.1080/10496491.2021.1880521>
 23. Poturak, M., Keco, D., & Tutnic, E. (2022). Influence of search engine optimization (SEO) on business performance: Case study of private university in Sarajevo. *International Journal of Research in Business and Social Science* (2147-4478), 11(4), 59-68. <https://ssbfnet.com/ojs/index.php/ijrbs/article/download/1865/1280>
 24. Rathore, B. (2023). Digital Transformation 4.0: A Case Study of LK Bennett from Marketing Perspectives. *International Journal of Enhanced Research in Management & Computer Applications*, 10(11), 45-54.https://www.researchgate.net/profile/Bharati-Rathore-2/publication/368302936_Digital_Transformation_4_0_A_Case_Study_of_LK_Bennett_from_Marketing_Perspectives/links/63e15e0cdd5ea060ac1ec7ce/Digital-Transformation-40-A-Case-Study-of-LK-Bennett-from-Marketing-Perspectives.pdf
 25. Rosário, A., & Raimundo, R. (2021). Consumer marketing strategy and E-commerce in the last decade: a literature review. *Journal of theoretical and applied electronic commerce research*, 16(7), 3003-3024.<https://www.mdpi.com/0718-1876/16/7/164>
 26. Rustemi, V., Podvorica, G., & Jusufi, G. (2020). Digital Marketing Communication in Developing Countries. *LeXonomica*, 12(2), 243-260. <https://journals.um.si/index.php/lexonomica/article/download/1010/942>

27. Statista.com, 2023, Brand value of the sports company Nike worldwide from 2016 to 2023, Available at: <https://www.statista.com/statistics/632210/nike-brand-value/> [accessed on: 08.10.2023]
28. Statista.com, 2023, E-commerce as percentage of total retail sales worldwide from 2015 to 2027, Available at: <https://www.statista.com/statistics/534123/e-commerce-share-of-retail-sales-worldwide/> [accessed on: 08.10.2023]
29. Statista.com, 2023, global revenue of Amazon from 2002 to 2022, Available at: <https://www.statista.com/statistics/745091/annual-net-revenue-of-amazon/> [accessed on: 08.10.2023]
30. Statista.com, 2023, HubSpot, Inc.'s revenue worldwide from 2010 to 2022, Available at: <https://www.statista.com/statistics/1373778/hubspot-revenue-type/> [accessed on: 08.10.2023]
31. V. Panwar, D.K. Sharma, K.V.P.Kumar, A. Jain & C. Thakar, (2021), "Experimental Investigations And Optimization Of Surface Roughness In Turning Of EN 36 Alloy Steel Using Response Surface Methodology And Genetic Algorithm" Materials Today: Proceedings, <https://doi.org/10.1016/j.matpr.2021.03.642>
32. Warokka, A., Sjahruddin, H., Sriyanto, S., Noerhartati, E., & Saddhono, K. (2020). Digital marketing support and business development using online marketing tools: An experimental analysis. *International Journal of Psychosocial Rehabilitation*, 24(1), 1181-1188. https://www.researchgate.net/profile/Ari-Warokka/publication/338908198_Digital_Marketing_Support_and_Business_Development_Using_Online_Marketing_Tools_An_Experimental_Analysis/links/5e4d4da0458515072da8f428/Digital-Marketing-Support-and-Business-Development-Using-Online-Marketing-Tools-An-Experimental-Analysis.pdf
33. Wuisan, D. S., & Handra, T. (2023). Maximizing online marketing strategy with digital advertising. *Startuppreneur Business Digital (SABDA Journal)*, 2(1), 22-30. <https://journal.pandawan.id/sabda/article/view/275>
34. Zhu, G., & Gao, X. (2019). Precision retail marketing strategy based on digital marketing model. *Science Journal of Business and Management*, 7(1), 33-37. https://www.researchgate.net/profile/Guoan-Zhu/publication/333678454_Precision_Retail_Marketing_Strategy_Based_on_Digital_Marketing_Model/links/5cfff05274585157d15a1fda4/Precision-Retail-Marketing-Strategy-Based-on-Digital-Marketing-Model.pdf