IMPLEMENTING OF DIGITAL MODELS IN MARKETING, IMPACT AND PERSPECTIVES

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ABSTRACT

The paper aims to study digital marketing models and their impact. Partly in response to the new digital age and partly due to the emergence of new marketing methods. Companies need to use different models to control their digital marketing plans. Due to the growing need for digital marketing models, they have investigated what models are in use today and whether it is possible to offer a new model to the market to make things easier for marketers. A new model was created based on one of the companies that use different digital tools. Marketers can learn helpful information from models when developing a digital marketing strategy, conducting an audit, or reviewing online communications. Company leaders must be aware that the marketing strategies they have adopted in the past year will not work under current conditions, which means they should be adapted to current trends.

Keywords: digital marketing; models; production management; consumer behavior; ecosystem; modern economy

INTRODUCTION

In the current conditions of economic uncertainty, digital technologies used by Russian companies as part of the implementation of the Industry 4.0 concept blur the boundaries between classical markets and form new business models. The continuous digitalization of assets involved in the value chain process implies their integration into the digital ecosystem, ensuring a high level of business process

convergence and using artificial intelligence (AI) in management processes. A modern digital enterprise, controlled by artificial intelligence systems in real-time, constantly adapting to the external environment, forms a unified digital system of things and services.

Open information systems and "global industrial networks" that communicate with one another were made possible by the growth of the internet, particularly during the COVID-19 epidemic, as well as by businesses' usage of cloud technology and digital platforms. Information systems and networks are transforming the modern economy; they represent a new level of production and management organization designed to increase efficiency through networking with suppliers and partners and innovative business models.

Digital technologies significantly impact the transformation of practically all aspects of the company, from business models and processes to forms of interaction with consumers and partners. Marketing as a field of practice has yet to escape the tangible impact of the robust progress in information and communication technologies and their ubiquitous implementation in the business processes of commercial organizations.

DIGITAL MARKETING MODEL'S IMPLEMENTATION MANAGEMENT

Implementation of digital marketing models goes beyond digitization (Hess, Benlian, Matt, & Wiesbock, 2016) and digitalization (Evans et al., 2020), (Heavin & Power, 2018), (Schwarzmueller et al., 2018) and can be attributed to digital transformation. (McGrath & Maiye, 2010), (Vial , 2019), (Bouncken et al., 2021).

As with any other digital transformation, implementing digital marketing models is related to fundamental changes in processes, strategies, attitudes to risks, management systems, culture, and thinking, which causes some discomfort and resistance from the employees. Therefore, it has to be implemented fast. Digital transformation has to be supported by managers through teaching technical and social skills and establishing supporting infrastructure (Kling & Rob, 1999), with constant communication systems so that the changes are perceived as a part of the job (Kane et al. 2015). (Benjamin & Potts, 2018) (Kraus et al., 2022)

Implementation of digital marketing models requires the development of digital architecture and the development of interaction mechanisms, platforms, and complements. It is a continuous task for managers to coordinate digitization, digitalization, and digital transformation processes (Terlizzi et al., 2017).

Mintsberg considered management to be stable and timeless in terms of managerial behavior (Mintzberg, 1973). Based on his theory, the persistent behavior pattern of the manager can lead to organizational changes. Tengblad considers managerial activities shifting (Tengblad; 2006). Eaton perceives orchestration as the relationship between actors, often without a formal leader (Eaton et al., 2015). Based on *actor-oriented organization theory, digital success is driven by the ruling force* (Snow et al., 2017). *The general consensus holds that the manager's role is crucial in digitization* processes (Rockart, 1988) (Sousa & Rocha, 2019).

If, in the past, IT functions were typically centralized within the IT department as a single unit, today, these processes require the involvement of all structural units' digital transformation, which goes beyond the capabilities of a single department, and all managers should be engaged in digital transformation. (Sari, 2022) Consequently, there is a growing need for new roles of digital functional managers, including digital CEOs (Peppard, 2018).

To effectively implement digital models in marketing, it is crucial to solve the incompatibility between digital transformation and the organizational structure. (Soeryanto Soegoto et al., 2022) The introduction of digital transformation of processes brings about increased transparency, access, and enhanced exchange of information, the actualization of internal democratic processes, which can be incompatible with hierarchical structures and may necessitate a shift from traditional organizational structure toward a flatter model (Leavitt & Whistler, 1958). When examining the issue from the perspective of the marketing department at a local level, it means the establishment of a flat marketing system. Digital information resources and digitization create bases for digital transformation. Digital (informational) resources are exponential and combinatorial (Brynjolfsson & McAfee, 2014), characterized by editability, interactivity,

openness, and distributedness (Kallinikos et al., 2013). Through digitization, information becomes a location-independent and globally accessible resource (Yoo, 2012). Data and software enable the information to be utilized freely for other, entirely new, unforeseen purposes (Davenport, 2018). It is a *generative* resource that leads to innovations and the production of new services through recombination (Brynjolfsson & McAfee, 2014), (Henfridsson et al., 2018). As mentioned earlier, the changes are the traditional approach to the scarcity of resources and economies of scale (Svahn et al., 2017). The chart demonstrates that

digital transformation, built upon digitization and digitalization, triggers irreversible processes within organizations, such as transparency of processes, involvement of employees in the decision-making process, programming standards, and repeatable decisions, eventually leading to the utilization of artificial intelligence in management practices. This brings about structural changes: reduction of middle-level management, Flattening of the organizational structure, and Formation of networking and virtual systems.
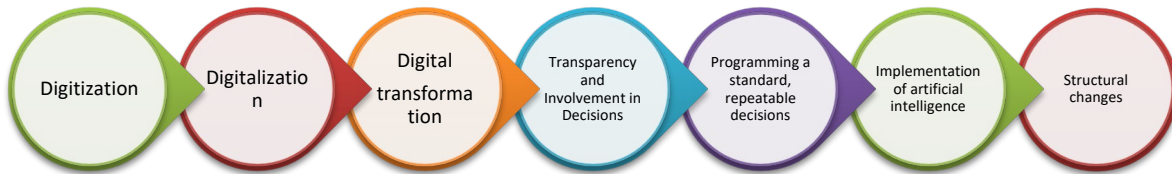

Figure 1. Digital transformation management impact model
Source (Gulua, 2021)

On the one hand, with the introduction of Digital, internet, and e-marketing models, digital transformation necessitates implementing supportive managerial measures. (Silalahi et al., 2022) The new organizational management systems are a precondition for effectively implementing digital innovations. On the other hand, modern management models can only be fully realized through digital transformation.

LITERATURE REVIEW

This section briefly reviews the literature on the marketing models also used in the digital era. We chose the best ten models based on the theory that whether traditional or digital, marketing models are effective planning tools that enable businesses to create solid marketing strategies that endure over time.

1) Forrester's 5Is, 2) Lauterborn's 4Cs, 3) Ten C's of marketing. 4) 6Cs of customer motivation; 5) Hofacker's 5 Stages of information processing; 6) RACE Planning 7) Technology acceptance mode; 8) 4Cs for marketing communications; 9) Mckinsey's

consumer decision journey; 10) The Honeycomb Model. (*Digital marketing models guide | Smart Insights*, n.d.)

10 C's of marketing

Richard Gay created the 10 Cs of Marketing for the Modern Economy at the Chartered Marketing Institute and published it in a book with Rita Essen and Alan Charlesworth in 2007. These 10 Cs are now more commonly called the 10 Cs of Digital Marketing. (*Digital marketing models guide | Smart Insights*, n.d.)

The 10 C's of Marketing for Modern Marketing are intended to serve as an effective "framework" for marketers as they assess the contemporary digital marketplace from internal and external viewpoints. In its framework, 10 C considers every participant in the Internet market. Internal tools like the firm website, associated marketing materials, and administration systems can be among them. It can also be used as an outside tool to check the actions of rivals. The framework's major market participant, the consumer, is positioned at the center, and each

component is examined around it to ensure that businesses satisfy customer needs. (*Digital marketing models guide | Smart Insights*, n.d.)

Lauterborn's 4Cs

In a 1990 piece for Advertising Age, Bob Lawternborn discussed the shortcomings of the 4Ps and the necessity of addressing actual market issues. He did not use the 7P model, a type of mix, for that. He nevertheless provided 4C to marketers despite this. This includes 1) Consumer needs and wants, 2) Cost to satisfy, 3) Convenience to purchase, and 4) Communication. (*Digital marketing models guide | Smart Insights*, n.d.)

Forrester's 5Is

The market research firm Forrester specializes in media and technology applications for businesses. The Forrester team has created numerous models we can utilize for digital marketing over the years.

Forrest's study led him to conclude that the conventional marketing funnel was dead before introducing the 5I model. As a result, they advised marketers to adopt engagement as a new metric. The 5I, which stands for involvement, interaction, intimacy, influence, and individuality, is a measure of engagement. (*4Cs marketing model: 2 models with the same acronym | Smart Insights*, n.d.)

Mckinsey's consumer decision journey

In 2009, based on empirical data, McKinsey & Company offered an alternative to the conventional buying funnel. They interviewed 20,000 US, German, and Japanese businesses for their study. It is a model that looks at the path taken by internet customers from consideration to purchase. (*The Evolution of the Consumer Decision Journey | by Chris Greenough | Everise | Medium*, n.d.)

6Cs of customer motivation;

The 6Cs of Motivation is a well-known strategy used in higher education that looks at how to increase student involvement and classroom motivation. The 6C's of customer motivation were put up by Dave Chaffee in 2004 for the entire world where the online marketplace was growing. The consumer motivation model was

intended to assist businesses in defining their online value proposition. The six Cs are content, Customization, Community, Convenience, Cost Reduction, and Choice. (*Digital Marketing Models: 6Cs of online customer motivation | Smart Insights*, n.d.)

Hofacker's 5 Stages of Information Processing

Professor Charles Hofacker developed the five steps of information processing, which first appeared in his book Internet Marketing, released in 2000. The approach aimed to assist marketers and advertisers in assessing how effectively visitors were informed by their websites and banner adverts. He described how web browsers function for a readership in the book, which was novel at the time. As long as a user utilizes a website or application, communication will succeed thanks to its five information processing steps. (*Digital marketing models guide | Smart Insights*, n.d.)

The Honeycomb Model

The Honeycomb Model was developed by a trio of Canadian professors, Ian Kitzman, Christopher Hermkens, and Ian McCarthy, to examine the efficacy of social media in 2011 and 2012 and to track the motivations for consumer participation in social media. The Honeycomb model consists of seven building pieces, and businesses can select the one that most closely matches their requirements before developing their social media strategy. (*Digital Marketing Models: The Honeycomb model | Smart Insights*, n.d.)

Technology acceptance mode

Most of the Technology Acceptance Model (TAM) credit goes to Fred Davis, who created it in 1989 while working at the University of Michigan's Graduate School of Business Administration's Computer and Information Systems. Davis was seeking ways to predict and describe the use of the system to salespeople and IT administrators equally at a time when computers were being brought into the workplace.

Perceived advantages and perceived ease of use were the two characteristics used in the TAM to gauge the adoption of new technologies based on favorable views. (Rodrigues Pinho et al., 2011)

4Cs for marketing communications

The term "4Cs," which stands for "Clarity, Credibility, Consistency, and Competitiveness," was first introduced by David Jobber and John Fahey in their 2009 book Marketing Fundamentals. The next step for a business is to position itself after segmenting its marketing and determining a target market. The 4Cs are a helpful tool for developing a positioning statement or developing an online value proposition to do this successfully. (*4Cs marketing model: 2 models with the same acronym | Smart Insights*, n.d.)

RACE Planning

The RACE planning framework is required for any comprehensive digital marketing model guide. RACE Planning is a useful method designed to boost business revenue via digital marketing. It has a preliminary planning stage where a strategy with clear goals and KPIs for assessment is created. When a consumer chooses a product or service today, best practices are then built in an integrated manner to manage and improve interactions across the numerous online and offline customer touchpoints involved. A digital marketing strategy can be created using the RACE model. A 90-day plan can then be used to examine each RACE component and make improvements to performance. (*RACE Marketing Model: 4 Steps of Performing a Digital Marketing Plan*, n.d.)

METHODOLOGY

Procedure Based on the literature review and existing marketing models and taking into account the possibilities of digital marketing, a new AASR model was developed, which changed over a year. Finally, to determine its relevance, it was decided to apply the model to a company that trades in the digital world.

A model and a marketing plan were used in the research. To determine the relevance of the model, various indicators were checked, such as AcoS (advertising cost of sales) and TACoS(Total Advertising Cost of Sales), Ratings, and Reviews. The most important thing is that the company should work as much as possible on customer satisfaction, which would later be reflected in good ratings.

DISCUSSION

Almost any consumer business may be used as an example of how developments in digital technology are fundamentally altering how customers interact with brands before, during, and after a purchase. Today's consumers anticipate being able to browse, investigate, locate reviews, rate a product, and click the "buy" button on their preferred platform at their own pace, the time and location of their choosing. After making an online purchase, customers interact with businesses again and share their stories. The majority of this customer journey is out of the company's direct control. Therefore, marketing departments are working overtime to stay up.

The good news for chief marketing officers (CMOs) is that digital marketing can provide in-depth data and analysis on customer behavior as well as precise results about the performance of marketing programs at a degree of detail and precision that previous generations of CMOs couldn't. The difficulty is that these new consumer behaviors and technological advancements are raising the bar for what will be successful in the market.

For example, companies must work with significantly shorter cycle times, faster and more frequent revisions, and a broader vendor ecosystem than the typical ad agency approach in order to create powerful customer experiences.

Additionally, consumers are demanding more and more highly tailored, pertinent, and targeted marketing messages and offers. This is because digital marketing has higher potential rewards (better engagement and ROI) but also higher potential risks (complicated execution and demand for organizational-wide behavioral changes).

The goal of the study was to create a model that would be more adapted to the digital environment. Marketers and companies have used the models that we discussed above for a long time. These models are more suited to the traditional market rather than the digital world. That is why the study aims to create a model that would be focused on positioning the product in the market and acquiring a loyal customer through the synthesis of the experience of the models already widespread in practice and the synthesis of the digital world. The model shows

how the company should act in order to establish its place in the digital market.

AASR Model

The AASR research method was selected and strategically employed as an innovative digital marketing model within this study. Comprising four distinct stages—Achievement, Action, Situation Analysis, and Remarketing (See Image 1)—this method equips marketers with a real-time data analysis framework to effectively attain their objectives in the dynamic digital landscape.
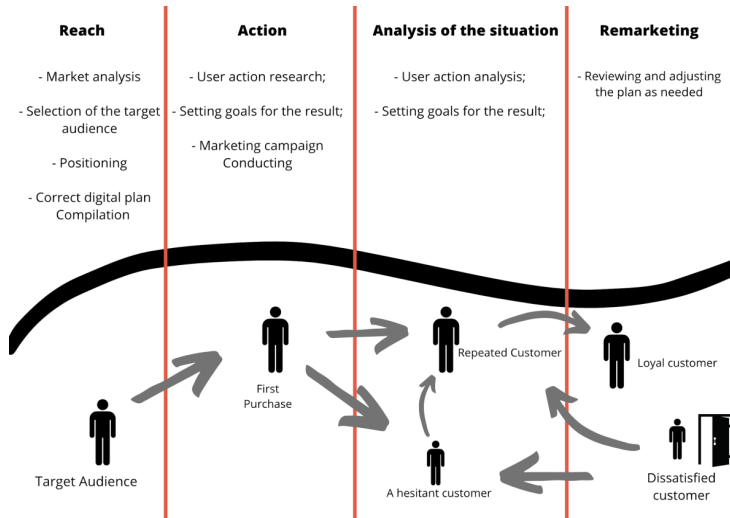

Figure 2. AASR model
Source: (Tchanturia, 2022).

In the lower part of the model, the customer's behavior during the purchase process is reflected. The curve expresses the dynamics of the company during the digital campaign. As already mentioned, the model is divided into 4 stages. The first stage is the reach stage, when the company starts an advertising campaign in the digital space. At this stage, the company should study the market, research competitors, and how competitors are trying to attract customers and increase sales.

Along with the market analysis, the company should select its target audience and study its potential customers. Speaking the same language as the consumer and offering genuine assistance throughout the buyer's journey will help you better understand customer behavior and adjust the sales model to encourage them to buy. Become more aware of the requirements of your market and plan appropriate product launches. The business should then create a proper digital plan that is written for at least one month. The company's marketing objectives are reflected in the digital marketing plan, a document. It covers plans, budgets, channels, and timelines. Data demonstrates that writing down your tactics boosts your odds of business success, even if only 37% of marketers record their actions. An effective plan includes a "map" with detailed directions for reaching objectives. The key advantages a marketing strategy can offer your company are listed below.

Additionally, the business needs to consider brand positioning. Brand positioning is described as the mental space you want to occupy in the minds of your target market and the advantage you want them to associate with your brand. In addition to enhancing brand value, a good brand positioning plan maximizes customer relevance and competitive advantage. Therefore, the company should take care and set a plan for how to be in advanced positions, for example, in search engines, how to be more visible to users on social networks, etc.

The second stage is the action when your company gets a new customer with the first purchase. At such times, the company must study the behavior of its customers in order to plan the subsequent advertising campaigns better. After observing the customer, the company should review its goals, which it has established in the digital marketing plan at the

first stage, because today, everything operates around the customer and is adjusted to him, and the goals may be adjusted. Also, from observing the customer, the company may change the planned marketing campaigns.

The third stage – is situation analysis; at this stage, the customer is divided into two categories: repeat customers who will come back again and buy the product, and such customers, in many cases, become loyal customers. The second category is wavering consumers, unsure whether they will return to a particular brand to purchase their products again. The right marketing campaign tailored to similar customers will allow the company to convert a wavering customer into a repeat customer, after which there is a greater chance that our wavering customer will become loyal. When analyzing the situation, it is necessary to analyze the user's actions to divide the user into categories. It is also

necessary for the company to set goals for better results depending on the situation.

The fourth stage is remarketing. At this stage, we have two types of customers: loyal and dissatisfied. At this stage, the company should review its plan and adjust it as necessary. At this stage, the company should try to take care of the loyal customer and keep it. Always take care of his satisfaction. On the other hand, set a plan and goals to turn dissatisfied customers into wavering or repeat customers.

To test the relevance of the AASR Model, we decided to replay it on company X. Company X appeared on the American market in December 2021. They sell live indoor plants via Amazon and Shopify. From January 2022, Company X started testing the AASR Model in every stage, recording results, and drawing up a plan based on the results. In the table, you can see the main point of the company and the results it got.

Table 1. Actions and results of Company X during testing AASR Model

Month	Main Actions	Actions and Results
January	1) Keywords research 2) Set up campaigns in Amazon	*REACH STAGE:* For January, campaigns were successful. Received some organic sales and reached the target of the month. Asked customers to give feedback about orders.
February	1) Keywords research 2) Set up campaigns in Amazon 3) Follow up Customers 4) Decided to add hitbags 5) Send replacements free of charge	*ACTION STAGE:* Reached targets, but customers were receiving damaged plants. Received bad and good reviews. Because of bad weather, plants were damaged. Company decided to send replacements free of charge.
March	1) Keywords research 2) Set up campaigns in Amazon	*ANALYSIS OF THE SITUATION STAGE:* The weather was still bad, and company canceled all campaigns. Company only was getting organic sales. Company was losing customers. Despite this company received good reviews from the customers who received replacements free of charge.
April	1) Reactivate campaigns 2) Set up campaigns in Amazon 3) Set up Shopify 4) Add new products	*REMARKETING AND ACTION STAGES:* Follow up customers and campaigns. The company decided to send free fresh plants free of charge to the customers who received damaged ones. Company activated a Shopify account and started working on it.

Table 1. Continued

Month	Actions	Notes
May	1) Reactivate campaigns 2) Set up New campaigns in Amazon 3) Set up Shopify 4) Add new products 5) Follow-up reviews and customers decrease the time of replay customer mails	*REMARKETING STAGE*: Customers started coming back and buying more and more plants from the company. From May, the company started getting more and more sales and overreached the targets.
June	1) Set up New campaigns in Amazon 2) work on Shopify 3) Add new products 4) Follow-up reviews and customers decrease the time of replay customer mails	*ANALYSIS OF THE SITUATION and REMARKETING STAGES:* For June - November company reached the target, Received good reviews. Decreased amount of damaged plants. In that case, if customers were getting damaged plants, the company was sending a free replacement. Customers were happy and were posting good reviews and feedback. of course, there were some customers who were not happy with the received order. In such a case, the company was making a refund. because of this company gained the trust of customers. 32% of total customers were coming back to by plants again from Company X. In parallel, company X was always analyzing data from Amazon on how sales were generated. Time by time was changing the strategy of the campaigns was based on data analysis and was setting up goals for the next month. Finally, Company X got satisfied customers and a good amount of sales.
July	1) Set up New campaigns in Amazon 2) work on Shopify 3) Add new products 4) Follow-up reviews and customers decrease the time of replay customer mails	
August	1) Set up New campaigns in Amazon 2) work on Shopify 3) Add new products 4) Follow-up reviews and customers decrease the time of replay customer mails	
September	1) Set up New campaigns in Amazon 2) work on Shopify 3) Add new products 4) Follow-up reviews and customers decrease the time of replay customer mails	
October	1) Set up New campaigns in Amazon 2) work on Shopify 3) Add new products 4) Follow-up reviews and customers decrease the time of replay customer mails	

Table 1. Continued

November	1) Set up New campaigns in Amazon 2) work on Shopify 3) Add new products 4) Follow-up reviews and customers decrease the time of replay customer mails	
December	1) Set up New campaigns in Amazon 2) work on Shopify 3) Add new products 4) Follow-up reviews and customers decrease the time of replay customer mails 5) Add hit bags to avoid receiving damaged plants	*ANALYSIS OF THE SITUATION AND ACTION STAGES:* In December Company added hit bags and decreased the budget of campaigns to avoid lots of damaged orders, and decided to focus on organic sales.

Source: Own elaboration

In addition to the observed sales trends (Figure 3) and the success of the model, research delves deeper into the underlying dynamics that contributed to the turnaround. The detailed analysis highlights the resilience of strategies in mitigating the impact of adverse external factors, such as inclement weather.

The decision to use the AASR Model for this investigation was made after careful consideration and careful planning in order to take into account the ever-changing dynamics of the digital marketing landscape. Even if traditional marketing approaches are successful in traditional markets, they do not possess the adaptability that is necessary to remain competitive in the digital domain, which is always evolving. Real-time data analytic capabilities and a specialized approach to customer behavior and market complexities led to the identification of the AASR Model as a suitable solution. This model, which features a distinctive four-stage structure composed of Achievement, Action, Situation analytic, and Remarketing, was found to be an appropriate option.

The selected components of the AASR Model were chosen because of their direct relevance to the intricacies of digital marketing, which was the Motivation behind the selection. The achievement stage emphasizes essential components, such as analyzing the market and competitors, in order to lay a solid groundwork for an effective digital campaign. The Action stage, which is focused on gaining an understanding of the behavior of customers after they have made a purchase, makes it easier to adjust future campaigns. In order to facilitate the development of focused tactics, Situation Analysis classifies clients into two categories: repeat and wavering. During the Remarketing stage, the demands of both satisfied and dissatisfied customers are addressed. This ensures that the digital marketing framework is both comprehensive and adaptable.

Indicators that are included in the AASR Model play a significant part in determining the level of success that the digital marketing plan achieves. During the Achievement stage, the beginning of a digital campaign is guided by indicators such as market study and research on competitors. By concentrating on the analysis of consumer behavior, action stage indicators contribute to the development of future campaigns that are more refined and targeted. Situation analysis is all about using user activities as a basis for categorizing customers and driving specific strategies. The process of remarketing entails modifying plans based on client satisfaction in order to foster customer loyalty and methods to convert dissatisfied customers. These indications, when taken as a whole, offer constructive insights into the dynamics of the market, the behavior of customers, and the process of effectively creating goals.

The empirical ground for testing the AASR Model was provided by Company X, which entered the American market in December 2021 with a distinctive business model that consisted

of selling live indoor plants through Amazon and Shopify. Because it can be adapted to a wide variety of digital markets, the AASR Model is an excellent choice for evaluation, given its versatility. The application procedure consisted of conducting exhaustive tests at each stage, meticulously recording the results, and then subsequently developing strategic strategies based on the outcomes that were seen. We were able to conduct a targeted study of the effectiveness of the AASR Model thanks to the

specific market niche in which Company X operates. This evaluation provided us with vital insights into the model's practical relevance in real-world digital business settings.

By combining these modifications, the methodology section is modified to provide a better and more comprehensive explanation of the decision-making process that led to the selection of the AASR Model, as well as the indicators that were utilized in each stage.
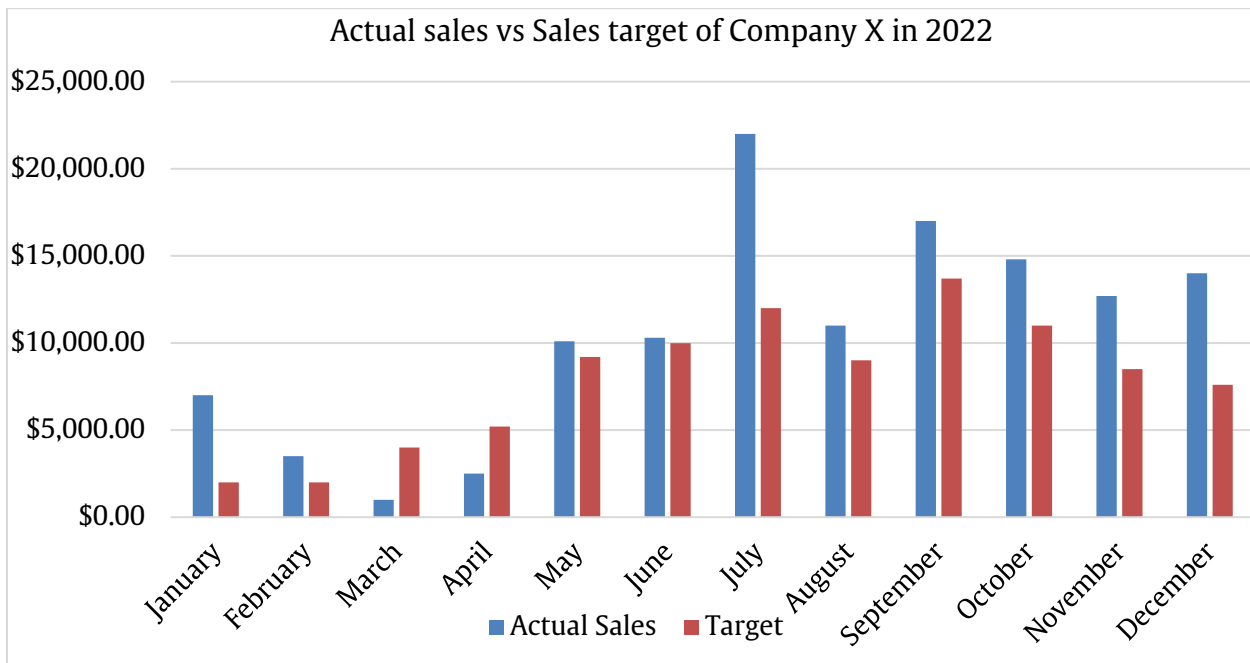

Figure 3. Actual sales VS Sales target of Company X during testing AASR Model

Source: Compiled by author.

CONCLUSION AND RECOMMENDATION

Marketing models are designed to assist marketers in defining their marketing strategy, selecting the market segment they want to occupy, forecasting the effects of potential consumer behaviors, and generating revenue.

The introduction of digital marketing models brings about significant transformations and organizational changes. This process entails the establishment of transparent systems; decision-making becomes transparent. It also involves the active involvement of department members /or all members of the organization in the decision-making process and programming information processing processes, enabling the integration of artificial intelligence in decision-making, particularly in standardized, repeatable

situations that require adjustments/modification of other (apart from the marketing department) structural units and in general changes the organizational structure as a whole.

The literature review and practical research show that if the company chooses the suitable model, follows it, and controls each step, it will definitely get results. To get results, the company needs the right approach and marketing plan.

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