

## Providing Digital Marketing Model for Online Business Branding

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### Abstract

Considering the competitive space of online businesses, branding would be the key element for achieving a competitive advantage. This study aimed at providing a digital marketing model for online business branding. This was a fundamental study in terms of objective, which was conducted by using the mixed method based on deductive-inductive reasoning. Moreover, the identified indicators were validated by using the Fuzzy Delphi Method (FDM). Data analysis was done through MaxQDA and Matlab software within qualitative and quantitative phases, respectively. The main categories of the study included marketing strategy, personalization, website design, consumer interaction, product features. Digital branding is at the center of the analytical model with dynamic interaction with four categories mentioned above. The website should be designed flexibly to provide customers with a personalization option. Furthermore, the product/service mix must be based on innovation. The needs and expectations of customers should also be found through interaction

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**How to Cite:** Mosayebi Amidabadi, B., Karimi, O., Hashemnia, Sh. (2022). Providing Digital Marketing Model for Online Business Branding, *International Journal of Digital Content Management (IJDCM)*, 2(4), 7-29.

with customers. Finally, business management was obtained through marketing strategies.

**Keywords:** Digital Marketing, Branding, Online Business, Mixed Method.



## **1. Introduction**

As a new concept of marketing, digital marketing was introduced in the 1990s and was used for business advertising. However, the emergence of smartphone-based technologies and the growth of social networks led to new functions in marketing scope. Therefore, digital marketing was developed fundamentally changing from advertising to the customer relationship management concept (Behera, Gunasekaran, Gupta, Kamboj, & Bala, 2020; Fierro, Cardona Arbelaez, & Gavilanez, 2017). Internet has provided a field to fill the gap between the market and companies. Digital marketing has changed the customer relationship management methods; hence, it serves as a means to face marketing challenges in current markets (Diez-Martin, Blanco-Gonzalez, & Prado-Roman, 2019). Online branding has been one of the substantial research fields of modern marketing. Internet inclusiveness has led to the appearance of numerous online companies that present different products and services for customers. In this case, those companies that adopt some strategies to progress their brand values will be success stories. Companies with e-commerce businesses can improve their positions in the viewpoint of customers if they use online branding. Companies apply different strategies for online branding to progress brand preposition (Bhati & Verma, 2018). ICT development has changed the way through which individuals and organization direct their businesses. The digital side of the trade, business, and marketing indicates the novel philosophy that managers and organizations must pursue to gain and keep a competitive advantage (Kent, Dennis, Cano, Helberger, & Brakus, 2018). The growth and development of online business have been one of the critical processes over the recent decade. This development has been brought by online business (also known as E-commerce). On the other hand, this development has led to an increased number of competitors and close competition between online business companies. Under such circumstances, customers will have more choices. However, there is lower customer loyalty to digital business. Companies should underpin a comprehensive marketing plan for their brand introduction to achieve success (Li & Davies, 2001; Visser, Sikkenga, & Berry, 2019).

E-commerce and digital marketing tools are now important competitive factors for companies and actors in this industry. Online branding is one of the most significant keys to online business.

Companies can achieve a competitive advantage by providing a distinctive brand to form a specific image of the company for customers. Therefore, digital marketing is a core case in online business branding in the current era. Accordingly, it is necessary to conduct a deep and fundamental study on the digital marketing model for the brand of online businesses to develop an online business and economic development. The underlying factors of brand digital marketing should be identified to provide the branding model by conceptualizing the model. The underlying factors of digital brand marketing can contribute to the implementation of holistic online businesses.

With the development of Internet businesses in developing countries, competition in this area has increased dramatically. Although businesses understand the importance of being online, they do not have a clear approach to marketing in this area. Branding has been neglected as a vital factor in the success of online businesses. It seems that no scientific and operational efforts have been made in this regard. Thus, a wide gap is observed both from a scientific and a practical perspective. In this study, to fill this gap by presenting a digital marketing model, branding in the field of Internet businesses is discussed. For this purpose, a mixed exploratory approach will be used. In this way, the basic factors of digital marketing for branding companies active in the field of Internet can be presented. In previous studies, they have mainly focused on the two axes of Internet branding and digital marketing as two separate categories. But the purpose of this study is to conceptualize the branding of Internet businesses in the context of digital marketing. The purpose of this study is to answer the following questions: what are the main categories of digital brand marketing? What are the final monitoring indices of digital brand marketing? To answer these questions, literature was reviewed. Then research method, data collecting tools, and data analysis techniques were determined. Qualitative thematic analysis was used to identify and validate the most important categories. Ultimately, some recommendations were proposed based on the obtained results.

## **2. Literature Review**

The present study was carried out to provide a digital marketing model for the brand of Iranian online businesses. Relevant literature and studies were reviewed to design a holistic model, which covers all

dimensions of digital marketing. According to the results obtained from studies conducted on digital marketing, a comprehensive model should cover three main foundations. The first dimension of the digital marketing model includes components of marketing type. As mentioned in many conducted studies, components of digital marketing consist of a website, quality of the website, optimization of search engines, etc. that are the first factors used to develop digital marketing (Stokes, 2011; Opresnik, 2018; Wang, 2020; Saura, Palacios-Marqués, & Ribeiro-Soriano, 2021).

Digital marketing is an ever-changing and evolving sea-monster that continues to extend its tentacles deep into the processes that organizations have existed for over ages. This all sounds very dramatic, but the truth is that it fits the direction of the modern world. Digital marketing is part of nearly every major business decision, from product development and pricing to public relations and even hiring. Now is an exciting time to get into digital marketing. Digital marketing is often confused with online marketing. As we enter the 21st century, most businesses have or are on the verge of developing a web presence. Email has become ubiquitous, and there is technology that makes it pretty easy for anyone to manage it. Customer relationship management systems have been used for a while for database management. Some companies place banners on websites with a similar approach to newspaper advertising. Forward-thinking companies have worked on their search engine strategy and even worked with a number of affiliates. This is all online marketing, and over time online marketing teams and experts will start to appear. So what has changed? The social media revolution has completely changed the internet and consumer behavior. Penetration into the band has increased internet speed, usage and user expectations with more than 40% of the world's population now online and more than 90% in many countries. Analytics has reached a level where we can understand consumer behavior in real time, including not only usage statistics but also their demographics and even their preferences. Mobile has gone smart and tablets have exploded, and both of these changes bring apps. Touch screens are becoming more and more common on all devices. Google has grown into a large organization and owns search globally. TVs have become smart, and Bluetooth opens up another level of possibilities. With a population that is naturally aging, today there are only a very small percentage of

technologists simply because of their age. I could go on, but it's clear that digital is now much broader than the online channels of 15 years ago and needs to be integrated into everything we do. Many organizations have moved to create digital marketing departments and digital divisions separate from their marketing departments. It is more important than ever that digital marketing is an integral part of all marketing activities (Kingsnorth, 2019). The Internet has brought disruptive changes to the business landscape through the creation of countless digital marketing tactics. But with these new tactical choices, marketers need to (1) prioritize what they want to accomplish and (2) determine which digital marketing tactics to invest in (Olson, Olson, Czaplewski, & Key, 2021). Therefore, components of digital marketing are placed at the base of the pyramid in the conceptual model of study.

On the other hand, components of digital marketing are not adequate for the achievement of this form of marketing; hence, companies should have different strategies to implement digital marketing. Strategies of digital marketing include content marketing (Du Plessis, 2017; Rowley, 2008; Vinerean, 2017), social media marketing (Assimakopoulos, Antoniadis, Kayas, & Dvizac, 2017; Kirtiş & Karahan, 2011; Kumar, Bhaskaran, Mirchandani, & Shah, 2013), marketing automation (Heimbach, Kostyra, & Hinz, 2015; Järvinen & Taiminen, 2016; Todor, 2016), viral marketing (Hinz, Skiera, Barrot, & Becker, 2011; Stonedahl, Rand, & Wilensky, 2010; Wilson, 2000), and effective marketing (Cui & Choudhury, 2002; Wymer, 2011). Hence, strategies of digital marketing are placed at top of the pyramid.

Content marketing in its presumptions is not based solely on persuasive actions aimed at a select group of recipients, and its distinctive character consists largely in providing the recipients with arguments and bases. Specific profit-making association. Usually, content marketing is defined as the art of communicating with consumers, because the dialogue reveals their needs and brings about concrete solutions. Furthermore, content marketing is a strategy in which marketers focus their attention not only on the buying cycle itself, but to an equal extent, on the selling cycle. In their actions, they must take into account many aspects involved in properly executing the strategy, such as: customer service, reputation management, brand

awareness, positioning and public relations. Then on the Web, winning leads and customer support (Świeczak, 2012).

Social media enable you to build relationships between users from different backgrounds, which leads to a sustainable social structure. An important result of this structure is the generation of large amounts of information, providing the user with an exceptional service value proposition. However, a flip side of such information overload is sometimes evident in the fact that users cannot find reliable and useful information for them when they need it. Social media sites are so ingrained in our daily lives that people rely on them for all their needs, from daily news and updates on important events to entertainment, Connect with family and friends, rate and recommend products/services and places, meet emotional needs, manage the workplace, and stay up to date with the latest fashions, to name a few (Kapoor et al., 2018).

In today's business landscape, the number of marketing decisions involving complex variables and large amounts of data is too huge for marketers to handle, which makes the marketing process automation a very attractive solution. By tracking, scoring, and digital marketing and communication services implementation, effectiveness is now almost certain and marketers can see some benefit in terms of effectiveness. To achieve these benefits, "marketers seek to refine internal processes to achieve greater control, visibility, and overall effectiveness of marketing activities." In doing so, they combine marketing and data science to help users define their target audience, optimize conversions, and generate more revenue. As a result, companies can better manage costs, enrich the customer journey, shorten marketing cycle times, and improve targeting to support the marketing wave. New super personalization (Silva, Corbo, Vlačić, & Fernandes, 2021).

Viral marketing campaigns can be unpredictable because they rely on consumers receiving and interpreting marketing messages. Media marketing, different telemarketing, radio marketing, billboards or flyers, requires direct input from the consumer. Traditional marketing allows consumers to use the message passively, while viral marketing relies on consumers' willingness to actively participate in the transmission of the message. When videos, images, and phrases become popular on the internet, they are said to be "viral". The same semantic principle applies to viral marketing campaigns. The word

"viral" in viral marketing refers to the exponential popularity and spread of ideas. When a marketing campaign becomes popular online at a very fast rate, then considered viral marketing (Rollins, Anitsal, Anitsal, & Meral, 2014).

The effectiveness of marketing management is a comprehensive assessment of the quality and quantity of distribution, promotion and positioning of goods, services and ideas in society with the mission and market revenue budget of each department. Due to limited physical and immaterial resources, the effectiveness of marketing management of any business depends not only on improving the operational efficiency of total costs and production costs, but also on the search for potential reserves. In modern conditions, it is not possible to achieve positive results from marketing activities without assessing public opinion and without the participation of society in social actions. Therefore, the effectiveness of marketing management is an integrated function, reflecting the relationship between developed strategies, the use of marketing elements, the operational implementation of programs in the areas and corporate and social responsibility for the results of the work to the public. The primary impact of marketing is to coordinate management decisions in the area of market demand, pricing, product and communication policies, and services to achieve the organization's mission and success (Abishovna, 2014).

The interesting point of digital marketing is the parallel presence of strategies and challenges in this form of marketing. Privacy, mistrust of users in websites, intellectual and legal ownerships, the poor performance of campaigns, low academic level of managers in marketing, costly aspects of marketing are some of the mentioned challenges (Amine & Staub, 2009; Bostanshirin, 2014; Constantinides & Fountain, 2008). Accordingly, challenges of digital marketing were placed at top of the pyramid besides strategies of digital marketing.

### **3. Methodology**

#### **3.1. Typology**

This was a fundamental study that was conducted to propose a digital marketing model for online business branding. Philosophically, this was an experimental study that was carried out based on the deductive-inductive approach. In terms of data type, this study was conducted using a mixed (qualitative-quantitative) approach. In terms

of the data collecting period, this was a survey-sectional study. Semi-structured interviews and questionnaires were employed to collect data. Online businesses constituted the spatial domain of this study.

### **3.2. Population, Sample, And Sampling Method**

Sample size usually equals 5-25 subjects in qualitative studies with interview method. In general, the interview process continues until reaching the theoretical saturation within qualitative analyses (Francis et al., 2010; Kerr, Nixon, & Wild, 2010; Walker, 2012). Also, non-probabilistic and purposive methods have been suggested as sampling techniques (Baltar & Brunet, 2012; Osadebe, 2017). The sampling process continued until reaching theoretical saturation. The statistical population comprised academic (professors) and empirical (managers of online businesses) experts. Inclusion criteria comprised having at least 10 years of experience in online businesses or academic publications in form of papers and books. In the qualitative stage, purposive and snowball methods. Accordingly, 15 eligible subjects participated in this research.

### **3.3. Data Collecting Tools and Methods**

Interview and questionnaire were used to collect data. Because semi-structured interviews are matched with qualitative studies that are done using the exploratory method to design a model (Bajramovic, Emmerton, & Tett, 2004; Harris & Brown, 2010), this study used a semi-structured interview with experts leading the way. In the second part of the study, the Delphi questionnaire with the seven-point scale was used based upon the identified categories.

### **3.4. Validity and Reliability of Data Collecting Tools**

Four quantitative criteria of Holstein's coefficient, Scott's Pi, Cohen's kappa coefficient (Herz, 2010), and Krippendorff's alpha (Krippendorff, 2011) were used to examine creditability, transferability, validity, and reliability of data collecting tools. The correlation between viewpoints of experts equaled a considerable rate of 0.814, which was measured by calculating Holstein's coefficient or Percentage of Agreement Observation (PAO). Regarding the errors of the Holstein method, Scott's pi was also calculated and equaled 0.79. Cohen kappa is the fourth index of validity of qualitative studies, which obtained 0.76. Finally, Krippendorff's alpha equaled 0.82.

### **3.5. data analysis methods**

Data analysis methods are divided into two qualitative and quantitative categories. Since quantitative methods cannot assess the complexity of elements of the innovation ecosystem model without any bias, mixed qualitative-quantitative methods were used in this research. In the qualitative step, grounded theory was used to identify key themes and subthemes of the innovation ecosystem model. In the next step, indices were validated. Ultimately, the FDM method was used to validate the identified indicators. Grounded theory was implemented through MaxQDA software, and calculations were done based on the coding process through Matlab software.

### **3.6. Thematic Analysis**

There have been considerable changes in human approaches to social sciences and studies. Qualitative methods have paved the way for the shift from positivism towards naturalism so that researchers have become more interested in qualitative methodologies. Thematic analysis is one of the practical methods in qualitative studies. The qualitative thematic analysis includes a set of techniques that are used for the systematic analysis of research interviews. The core idea of thematic analysis is keeping the advantages of quantitative thematic analysis in line with the development of communications to transfer them to the qualitative interpretation of analyses (Bryman & Burgess, 2002). Qualitative methodologies create and form a specific type of knowledge about the world, which differs from the recognition created by other research methods. It can be explained that qualitative study tries to improve our understanding of core themes of a considered category. These studies also introduce the indices (subthemes) that can be used to evaluate the identified factors (Näslund, 2002). In this research, the studied category is digital marketing in the brand of online businesses. To this end, first, some structured and semi-structured interviews were conducted with experts. After theoretical saturation was achieved, viewpoints of experts were classified as key themes and subthemes then the primary model was designed.

### **3.7. Fuzzy Delphi Method (FDM)**

FDM was used to identify digital marketing indicators for online business branding. A seven-point scale (Table 1) was employed to make experts' opinions fuzzy.

In the next step, the fuzzy mean value of scores should be calculated. These aggregation methods are the empirical methods proposed by different researchers. For instance, a conventional method considers minimum (l), mean (m), and maximum (u) rates to collect a set of triangular fuzzy numbers. The extant paper used the fuzzy mean method. The fuzzy mean of n triangular fuzzy numbers is calculated as follows:

**Equation 1**

$$\tilde{F}_{AVE} = (L, M, U) = \left( \frac{\sum l_i^k}{n}, \frac{\sum m_i^k}{n}, \frac{\sum u_i^k}{n} \right)$$

Triangular fuzzy number of  $\tilde{f}_i = (l_i^k, m_i^k, u_i^k)$  represents the fuzzy equivalent of the opinion of expert k about criterion i. Finally, defuzzification is done for which the COA (center of the area) method is used as shown in Equation 2:

**Equation 2**

$$DF_{ij} = \frac{[(u_{ij} - l_{ij}) + (m_{ij} - l_{ij})]}{3} + l_{ij}$$

In this research, the threshold equaled 0.7. Therefore, the defuzzification rate (>0.7) is acceptable so that any score greater than 0.7 will be confirmed (Wu & Fang, 2011).

#### 4. Results and Discussion

To provide a model for digital brand marketing, semi-structured interviews were conducted with experts in online business. In this stage, seven open questions were considered before the interview, and it was expected to ask new questions during the interview. Their data were reviewed and repeated actively (seeking for meanings and patterns) to make the researcher familiar with the depth and extent of data concepts. The main questions of interviews related to the digital marketing model have been reported in Table 2.

Interviews were analyzed by using the thematic analysis method. To do so, the transcripts of interviews were read and reviewed then the data were divided into semantic units in form of sentences and

paragraphs related to the main meaning. The semantic units were also reviewed several times, and then the cores associated with each semantic unit were written. In the next step, the codes were classified based on their semantic similarities. The analysis process was repeated by adding each interview to it. Interviews continued until the theoretical saturation was achieved. Theoretical saturation obtained when there were repeated extracted codes. In the open coding stage, 517 codes were identified, and 33 indicators were found based on the considerations.

The identified indicators were obtained based on the researcher's interpretation of conducted interviews through thematic analysis. To confirm the accuracy of identified indicators and selected final indicators, FDM was used.

A seven-point scale (shown in Table 1) was used for the fuzzification of opinions of experts. Experts' opinions about each index were collected, and the fuzzy mean of their ideas was calculated using Equation 1. After defuzzification of mean values using the COA method, the indicators with scores below 0.7 were removed. Accordingly, three indicators were removed or merged in the first round, and the remained indicators were given to experts. FDM was done for the rest of the indicators in the second round. In this stage, 30 indicators were evaluated based on the opinions of experts.

No question was removed in the second round indicating the end of Delphi rounds. If the comparison between mean scores of questions in the first and second rounds indicates a difference below the threshold (0.2), then the Delphi will be ended and the survey process will be stopped (Cheng & Lin, 2002; Latifi, Raheli, Yadavar, Saadi, & Shahrestani, 2018). Summary of results of FDM has been reported in Table 3.

According to Table 3, the differences were below 0.2; hence, Delphi rounds could be ended. Therefore, 30 indicators were chosen. These indicators have been classified as key themes and subthemes. Table 4 reports the indicators of the digital marketing model for online business branding extracted from interviews based on the thematic analysis. The key themes of this study included marketing strategy, design of the website, interaction with consumers, product features. Subthemes of the digital marketing strategy index included competitiveness in the digital realm, reducing costs, and strengthening online infrastructures, increasing competitiveness, designing online

promotional strategies, identifying and competing with competitors through online space, strategies of presence via social media, increasing creativity and flexibility, as well as identifying the target market. Subthemes of the personalization index comprised providing customized services, protecting the privacy of customers, winning the trust and confidence of customers, customer-based services, enhancing the security of customers. According to mentioned classification, the final model of the study was designed. Figure 1 illustrates the digital brand marketing model for online businesses.

Analytical results showed that digital branding is at the center of this model. Digital branding is in a dynamic interaction with customer need assessment, innovation, the possibility of personalization for customers, and technological business management. It must be explained that marketing strategy has a direct effect on technological business management. On the other hand, interaction with consumers affected customer need assessment. There was also an interaction between the mixed design of product/service marketing and innovation. Ultimately, flexible design of the website is essential for personalization possibility for customers.

## **5. Conclusions**

This study proposed a model for digital marketing regarding online business branding. The obtained results indicated that digital marketing means should be used to develop the brand of online business in line with customer needs. Digital branding considers customers and their demands in business. Therefore, a brand should serve as a human with specific attributes. In this way, customers can make a better relationship with that brand. Digital branding helps a brand serves as a human with a high emotional position among society people. The main purpose of digital branding is to send digital messages, to design a website or weblog to display a brand to customers permanently. A reputable brand can leave competitors behind if distinctively promotes its products.

Digital advertising contributes to brand presence and awareness. Digital advertisements are controlled contacts. Digital advertising is used to create many accurate and precise campaigns. Presence is the second component of branding through digital marketing means. Presence covers all contact points through which audiences of online businesses are exposed to the brand via digital space. These contact

points include websites, online search results, social media, and review websites. Naturally, "controllable" content points, such as websites have priority, while "uncontrollable" contact points are the most effective ones, including ranking search results and review websites. The design of an online website should be action-oriented and flexible to provide a successful personalized web for different types of customers.

There were some constraints on this study. For example, lack of adequate scientific background and local knowledge on digital brand marketing, and research gap in the conceptualization of digital marketing have been some of the limits. Another considerable constraint was the lack of operational experience and accurate statistics on online business in Iran. According to the constraints mentioned above, it is recommended to study the conceptualization of digital branding practically and theoretically by consideration of methods for implementation of the digital brand marketing model. Results of this study apply to macro-levels in different organizations. It is possible to benefit from the advantages of digital branding in companies by empowering marketing and emphasizing the market influence of the company, especially through social media. Further, the value and reputation of the company can be expanded by attracting and retaining knowledge-oriented employees, as well as by having access to technical knowledge and high-tech facilities. It is also suggested to spend more cost on research and development of online business branding.

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### **Conflicts of Interest**

The authors declare there is no conflict of interests.

### **Author's Contribution**

#### **Author 1:**

Conceptualization (Lead)  
Data curation (Lead)  
Formal analysis (Lead)  
Funding acquisition (Lead)  
Investigation (Lead)  
Methodology (Lead)  
Project administration (Lead)  
Resources (Lead)  
Software (Lead)  
Supervision (Lead)  
Validation (Lead)  
Visualization (Lead)  
Writing-original draft (Lead)  
Writing-review & editing (Lead)

#### **Author 2: Conceptualization (Supporting)**

Investigation (Supporting)  
Resources (Supporting)  
Supervision (Supporting)  
Visualization (Supporting)  
Writing-review & editing (Supporting)

#### **Author 3: Resources (Supporting)**

Supervision (Supporting)  
Validation (Supporting)  
Visualization (Supporting)  
Writing-review & editing (Supporting)

**Table 1. Seven-point scale to evaluate indicators**

| Strongly important | Very important | Important        | Moderate         | Insignificant   | Very insignificant | Strongly insignificant |
|--------------------|----------------|------------------|------------------|-----------------|--------------------|------------------------|
| (0.9, 1, 1)        | (0.75, 0.9, 1) | (0.5, 0.75, 0.9) | (0.3, 0.5, 0.75) | (0.1, 0.3, 0.5) | (0, 0.1, 0.3)      | (0, 0, 0.1)            |

Source: Elaborated by the authors

**Table 2. Questions asked in the interview related to digital brand marketing**

| Row | Questions   |
|-----|---|
| 1   | In your opinion, what are the components of digital marketing in the brand of Iranian online businesses?                            |
| 2   | Please explain about challenges of digital marketing in the brand of Iranian online businesses?                                     |
| 3   | Who do you evaluate digital brand marketing opportunities for Iranian online businesses?  |
| 4   | Please explain the digital brand marketing themes in Iranian online businesses.   |
| 5   | How the accelerators (confounding factors) and deterrents (interferers) affect the digital branding marketing of online businesses? |
| 6   | Which one of the strategies is useful for the branding process of Iranian online businesses?  |
| 7   | Please describe your opinion about the consequences of digital brand marketing in Iranian online businesses.                        |

Source: Elaborated by the authors

**Table 3. Summarized results of FDM**

| Subcategories of digital marketing                              | Result of round 1   | Result of round 2   | Difference | Result    |
|---|---------------------|---------------------|------------|-----------|
| Competitiveness in the digital realm                            | (0.69,0.855,0.945)  | (0.89,0.635,0.795)  | 0.057      | Confirmed |
| Reducing costs and strengthening online infrastructures         | (0.645,0.815,0.92)  | (0.895,0.725,0.855) | 0.032      | Confirmed |
| Designing online promotional strategies                         | (0.655,0.82,0.93)   | (0.885,0.635,0.82)  | 0.022      | Confirmed |
| Identifying and competing with competitors through online space | (0.62,0.79,0.905)   | (0.855,0.58,0.765)  | 0.038      | Confirmed |
| Strategies of presence vial social media                        | (0.675,0.845,0.945) | (0.935,0.675,0.845) | 0.003      | Confirmed |

| Subcategories of digital marketing                    | Result of round 1   | Result of round 2   | Difference | Result    |
|---|---------------------|---------------------|------------|-----------|
| Increasing creativity and flexibility                 | (0.815,0.945,0.99)  | (0.975,0.825,0.95)  | 0.000      | Confirmed |
| Identifying the target market                         | (0.745,0.9,0.98)    | (0.945,0.73,0.88)   | 0.023      | Confirmed |
| Providing customized services                         | (0.635,0.82,0.935)  | (0.975,0.84,0.96)   | 0.128      | Confirmed |
| Protecting the privacy of customers                   | (0.825,0.95,1)      | (0.98,0.815,0.945)  | 0.012      | Confirmed |
| Wining trust and confidence of customers              | (0.715,0.87,0.955)  | (0.98,0.8,0.935)    | 0.058      | Confirmed |
| Enhancing the security of customers                   | (0.61,0.785,0.895)  | (0.95,0.67,0.855)   | 0.062      | Confirmed |
| Authentication of website                             | (0.73,0.88,0.955)   | (0.95,0.695,0.87)   | 0.017      | Confirmed |
| Instant transactions and rapid liquidity              | (0.855,0.97,1)      | (0.925,0.655,0.845) | 0.133      | Confirmed |
| Ease of access to the website                         | (0.615,0.795,0.92)  | (0.965,0.83,0.955)  | 0.140      | Confirmed |
| Obtaining e-Trust Certification Mark                  | (0.8,0.935,0.99)    | (0.94,0.695,0.855)  | 0.078      | Confirmed |
| Creating attraction for users                         | (0.815,0.945,0.99)  | (0.88,0.645,0.795)  | 0.143      | Confirmed |
| Optimization of loading speed                         | (0.755,0.895,0.965) | (0.955,0.785,0.915) | 0.013      | Confirmed |
| Increasing website security                           | (0.84,0.96,1)       | (0.955,0.755,0.895) | 0.065      | Confirmed |
| Responding to customer demands                        | (0.855,0.97,1)      | (0.975,0.855,0.97)  | 0.008      | Confirmed |
| Creating and keeping a relationship with customers    | (0.63,0.83,0.94)    | (0.935,0.71,0.88)   | 0.042      | Confirmed |
| Possibility to track order status                     | (0.75,0.89,0.975)   | (0.965,0.765,0.9)   | 0.005      | Confirmed |
| Providing valid guarantee                             | (0.685,0.85,0.955)  | (0.945,0.715,0.87)  | 0.013      | Confirmed |
| 24-hours website support                              | (0.685,0.85,0.955)  | (0.93,0.61,0.77)    | 0.060      | Confirmed |
| Keeping the current customers and attracting new ones | (0.8,0.935,0.99)    | (0.92,0.67,0.835)   | 0.100      | Confirmed |

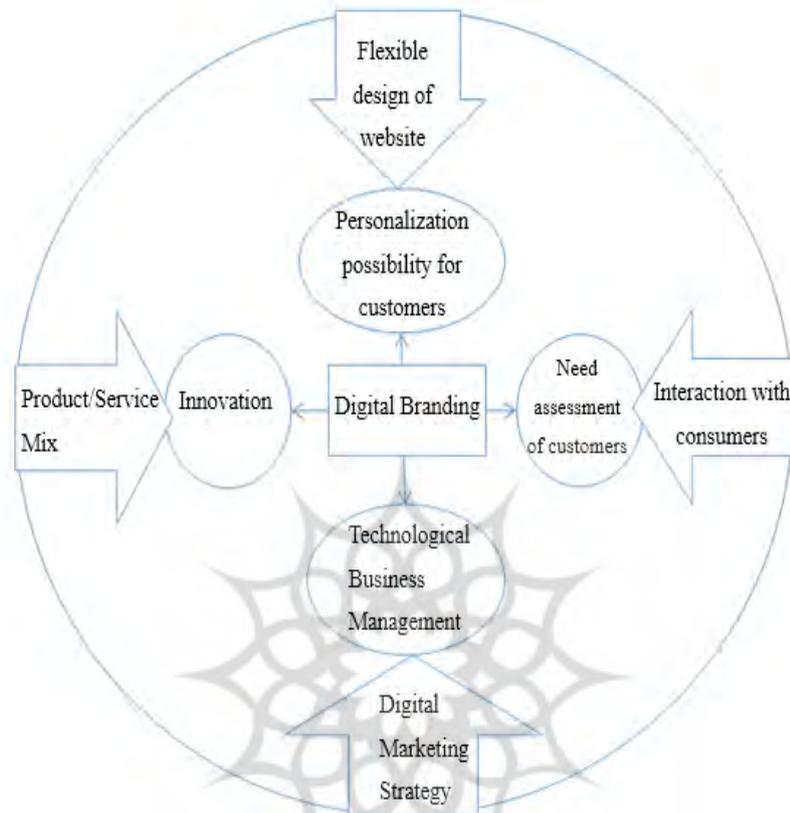
| Subcategories of digital marketing                            | Result of round 1   | Result of round 2   | Difference | Result    |
|---|---------------------|---------------------|------------|-----------|
| Providing interesting and informative knowledge for customers | (0.69,0.835,0.915)  | (0.965,0.755,0.905) | 0.062      | Confirmed |
| Packaging and appearance                                      | (0.6,0.765,0.875)   | (0.955,0.755,0.895) | 0.122      | Confirmed |
| Improving the quality of products and services                | (0.675,0.845,0.945) | (0.975,0.84,0.96)   | 0.103      | Confirmed |
| Facilitating payment process                                  | (0.785,0.925,0.99)  | (0.885,0.635,0.82)  | 0.120      | Confirmed |
| Discounting price of products                                 | (0.69,0.855,0.945)  | (0.91,0.71,0.88)    | 0.003      | Confirmed |
| Promoting advertisements and public relations                 | (0.605,0.77,0.88)   | (0.905,0.685,0.85)  | 0.062      | Confirmed |

Source: Elaborated by the authors

**Table 4. Digital brand marketing model's indicators extracted from interviews**

| Key themes                 | Subthemes  |
|----------------------------|--|
| Digital marketing strategy | Competitiveness in the digital realm, reducing costs and strengthening online infrastructures, increasing competitiveness, designing online promotional strategies, identifying and competing with competitors through online space, strategies of presence via social media, increasing creativity and flexibility, identifying the target market |
| Personalization            | providing customized services, protecting the privacy of customers, winning trust and confidence of customers, customer-based services, enhancing the security of customers  |
| Design of website          | Authentication of website, instant transactions and rapid liquidity, ease of access to website, formatting and designing the website, creating attraction for users, optimization of loading speed and displaying vial different search engines, increasing website security, obtaining e-Trust Certification Mark                                 |
| Interaction with consumers | Responding to customer demands, creating and keeping a relationship with customers, possibility to track order status, providing a valid guarantee, 24-hours website support, keeping the current customers and attracting new ones, providing interesting and informative knowledge for customers   |
| Product/service mix        | Packaging and appearance, improving quality of products and services, facilitating payment process, discounting the price of products, promoting advertisements and public relations   |

Source: Elaborated by the authors



**Figure 1. Digital brand marketing model for online businesses**

Source: Elaborated by the authors

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**How to Cite:** Mosayebi Amidabadi, B., Karimi, O., Hashemnia, Sh. (2022). Providing Digital Marketing Model for Online Business Branding, *International Journal of Digital Content Management (IJDCM)*, 2(4), 7-29. DOI: 10.22054/DCM.2022.14017



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