



# CHALLENGES AND OPPORTUNITIES OF DIGITAL INTEGRATION IN MARKETING: A BUSINESS PERSPECTIVE IN EMERGING ECONOMY

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**Valeri GAGAUZ**

PhD student, Academy of Economic Studies of Moldova

<https://orcid.org/0000-0003-3011-2081>

E-mail: gagauzvf@gmail.com

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## SUMMARY

The rapid digitalization of marketing practices has significantly transformed the way businesses engage with their customers, particularly in the B2C segment. However, the adoption and integration of digital marketing strategies remain uneven across different regional and economic contexts. This study focuses on the Republic of Moldova, an emerging market where businesses face unique challenges and opportunities in implementing digital marketing tools. The research aims to explore how local companies navigate the complexities of digital transformation while addressing market-specific factors such as consumer behavior, resource limitations, and infrastructural barriers. Using a case study approach, in-depth interviews were conducted with representatives from five companies of varying sizes operating in the B2C sector. The research examines the extent to which these businesses utilize digital tools, including customer relationship management (CRM) systems, social media platforms, and branding strategies, to attract and retain customers. Special attention is given to the integration of online and offline channels, the role of end-to-end analytics in optimizing marketing effectiveness, and the challenges associated with implementing these technologies in a resource-constrained environment. The study also investigates the strategic decisions companies make regarding digital investments and the trade-offs between automation, customer engagement, and operational efficiency. By providing insights into the digital marketing practices of Moldovan companies, this research contributes to a better understanding of digital transformation in emerging markets. The findings are particularly relevant for business practitioners and policymakers seeking to enhance digital competitiveness in similar contexts, offering practical recommendations for overcoming barriers and maximizing the benefits of digital marketing integration.

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*Keywords: digital marketing, b2c market, business specifics, case study*

## INTRODUCTION

Currently, digital marketing plays a key role in promoting products and services, providing companies with the ability to effectively engage with their target audience through digital channels (Caliskan et al., 2021; Saura et al., 2023). However, the successful application of digital tools requires not only their integration into existing business processes but also the adaptation of marketing approaches based on the specifics of the business, target audience, and market conditions (Chen & Qi, 2019). This necessitates a deep understanding of factors such as product type, consumer behavior, and unique market characteristics that directly influence the effectiveness of marketing strategies (Kannan & Li, 2017).

Moldovan companies, especially small and medium-sized businesses, often face limited financial and technological resources, which significantly impact the speed and depth of digital technology adoption (Gagauz & Gagauz, 2023). This article presents the findings of a study on their capacity and potential to implement modern marketing technologies, identifying the connections between business characteristics and marketing campaigns with a focus on digital technology

integration and strategy adaptation in different business contexts. In particular, it examines how differences in products and services, target audience, and other key business aspects influence the selection of marketing channels, tools, and tactics. This approach allows for the identification of best practices for various conditions and helps determine how they can be adapted to achieve maximum effectiveness (Rust & Huang, 2019).

The objective of this study is to explore the specificities of digitalizing marketing strategies in Moldovan B2C companies, with a focus on the ability to track the complete customer journey, as well as identifying key barriers and opportunities in the digital transformation process. The study's findings will be valuable for marketers, entrepreneurs, and researchers aiming to enhance the effectiveness of their marketing efforts in a highly competitive and rapidly changing digital landscape (Lamberton & Stephen, 2016; Chaffey & Ellis-Chadwick, 2019).

## THEORETICAL FRAMEWORK

Using the resource dependence theory (Pfeffer & Salancik, 2003) and the Technology Acceptance Model (TAM) proposed by Fred Davis (Davis, 1989), this study analyzes the behavior of organizations and their ability to adapt to changing external conditions. Resource dependence theory helps explain how organizations seek to minimize their dependence on critical resources and reduce uncertainty in a dynamic market environment. In the face of high competition and technological changes, organizations are compelled to adopt various strategic solutions aimed at strengthening their positions and mitigating external threats (Hillman et al., 2009; Davis & Adam Cobb, 2010). This theory is particularly relevant in interpreting case study data as it allows for a deeper analysis of companies' decisions regarding marketing strategies, such as integrating websites with ERP systems, using end-to-end analytics, and implementing other digital tools.

The application of the Technology Acceptance Model (TAM) complements this analysis by providing a theoretical framework for understanding the factors that influence the adoption of digital marketing tools. According to TAM, the key drivers of technology adoption are perceived usefulness and ease of use. In the context of digital marketing, perceived usefulness is assessed by businesses in terms of improved performance, increased sales, enhanced customer engagement, and strengthened competitiveness. The higher the perceived usefulness

of digital tools, the more likely organizations are to adopt them. For example, businesses that recognize the importance of digital technologies in achieving marketing goals are more inclined to integrate them into their processes.

Ease of use also plays a significant role. If digital marketing tools are easy to integrate into existing business processes and employees can quickly acquire the necessary skills, the chances of successful adoption are substantially increased. In this context, tools such as social media, search engine optimization (SEO), contextual advertising, email marketing, and other strategies are considered. Applying TAM in the study provides insights into why some businesses more rapidly adopt digital marketing technologies while others remain cautious (Fedorko et al., 2018; Ritz et al., 2019; Buvár & Gáti, 2023).

These theoretical approaches together provide a comprehensive understanding of organizational strategic behavior and readiness to implement digital tools. Resource dependence theory highlights external pressures and strategic priorities, while the Technology Acceptance Model reveals internal motivators and barriers related to the perception and use of digital technologies. As a result, a deeper understanding of decision-making processes is achieved, enabling the development of effective recommendations for creating marketing strategies adapted to modern conditions.

## RESEARCH METHODOLOGY

The research methodology is based on case studies that enable a detailed analysis of the marketing strategies of specific companies, including the implementation of digital technologies and the integration of online and offline processes. This approach not only helps identify best practices but also sheds light on the barriers companies face in the digitalization process, allowing for the development of more practical recommendations for improving marketing approaches (Verhoef et al., 2015).

In-depth interviews were conducted with business owners and marketers representing companies of various sizes operating in the B2C segment. The selection of companies for the case studies was based on several key criteria. First, the willingness of managers and business owners to engage in open communication, give interviews, and share relevant information about their marketing strategies, digitalization processes,

and the use of analytical tools was considered. Second, companies with significant market experience and advanced practices in digital marketing were chosen. The interviews focused on assessing the integration of online and offline channels, the use of CRM and ERP systems, as well as the practice of implementing omnichannel strategies. This approach provided access to detailed data necessary for an in-depth analysis and objective evaluation of the state of digital marketing in these companies. The study was conducted in July 2024, focusing on companies located in the Chisinau municipality. Selection criteria included the companies' experience in digital marketing and their openness to participating in the study. The characteristics of the studied case studies are presented in Table 1, which displays the key parameters of the companies: type, industry, age, and market segment.

**Table 1***Characteristics of the case studies*

<b>Name of the company</b>	<b>Size of the company</b>	<b>Field of activity</b>	<b>Age of the enterprise</b>
Automall	large	importer of automotive spare	16 years
GBS	large	importer of automotive spare parts and passenger vehicles	29 years
Medpark	mediul	trade in medical services	13 years
BRAVOMOTORS	micro	car repair and spare parts sales	14 years
Energy Fitness	medium	trade in sports services	14 years

## MAIN RESULTS

Based on the systematized data regarding the business specifics of the companies included in the case studies (Table 2), all enterprises are focused on the B2C segment, which requires direct interaction with end consumers and a deep understanding of their needs and preferences. This imposes certain requirements on marketing strategies, especially in the context of creating personalized experiences and enhancing customer loyalty. Most companies target a broad audience, necessitating large-scale marketing efforts to reach a wide customer base. However, the nature of product and service consumption varies depending on the business specifics, requiring adjustments in marketing approaches. For companies like Automall, BRAVOMOTORS, and Energy Fitness, periodic consumption of products and services dictates cyclical marketing campaigns, a focus on customer retention, and the development of repeat sales. In these cases, the success of marketing strategies often depends on seasonal factors, customer reviews, and price competitiveness. For example, in Automall and BRAVOMOTORS, quick purchases and intense price competition highlight the importance of responding swiftly to customer needs and maintaining high customer satisfaction.

GBS and Medpark face one-time consumption scenarios where each purchase decision carries significant weight. In such cases, marketing efforts focus on building trust, strengthening the brand, and emphasizing high product and service quality. This is especially important for Medpark, where purchase decisions may be emotionally charged, and high standards of quality and confidentiality are key factors influencing consumer choice.

Differences in consumption specifics are also reflected in the approaches to marketing communications. For companies with periodic consumption, it is crucial to focus on building long-term customer relationships and maintaining engagement through regular updates and special offers. On the other hand, companies with one-time large sales, such as GBS, should concentrate on targeted marketing strategies where brand trust, high quality, and the emotional aspect of the choice are key elements.

Moreover, the level of maturity in marketing strategies varies significantly depending on the type of business and nature of consumption. For companies with high consumption frequency, such as Automall and BRAVOMOTORS, managing mass marketing flows and customer reviews is essential. Meanwhile, for Medpark and GBS, critical elements include a personalized approach, project management, and service quality, where each interaction can significantly impact brand perception.

Thus, the presented data demonstrate the need for a differentiated approach to marketing strategies depending on the business specifics and consumption patterns. Companies targeting the mass market should focus on large-scale marketing campaigns, while businesses with one-time but significant sales should emphasize trust, personalization, and brand reinforcement.

**Table 2***Business specifics of the companies included in the case study*

	<b>Automall</b>	<b>BRAVOMOTORS</b>	<b>Energy Fitness</b>	<b>GBS</b>	<b>Medpark</b>	
Main product	Products	Services	Services	Products	Services	
Industry specifics	<ul style="list-style-type: none"> <li>• Wide audience</li> <li>• Quick purchases</li> <li>• Price competition</li> <li>• Emotional impact</li> <li>• Low sales volume</li> </ul>	<ul style="list-style-type: none"> <li>• Wide audience</li> <li>• Quick purchases</li> <li>• Price competition</li> <li>• Emotional impact</li> <li>• Small quantity</li> <li>• Meeting deadlines</li> <li>• Project management</li> <li>• Process transparency</li> <li>• Personnel qualifications</li> </ul>	<ul style="list-style-type: none"> <li>• Wide audience</li> <li>• Low sales</li> <li>• Personal approach</li> <li>• Community participation</li> <li>• Flexible subscriptions</li> </ul>	<ul style="list-style-type: none"> <li>• Wide audience</li> <li>• Low sales</li> <li>• Personal approach</li> </ul>	<ul style="list-style-type: none"> <li>• Relationship and trust</li> <li>• Emotional impact</li> <li>• Purchases</li> <li>• High qualification requirements</li> <li>• High quality standards</li> <li>• Confidentiality</li> <li>• Project management</li> </ul>	
	Periodic consumption	Periodic consumption	Periodic consumption	One-time consumption	One-time consumption	
Specifics of consumption	Products	<ul style="list-style-type: none"> <li>• Seasonality</li> <li>• Mass Marketing</li> <li>• Importance of Reviews and Testimonials</li> </ul>	<ul style="list-style-type: none"> <li>• Seasonality</li> <li>• Mass Marketing</li> <li>• Importance of Reviews and Testimonials</li> </ul>	-	<ul style="list-style-type: none"> <li>• Large slow purchases</li> <li>• Emotional impact</li> <li>• Narrow audience</li> <li>• Emphasis on quality</li> <li>• Brand</li> </ul>	-
	Services	-	<ul style="list-style-type: none"> <li>• Complex and long production cycle</li> <li>• Intangibility</li> <li>• Continuity of production and consumption</li> <li>• Heterogeneity</li> <li>• Irrecoverability</li> <li>• Seasonality</li> <li>• Price competition</li> </ul>	<ul style="list-style-type: none"> <li>• Emotional Component</li> <li>• Quick Purchase Decisions</li> <li>• Mass Marketing</li> <li>• The Importance of Reviews and Testimonials</li> </ul>	-	<ul style="list-style-type: none"> <li>• Complex and long production cycle</li> <li>• Emotional component</li> <li>• Slow purchasing decisions</li> <li>• Mass marketing</li> <li>• Continuity of production and consumption</li> <li>• Importance of reviews and feedback</li> </ul>

Source: developed by the author based on the case studies, 2024.

The analysis of data on the marketing objectives of the companies revealed that lead generation is a priority for all the businesses considered. In a highly competitive environment, attracting new customers becomes a key factor in sustaining and growing a business. In most cases, marketing efforts are focused on social media (SMM) and lead generation, highlighting the importance of these channels in reaching the target audience.

The active use of social media stands out as a common element in all companies' strategies, demonstrating the significance of social networks for customer engagement and increasing their involvement. In addition to attracting new customers, companies also focus on retaining existing ones, as evidenced by the use of customer relationship management (CRM) systems. The use of CRM reflects a strategic approach to long-term customer relationships and maintaining repeat sales.

Branding is also given special attention as an important tool for building trust and enhancing loyalty. For instance, companies like Automall, Energy Fitness, and MedPark actively work on strengthening their brands through PR and influencer marketing, which helps bolster their market positioning.

However, the strategies of different companies vary in terms of CRM integration and personalized marketing. For example, MedPark does not include CRM in its

strategy, which may indicate a focus on initial customer acquisition, especially in a more specialized and niche market. Meanwhile, BRAVOMOTORS actively uses CRM to extend services and offer new products, helping to increase customer retention and encourage repeat purchases.

Another important aspect is the regularity and depth of customer interactions, which vary among companies. Energy Fitness and MedPark demonstrate a high level of activity in this regard, actively gathering feedback and using it to improve their services. This emphasizes the importance of consistent customer engagement and involvement for achieving sustainable results. In contrast, companies like GBS and Automall are limited in regular contacts, which may impact customer retention and the personalization of offers.

Thus, despite the overall focus on lead generation, approaches to customer relationship management and personalized marketing efforts vary significantly. Companies that actively use CRM and data for personalized interactions, such as BRAVOMOTORS and Energy Fitness, achieve higher retention rates and repeat sales. At the same time, the absence of such practices, as seen with MedPark, may indicate a focus on one-time, highly emotional purchases, where initial customer acquisition is the primary objective.

**Table 3**  
*Marketing efforts of companies*

	Energy Fitness	Automall	BRAVOMOTORS	GBS	Medpark
CRM customer relationship management	<ul style="list-style-type: none"> <li>Referral program</li> <li>Incentives for early contract renewal</li> <li>Target target profiles based on existing clients</li> </ul>	<ul style="list-style-type: none"> <li>Discount programs from 5 to 15%</li> <li>Incentives for renewal</li> </ul>	Target audience profiles based on existing clients	<ul style="list-style-type: none"> <li>Offer to "switch" to a newer model in 2-3 years</li> <li>Trade IN</li> </ul>	<ul style="list-style-type: none"> <li>Additional sales (after ECO)</li> <li>Repeat (control) analyses at a discount</li> </ul>
Personalized Marketing. Using customer data to customize communications and offers	Special subscriptions	No	Program for planning repairs based on maintenance regulations	No	No
Regular contacts: personalized emails, SMS or newsletters	Control and stimulation of consumption of services	Up to 4 SMS mailings per year	Only as part of scheduled repairs	No	No
Collecting feedback and using it to improve products and services	Constantly	Survey by Google Forms	Once a year	Constantly	Constantly

Source: developed by the author based on the case studies, 2024.

To maximize customer flow and profits, companies' marketing strategies include temporary promotions, thoughtful pricing, advertising campaigns, partnership programs, and influencer marketing (Table 4). Seasonal promotions are a key element for all companies as they allow for significant sales increases during periods of high demand. For example, Medpark uses seasonal promotions to offer discounts on tests and consultations, attracting additional customer traffic.

Pricing based on the LTV (Lifetime Value) metric is actively employed by automotive companies like Automall and GBS, helping to maximize profit from each customer through long-term relationships. This approach allows for better customer segmentation and the offering of personalized pricing solutions, enhancing customer loyalty.

**Table 4**

*Maximizing customer flow and profits*

	<b>Energy Fitness</b>	<b>Automall</b>	<b>BravoMotors</b>	<b>GBS</b>	<b>Medpark</b>
<b>Temporary promotions</b>	<ul style="list-style-type: none"> <li>• Free trial visits</li> <li>• Cards for paid one-time visits</li> </ul>	<ul style="list-style-type: none"> <li>• Sales</li> <li>• Seasonal promotions</li> </ul>	Seasonal promotions	Seasonal promotions	<ul style="list-style-type: none"> <li>• Seasonal promotions for tests</li> <li>• Seasonal promotions for consultations</li> </ul>
<b>Pricing</b>	Cards 60%	Based on LTV	Based on LTV	Based on LTV	
<b>Advertising campaigns to attract new customers</b>	Facebook, Google Search, Instagram	Facebook, Google Search, Instagram	Google Maps, Instagram, TikTok	Facebook, Google Search, Instagram	Facebook, Google Search, Instagram
<b>Affiliate programs</b>	No	Invitro, InterAuto	No	No	No
<b>Influencer Marketing</b>	No	DieselOK	No	No	No

*Source: developed by the author based on the case studies, 2024.*

In today's digital world, having a functional, aesthetically pleasing, and well-optimized website is not just desirable but a critically important aspect of business success. The website serves as the central point of interaction between the company and its customers in the digital space. It acts as a platform for showcasing products and services, facilitates initial customer engagement, and supports brand recognition. Additionally, the website provides opportunities for collecting data on visitors and their behavior, which is crucial for understanding customer needs and preferences. Website analytics help optimize marketing strategies, tailor content and offerings to the target audience, and improve user experience. Optimizing the website for conversions directly impacts sales and the return on marketing investments.

Automall stands out among the other companies with its use of influencer marketing, which helps boost brand recognition and strengthen trust in its services. Meanwhile, BRAVOMOTORS, in addition to traditional platforms like Google Maps and Instagram, actively uses TikTok to attract a younger audience, indicating an adaptation of their marketing strategy to current trends.

Moreover, most companies actively use Facebook, Google Search, and Instagram for advertising campaigns, confirming their aim to maximize reach through popular platforms. The exception is BRAVOMOTORS, which uses more niche approaches by tailoring communication channels to specific customer groups.

In contrast, companies using standalone CMS without ERP integration, such as BRAVOMOTORS and GBS, face data and analytics limitations that negatively impact their ability to obtain a complete picture of the customer journey and effectively manage marketing campaigns. The websites of these companies function more as online “business cards” with basic feedback collection capabilities but lack access to end-to-end analytics, limiting their ability to personalize and optimize the customer experience.

In terms of marketing effectiveness, key metrics include conversions from online promotions and the ratio of final online and offline conversions. These metrics help assess how many website visitors or mobile app users complete a desired action (purchase, subscription, form submission, etc.) after interacting with an online campaign. Such data enable companies to identify the most effective channels and approaches for attracting customers, which, in turn, leads to more efficient marketing budget allocation and increased overall profitability.

The example of Automall demonstrates how integrating all digital components into a single platform not only allows for efficient business process management but also provides seamless analytics, simplifying scaling and maintaining a consistent service standard. In contrast, companies like MedPark, whose website is a combination of different platforms under a single domain name, face challenges in data management and maintaining a cohesive customer experience. The lack of full integration reduces their ability to leverage end-to-end analytics and respond quickly to changes in customer behavior.

Thus, the choice of architecture and the level of web platform integration directly influence a company’s competitiveness. Those who invest in comprehensive management systems, like Automall, gain advantages in automation, standardization, and scalability, allowing them to effectively respond to market needs and increase profitability. On the other hand, companies with limited digital capabilities, like BRAVOMOTORS and GBS, remain more vulnerable to shifts in customer preferences and require additional efforts to maintain competitiveness in the digital environment.

**Table 5**  
*Characteristics of company websites*

<p><b>Automall</b> <a href="https://automall.md/">https://automall.md/</a></p>	<p>The website is not a standalone system but a web interface of a unified digital platform that includes ERP (enterprise resource planning), CRM (customer relationship management), and WMS (warehouse management system).</p> <p>The share of sales through the company’s own website accounts for 8-9% of total retail sales.</p> <p>On the online platform, processes such as customer registration, parts selection, payment, order processing for delivery or self-pickup, as well as internal logistics (warehouse item picking) and external logistics (customer delivery) are fully automated. This automation addresses issues related to the negative impact of human factors at all stages of customer interaction and reduces the business’s reliance on labor resources.</p> <p>As a digital platform, the company’s website provides end-to-end analytics, tracks the customer journey, and delivers high-quality primary data without gaps. The platform allows for setting up customer communication through system messages on the website and order status updates in the client’s personal account. This system handles the issue of scaling sales more efficiently than ad-hoc expansion of the sales department’s staff and is projected to ensure “consistent service quality” through the standardization and digitalization of processes within the system.</p>
<p><b>BRAVOMOTORS</b> <a href="https://bravo-motors.md/">https://bravo-motors.md/</a></p>	<p>The website is a standalone CMS (content management system) that is not integrated with the company’s ERP. The site serves as an online “business card” with basic feedback collection capabilities. End-to-end analytics is not available.</p>
<p><b>GBS</b> <a href="https://haval.md/">https://haval.md/</a> <a href="https://gbs.md/">https://gbs.md/</a></p>	<p>The website is a standalone CMS (content management system) that is not integrated with the company’s ERP. The site serves as an online “business card” with basic feedback collection functionality. End-to-end analytics is not available.</p>

<b>Energy Fitness</b> <a href="https://www.efitness.md/">https://www.efitness.md/</a>	<p>The company's website is a standalone platform, separate from the local CRM (customer relationship management) system. The analytics gathered from the web platform is limited to the website statistics. End-to-end analytics is achieved through manual data integration between the internal CRM system and the data collected at the end of the sales funnel on the website. The exception is leads collected from the membership card order forms, but even those leads require manual processing.</p>
<b>MedPark</b> <a href="https://medpark.md/">https://medpark.md/</a>	<p>The website is a standalone CMS (content management system) that is not integrated with the company's ERP. The site serves as an online "business card" with basic feedback collection capabilities. However, one of the pages includes an embedded web application interface - a "personal account." Essentially, these are two different platforms combined under a single domain name. End-to-end analytics is not available.</p>

Source: developed by the author based on the case studies, 2024.

To analyze the practices and strategic approaches of the studied companies, it is essential to examine each aspect of conversions and the factors influencing their effectiveness.

**Automall.** The primary target conversion is a full purchase through the website, including order placement and payment. The share of online orders in the best months reaches up to 10% of total sales. This is limited by the consumption culture, where customers prefer to research and select products online but complete the purchase in the company's office, where they feel more trust and confidence. Interestingly, companies that sell spare parts exclusively online are perceived with greater skepticism by customers and generate less trust, leading to lower conversions.

**BRAVOMOTORS.** The key conversion on the company's website is a phone call to the office. About 15% of all calls to the office come directly from the website. This indicates that the web platform primarily serves as an informational resource, helping customers connect with the company for more detailed discussions and decision-making offline.

**Energy Fitness.** The final touchpoints on the website include signing up for a trial visit, booking a membership, and calling the club's reception. These conversions account for approximately 10-12% of total site actions, highlighting the importance of the website as a tool for attracting new customers and booking services.

**MedPark.** The key conversion points on the website are booking through the my.medpark.md portal or calling the reception. Online booking also includes the option to pay, which significantly speeds up and simplifies the service process. However, the mandatory authorization deters a significant number of clients, limiting online bookings to 5-10% in the best months.

**GBS.** The customer journey on the website can end with a call to the office, booking a test drive, or submitting a request to purchase a car from stock. However, only 5-7% of clients complete these conversions online, while the majority prefer to visit the showroom in person to make a final decision on-site.

Based on the information provided above, despite the availability of advanced online platforms, most customers still prefer to finalize their purchases and make important decisions offline. This underscores the need for integrating online and offline approaches to enhance conversion rates and improve the customer experience. In the B2C segment, companies like Automall aim for online purchases but face the challenge of customer preferences for offline interactions.

High levels of website engagement are also observed at BRAVOMOTORS and Energy Fitness, which use their web platforms to attract customers to offline actions (e.g., calls, booking visits). However, there are barriers to online conversions, such as MedPark's mandatory website authorization, which significantly reduces interest in online booking.

The studied companies demonstrate significant differences in the level of implementation and use of end-to-end analytics (Table 6). For example, Automall and GBS have fully implemented end-to-end analytics using Google Analytics and call tracking, allowing them to track the complete customer journey and assess the effectiveness of marketing campaigns. These systems can link data on sales, revenue, and profit with unique customer identifiers, providing a complete picture of the digital customer journey.

BRAVOMOTORS and Energy Fitness, on the other hand, lack access to fully integrated end-to-end analytics, significantly limiting their ability to accurately evaluate the results of marketing efforts. For instance, BRAVOMOTORS does not have call tracking, and the website is not integrated with systems capable of transmitting sales and profit data to analytical platforms, making it difficult to build a complete picture of effectiveness.

Companies use different analytical tools to track conversions and assess campaigns. For example, MedPark uses Facebook Pixel and Google Analytics to obtain data on conversions from social networks and search engines but faces challenges in integrating online and offline data, leading to gaps in analytics,

complicating the understanding of the full customer journey, and reducing the accuracy of ROI evaluation.

Energy Fitness and MedPark also struggle with data integration between online and offline segments. Limitations of their internal platforms prevent them from creating a complete picture of customer interactions with the business, negatively impacting the optimization of marketing strategies. For MedPark, an additional challenge is the reliance on subcontractors for data analysis, which limits flexibility and control over marketing processes.

GBS, using a combination of Google Analytics, Facebook Pixel, and call tracking, demonstrates a higher level of integration. The system dynamically generates phone numbers to track calls, allowing the CRM system to accurately attribute conversions and return data to analytical systems to build a complete picture of the customer journey. However, such a complex structure requires constant setup and maintenance, increasing costs and demanding a high level of competency from internal teams.

**Table 6**

*Companies' approaches to data analysis, end-to-end analytics*

<b>Automall</b>	End-to-end analytics is available and implemented through Google Analytics. After a purchase is made, the company's website sends sales, revenue, and profit data to the analytics system (Google Analytics), which is linked to the external customer ID that the website received from Google Analytics. In this way, sales information is exported, and a complete digital picture is formed within Google's analytics system.
<b>BRAVOMOTORS</b>	End-to-end analytics is not available. The company does not have call tracking set up, the website does not process sales, and it does not send sales and profit data back to the analytics system.
<b>GBS</b>	End-to-end analytics is available and implemented through two integrations: Google Analytics + call tracking and Facebook Pixel + call tracking. Different advertising platforms and campaigns are linked to dynamically generated phone numbers that are created for the dynamic phone number field on the company's website. When a visitor clicks the call button, the internal program captures not only the customer's phone number but also a reference that the CRM system uses to attribute this conversion, thanks to the call tracking integration. Additionally, the CRM system receives the customer's external ID, which, after completing all sales and marketing activities, is returned along with the sales data to the external analytics system, where a complete digital picture of the customer journey is formed.
<b>Energy Fitness</b>	End-to-end analytics is not available. Continuous data is accessible in two separate segments: online and offline. These limitations are due to the shortcomings of the platform on which the company's internal program is built. It lacks the ability to import conversion identifiers, and upon completing the sales cycle, it cannot return sales and profit data to external analytics systems linked to the previously obtained identifier.
<b>MedPark</b>	End-to-end analytics is partial, using Google Analytics and Facebook Pixel, and only applies to conversions that originate from social networks, search engines, and partner sites and result in the 10% of registrations on the website. The analytics are handled by a subcontractor company. In all other cases, customer interactions occur offline, leading to a break in identification.

*Source: developed by the author based on the case studies, 2024.*

Most companies face several barriers to effective end-to-end analytics, including a lack of skills, system integration challenges, and high implementation and maintenance costs. The limited flexibility of certain

databases prevents the alignment of online platforms with local systems, leading to data gaps and distorting analytical insights.

## DISCUSSION

The integration of online and offline channels with seamless transitions between them (omnichannel approach) has the potential to significantly improve the user experience and increase conversions (Hossain et al., 2020). However, implementing such an approach requires not only the coordination of data and interactions across all channels but also an increased level of personalization in online interactions, which helps reduce barriers to purchasing in the digital environment. This is supported by research indicating that a successful omnichannel strategy requires combining data from various sources to create a comprehensive customer profile (Verhoef et al., 2015; Kumar et al., 2021).

In the B2C segment, where products and services can be easily evaluated and purchased online, the primary goal of marketing strategies often lies in driving direct online purchases or service bookings. For this purpose, mass customer acquisition tactics through digital channels are employed, which become the main tool for sales and interaction. In such cases, companies focus on broad reach and the automation of request processing (Chen & Qi, 2019). However, in B2C segments where consumers are cautious about online purchases, trust and confidence become key factors. Building trust through positive reviews, quality guarantees, process transparency, and high service levels contribute to conversion growth (Gao et al., 2019). In this context, creating relevant and targeted content that addresses customer needs and solves their problems becomes critically important for audience engagement and increased sales (Kotler et al., 2018).

Differences in company marketing strategies highlight the importance of a flexible approach based on industry specifics and target audience characteristics. For companies with a niche audience, trust and quality of interaction are vital, whereas businesses targeting a mass audience focus on large-scale marketing campaigns and process automation to achieve effective reach (Rust & Huang, 2019).

To achieve maximum marketing effectiveness and a deep understanding of consumer behavior, a fully digitalized marketing cycle that tracks the customer journey at every stage—from initial interaction to final purchase—is a key element (Kannan & Li, 2017). However, the study found that none of the B2C companies analyzed have a fully integrated system. This shortcoming indicates significant gaps in digital transformation that hinder companies from personalizing their offerings, optimizing the customer experience, and ultimately increasing conversions (Chaffey & Ellis-Chadwick, 2019).

The lack of digital tool integration leads to fragmented data, making it difficult to conduct in-depth analysis of customer behavior and promptly adjust marketing strategies. In the context of increasing competition and rising consumer expectations, the ability of companies to track and manage all customer touchpoints becomes critically important. This requires the collection and analysis of data from various online and offline channels, the use of end-to-end analytics, and the automation of marketing activities (Deloitte, 2020).

Companies that have already implemented end-to-end analytics enjoy significant advantages over their competitors, as this tool provides a holistic view of all business processes—from marketing to sales and customer service. This allows management to understand how changes in one aspect impact others, enabling more informed and balanced decision-making (Järvinen & Karjaluoto, 2015).

Companies where leadership has deep marketing knowledge are particularly successful in developing and implementing marketing strategies. Such companies demonstrate a more qualified approach to using digital tools and analytics, allowing them to innovate and improve business processes (Lamberton & Stephen, 2016). However, most companies face significant challenges when implementing new tools for customer data identification and analysis. The main barriers remain a lack of skills, integration complexity, and high implementation and maintenance costs (Chen & Nath, 2018). Additionally, the discrepancy between expectations from new technology adoption and actual results can lead to disappointment and skepticism regarding investments in these areas (Gartner, 2021).

As other studies show, for successful omnichannel strategy implementation, companies need to overcome several challenges, including the complexity of integrating various systems and channels, managing large volumes of data, and adapting employees to new processes (Cai & Choi, 2023; Verhoef et al., 2015). This requires a systematic approach that includes staff training, internal process optimization, and the adoption of advanced analytical tools.

Some limitations of the study should be noted. Since it is based on a case study and is limited to the analysis of a small number of companies, it limits the generalizability of the findings to a wider range of companies or other industries. In addition, the study relies on data provided by companies, which may affect the objectivity and completeness of the information. In particular, the subjective answers of respondents may affect the results of the analysis.

## CONCLUSION

All of the studied companies actively integrate various marketing tools and strategies, striving for a comprehensive approach that combines attracting new customers with retaining and developing relationships with existing ones. The diversity of approaches and tools used highlights the companies' efforts to adapt to the constantly changing market demands and consumer behavior.

Companies that have successfully integrated digital management systems such as ERP and CRM demonstrate high operational efficiency and reduced reliance on external resources, aligning with the principles of resource dependence theory. These companies gain significant advantages, including process automation and enhanced analytics, allowing them to more accurately manage marketing strategies and respond quickly to market changes.

The application of the Technology Acceptance Model (TAM) also confirmed that perceived usefulness and ease of use of digital tools are key factors for their successful adoption. Simplifying authorization processes and improving technology integration can significantly

increase the level of acceptance and use, which, in turn, contributes to more effective marketing campaigns. For example, companies that have optimized customer interaction processes and made technologies more accessible show better retention and conversion results.

Furthermore, the study highlights the importance of the omnichannel approach, which involves seamless integration of online and offline channels. This allows for an improved customer experience, the creation of a unified and continuous customer journey, and increased conversions. Companies focused on creating such a journey are better able to meet their customers' needs and enhance their loyalty.

Overall, to improve the effectiveness of their marketing strategies, companies should focus on strengthening the integration of digital systems, simplifying technology adoption processes, and aiming for omnichannel strategies. This will enable them to more flexibly adapt to market changes, better understand customer behavior, and meet their needs in the context of today's competitive environment.

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