СТРАТЕГИЧЕСКИЙ И ТАКТИЧЕСКИЙ МАРКЕТИНГ В ЦИФРОВОЙ ЭКОНОМИКЕ

Аннотация
В статье проведен анализ развития концепций маркетинга от продуктовой ориентации до маркетинга в условиях цифровой экономики. Особое внимание уделено основным трендам маркетинга в условиях цифровой экономики: высокий уровень связи и доступа к информации; глобализация и развитие креативного общества. Выделены основные стратегии и тактики цифрового маркетинга или Маркетинга 4.0. Эта концепция основана на интеграции лучших черт онлайн и офлайн маркетинга – оперативность онлайн каналов и индивидуальный подход офлайн каналов. Интеграция этих характеристик – основной вызов для брендов и компаний.

Ключевые слова: маркетинг, ориентированный на человека, цифровой маркетинг, контент, омниканальность

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STRATEGIC AND TACTICAL MARKETING IN DIGITAL ECONOMY

Abstract
The article analyzes the development of marketing concepts from product orientation to marketing in the digital economy. Particular attention is paid to the main marketing trends in the digital economy: a high level of communication and access to information; globalization and the development of creative society. Highlighted the main strategies and tactics of digital marketing (Marketing 4.0). The concept of Marketing 4.0 is based on integration of the best of online and offline – the immediacy of online channels and the individual approach of offline channels. This will also be the key challenge for brands and companies.

Keywords: human-centric marketing, digital marketing, content, omnichannel

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Marketing is an applied science that is constantly changing depending on the market conditions. Marketing developed from being product-centric in 1950-1960s to being consumer-centric in 1970-1980s, and further to human-centricity in 2000s with the focus on creating products, services, and company cultures that embrace and reflect human values. The concepts stated above were formulated as a response to changes in economy, technology and customer behavior.
In order to better understand the peculiarities of marketing in digital economy, it is necessary to consider the transition from product-centric marketing to the modern values-driven era.

In 1950-1960s, the manufacturing sector was the center of the economy, therefore, the main goal of marketing was to generate demand and sell the company’s product output. Products were standard and oriented on mass market; promotion was done with the emphasis on product characteristics. The main focus of business management was production while taking into account financial and human resources components (Erragcha, Nozha; Romdhane, Rabiaa, 2014). At this stage marketing was only tactical: it was required to develop a product, determine the price, do the promotion and set up distribution place – follow the 4 Ps, introduced by E. Jerome McCarthy (Mc Carthy, E. J. 1964). This concept is also called Marketing 1.0 (Kotler, P, Kartajaya. H, Setiawan. I, 2012).

In the 1970s the Western economy slowed down due to the sharp increase in oil prices. The demand was scarce, and marketers had to work harder to attract consumers, who became smarter and more thoughtful in their purchase decisions. The main goal of marketers changed from selling the product to satisfying customer needs and providing high levels of customer retention. Marketers faced the necessity of market segmentation and differentiation – development of products for specific segments using STP strategy. J. Bitner, B. Booms introduced more Ps – people, process, physical evidence (Bernard H. Booms, Mary J. Bitner, 1982).

Factors stated above led to the concept of consumer-centric marketing or Marketing 2.0 that developed as economy reached information age, when customers are well informed about available options on the market, they define product value and have different preferences.

If we look at the differences in marketing concepts, Marketing 1.0 is referred to as intrusive, interruptive with one-way communications with customers, while
Marketing 2.0 focuses on relationship and conversation with consumers (Bernie Borges, 2009).

In 2000s the need to address issues like environmental protection, resource scarcity, cultural differences as well as technological advances led to the transition from consumer-centric to human-centric marketing or the values-driven era. This marketing concept is often called Marketing 3.0. Companies go from focus on the consumer to focus on the person and pursuit of profitability is combined with corporate responsibility (Seyfullaeva M.E., 2012). Companies practicing human-centric marketing have bigger missions, visions and values, they aim to contribute to the society, solve some of its current problems. This transition has 3 major drivers: connectivity, globalization and creative society.

The rising affordability of computers and mobile phones, low-cost Internet in the 2000s led to a high level of connectivity and provided consumers with even more information to consider before making purchase decisions. Consumers now increasingly influence one another with their opinions and experience, thus the decrease of corporate advertising influence.

Globalization prompts cultural paradoxes: it leads to an interlinked economy, but provokes nationalism; calls for economic integration, but does not create equal economies; creates a global universal culture, but strengthens traditional culture as a counterweight. Companies are now competing for the opportunity to demonstrate their efforts to ensure integrity and unity in the face of these conflicts. According to Douglas Holt, cultural brands are often valued more because they turn to social, economic and environmental problems of society (Holt D. B., 2004).

Last but not least, nowadays the dominant role belongs to people who work in creative sectors of economy such as science, art, professional services – innovators, who create new technologies, make the most use of social media, and
influence the overall consumers’ lifestyle and attitudes. Such members of society mainly favor collaborative, cultural and socially responsible brands.

Overall, technology provides information distribution that enables consumers to share opinions, make informed purchase decisions, and collaborate with each other. It also drives globalization in economic, political and social spheres that creates cultural paradoxes. Various paradoxes require a more spiritual and cultural approach to marketing.

Over the past 70 years, the concept of marketing has evolved from the focus on the product, to the focus on the consumer and now to the socio-ethical concept, which is built on a new business philosophy that guides the company to meet the needs of consumers, taking into account the interests of the development of society. However, marketing 1.0 and 2.0 have not yet completely lost its importance. Marketers still relies on segmentation, the choice of a target segment, positioning, development of the seven P’s.

Nevertheless, changes in the business environment (economic recession, climate problems, new social media, and market power of consumers, new technologies and globalization) continue to cause major shifts in the marketing practice and make marketing more dynamic and interactive with the focus on personality, desires and values of consumers.

In 2017, Philip Kotler announced the concept of Marketing 4.0 which is supposed to help companies adapt to the changing nature of customer paths in the digital economy. It deepens and broadens human-centric marketing to cover every aspect of the customer’s journey and introduces major tactics of Marketing 4.0.

While building marketing strategy in digital economy, marketers have to consider important trends behind this concept. Firstly, digital economy is based on computer technologies that crucially changed the way information is collected, communication takes place and advertisement is organized, giving companies more opportunities to connect with the customers through digital channels.
Computer-based products and solutions like digital networking and communication infrastructures allow people to spread information easier and at higher speed than they could before. The widespread use of mobile phones and the Internet led to the fact that modern consumers tend to shop online, often using smartphones.

Major Marketing 3.0 factor – connectivity – led to the power shift to the connected customers. Social media eliminate geographic and demographic barriers, enable people to connect and communicate, thus, one can observe the paramount importance recommendations of friends and family and the word of mouth in the purchase decision. The challenge for marketers is to win customers’ attention by surprising and amazing them; also to make sure the brand has loyal advocates in brand discussions in social networks.

With the rise of online businesses on the market, one may think that online marketing will ultimately replace offline marketing. However, a noticeable trend is the convergence of online and offline marketing (Philip Kotler, Hermawan Kartajaya, Iwan Setiawan, 2017). Online retailers also open brick-and-mortar stores or largely rely on call-center interactions; banks introduce chats with assistants in ATM and mobile applications. Sensor technologies, such as near field communication (NFC) and location-based iBeacon, provide a far more compelling customer experience in offline stores, providing highly targeted offerings, discounts and recommendations based customer’s location in the store. Big-data analytics enables the personalization that new customers are longing for. All of these complement the traditional marketing making it more compelling.

Digital economy brought many changes to customer behavior, customer-company interaction and marketing practices. Technology, from e-commerce to social media, has evolved to be no-longer novel, but ubiquitous for consumers and businesses (Shannon Cummins, James W. Peltier, Andrea Dixon, 2016). However, digital marketing is not meant to replace traditional marketing, but coexist with interchanging roles across the customer path. Therefore, it can be stated that the
concept of Marketing 4.0 is based on integration of the best of online and offline – the immediacy of online channels and the intimacy of offline channels. This will also be the key challenge for brands and companies.

Major tactics of marketing in the digital era are connected with the five stages of customer path and are supposed to help the customer move from one stage to another. The five stages presented by Philip Kotler – aware, appeal, ask, act, and advocate – resemble the rise of social influence on purchase decisions, connectivity among customers and new definition of customer loyalty – positive advocacy (Philip Kotler, Hermawan Kartajaya, Iwan Setiawan, 2017). It is necessary to consider some practical ways to help marketers drive customers across the customer path from aware to advocate stage.

More and more brands are adopting human qualities in order to increase the level of attraction in human-centric era of marketing and move customers from aware to appeal stage. Companies tend to use social listening (monitoring activity on social media and online communities), netnography (through customer community engagement), and emphatic research through collaboration among researchers and the community members to understand customers better and determine their hidden anxieties and desires. The result of this analysis may become the base for customer segmentation and targeting with the focus on personal desires and values rather than traditional segmentation characteristics like age, gender, marital status, profession.

Russian social network Vkontakte (VK) gives opportunities to use all three methods mentioned above. Companies can create a special public page that gives direct connection to customers through private messages, comments and discussions; set up advertisements based on a variety of parameters, which help to find and analyze the target audience as accurately as possible. Artificial intelligence and neural networks allow companies to communicate with thousands
of people at the same time using special VK chat-bots and monitor all mentions of the brand (VK, 2018).

Transparency brought by the internet led to marketers make the shift from advertising to content marketing to increase brand reach and recall, attract interest and provoke curiosity. Marketers use owned media – corporate websites and social media accounts, events, email newsletters, mobile notifications – mainly to target existing customers. Paid media (TV, print media, display banners on websites, search engine listings, paid social networks placements) help reach and acquire new audiences, build brand awareness and drive traffic to owned media channels. A brand’s earned media include the coverage and exposure gained by the brand due to word of mouth or advocacy.

Content amplification with the help of community influencers is the key to wide earned media coverage and distribution. It is a popular tactic for cosmetics and electronics companies, computer games developers and others. The current project of Unilever "All Things Fair" is an international YouTube platform for the promotion of hair care lines. Bloggers play a key role in promoting the channel and Unilever products. They act as providers of ideas for hair styles and demonstrate the use of brand products.

The key to encouraging customers to make purchase is omnichannel marketing – the practice of integrating multiple online and offline channels to create a seamless and consistent customer experience and drive customers to making the commitment to purchase (Mariette Frazer, Beate Elizabeth Stiehler 2014). It can also be defined as synergetic integration of customer touch points and communication opportunities for the purpose of creating a unified brand experience regardless of channel, platform or stage in the selling process (Shannon Cummins, James W. Peltier, Andrea Dixon, (2016). Customers constantly move from one channel to another — from mobile phones to websites, from websites to
call centers, brick-and-mortar stores, vice versa — and expect transition without a noticeable disconnect.

Marketers bring web experience to the stores by using near field communication and radio frequency identification technologies to track customers’ location inside a store, monitor which departments customers often visit and how much time they spend there. This in turn enables the retailers to send customized offers to customers’ phones based on location and previous purchases. Offers based on behavioral data about the customers are very personalized and hence increase the likelihood of purchase. Moreover, NFC tags on products provide additional information and customer reviews online.

An interesting example of this technology is Camp Nou stadium in Barcelona that installed beacons at the entrance. With their help, mobile application of the football club Barcelona welcomes visitors, launches special offers and encourages to buy tickets for the tour of the Camp Nou Museum.

A popular retailer Auchan used digital technology in its flagship store on Tverskaya Street, 4 in Moscow. In particular, electronic price tags allow consumers to always see the actual price of the goods. There will no longer be price discrepancies on the shelf and at the checkout, as the price is synced and updated instantly; promotions are launched automatically at the appointed time. Instead of the usual posters with information, there are innovative digital panels in the store, which broadcast interesting video content and current information about promotions, discounts, products and services of the store and the company (Auchan, 2018).

This approach allows traditional offline channels to offer customers relevant digital content that facilitates purchase decisions. Also online channels adopt the advantages of offline selling — physical shopping and exploration of products with human-to-human connections. For example, virtual grocery store shelves in public places in South Korea where customers scan images of necessary products that will
then be delivered to their homes. In addition, IKEA introduced augmented reality mobile application that allows customers to preview a piece of furniture in their houses through the app screen.

Moreover, the study has shown that when customers start using mobile phones for shopping their order rates go up. Especially for low-spending customers, both their order rate and order size increase as they become accustomed to mobile shopping. In addition to the effect on customer's spending behavior, mobile shoppers tend to shop for habitual products that they already have a history of purchasing (Rebecca Jen-Hui Wang, Edward C. Malthouse, Lakshman Krishnamurthi, 2015).

While omnichannel marketing drives customers all the way to purchase, engagement marketing encourages them to stick to the brand and recommend it to others. Three useful techniques according to Philip Kotler are mobile apps that enhance digital customer experience; social customer relationship management systems that engage customers in conversations and provide solutions; finally, gamification that drives the right sets of customer behavior.

Branded applications can be launched as content – e.g., mobile game Pokémon Go from Niantic, Inc. was a huge success among youth and brought estimated revenue of $890 million in 2017 (Hoffer Christian, 2018).

An interesting marketing example of using the technology of real and virtual reality is the Sberbank "Sberbank Go" project. On the wave of popularity of Pokémon in July 2016, Sberbank placed next to its branches lures for Pokémon, created a map of pokestopov and organized its promotion through social networks, which was an ideal environment for launching a viral effect. Participants of the action were offered a specially developed product - insurance for the player. Sberbank used the information occasion associated with the advent of the game Pokemon Go, to promote its products among young people (Life Insurance, loyalty program "Thank you", "Cellular auto payment") to increase the loyalty of the
youth audience. The idea of gaming was used by marketers to change the image of the bank among the youth audience and to strengthen the image of the technology company (Pokemon Go 2016).

Mobile applications can also function as self-service channels through which customers access their account information or make transactions: IKEA Store application allows customers to search for products, access product information, make a shopping list and use IKEA Family card that gives access to various discounts and promotions (IKEA, 2018). Applications can be synced and integrated into the core product or service experience: applications for owners of BMW can lock and unlock the car, sound the car’s horn or flash the lights.

Mobile applications make interactions with brands easier and more flexible as well as help companies make cost savings by having the most effective and efficient customer interface. Successful branded applications combine three factors: collaboration and sharing features, location-based functionalities, and on-the-go capabilities. The IKEA Store mentioned above allows customers to use IKEA Family club card (social factor), find the closest store (location factor) and check if the product is available at a particular store on the way (mobility factor). Obviously, mobile interface must be integrated with the back-end system - the back office, physical outlets, and other media channels.

Another way of increasing advocacy and combining personal human approach with digital technology is social CRM – the use of social media to manage brand interactions with the customers and build long-term relationships. Social CRM focuses on inquiries through social media, unlike traditional company-driven CRM through email and call centers. Companies are able to not only extract insights from conversations in social networks, but also engage and influence in conversations and even handle complaints and provide solutions to customer issues. For example, Russian communication provider “MTC” uses official Twitter and VK accounts both for social CRM and SMM – marketers track
mentions of the brand, respond to complaints and help solve problems as well as communicate marketing messages and provide interesting content.

Gamification – another useful tool to increase engagement in customer communities as well as loyalty programs. Active contributors in customer communities are rewarded for completing tasks such as writing reviews and are encouraged to compete for higher rankings. Participants of loyalty programs receive bonuses, special discounts and personalized offers for purchases. The first ones to adopt this practice were airline companies that offered the accumulation of miles for flights. Nowadays most retailers have their loyalty programs with bonuses and special offers, whether it is X5 Retail Group grocery stores Perekrestok and Pyatyrochka or a jewelry store Sunlight. A gamification program can also trigger customer referrals. Uber, for example, gives away free rides or account credits for customers who invite friends to sign up and ride with Uber. This approach not only attracts customers as people enjoy achieving goals and higher levels; it is also effective because of high accountability and ability to collect customer data that are useful for customization and personalization.

Summarizing the trends and tactics mentioned above, marketing in digital economy is more personal and aimed at building relationships with consumers, and relies highly on modern technologies of collecting and distributing information. Marketers use social listening, netnography, and emphatic research to understand customers’ anxieties and desires and attract them by addressing these factors. Brand curiosity is now prompted by interesting and relevant content in popular social networks, not straightforward advertising. In order to motivate customers to make a purchase marketers make sure that research process in various channels is seamless and consistent. The barriers between communication channels are fading and the key challenge is to reach convergence of online and offline marketing. Finally, mobile applications, social CRM systems and gamification principles are used to make sure that customer experience is positive and memorable.
When marketers successfully drive customers from aware to act, they complete what is known as the sales cycle. However, the importance of moving customers from act to advocacy should not be underestimated – this final step is what differentiates digital marketing from traditional marketing. In the digital economy, the power of advocacy is amplified by the unprecedented growth of mobile connectivity and social media communities.

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