

Running Head: DMC

"Barriers of Digital market Communication for the Companies."

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Chapter One - Introduction

1.1 Aim of the study

The aim of the study is to discuss and analyze the complete concept of the DMC "Digital Marketing Communication" and the common barriers that are faced by many of the SME's while exercising the communication of digital marketing. The study will also include the in-depth analysis of barriers of digital marketing communication of Zizzi.

1.2 Background of the study

The DMC is related to the profiled target that is active in the processes of communication. Every flow of communication of an organization asks for the information that is answered from the market. The DMC grant opportunity of immediate responses such as feed-back from customers and the feed-forwards so the DMC could cheaply and easily be measured. The flows of DMC are diffused at different costs, which are decrease by the time, but this asked the deep competencies and specialized competencies to the managers of DMC. The ease of process flow granted by the technologies of digital marketing is also granted is also the main issues and negative aspect of the DMC. This is also impossible to control the flow of digital in many of the contacts and effect, and that also limits an open door for actions of competitors and also for rumours (Chaffey and Allen, 2015). Furthermore, Digital marketing communication is a form of marketing, which is different from traditional marketing done through direct selling, sales promotion, advertising, sponsorships, etc., as it involves different mediums of communication and interaction with the target audience and. Digital marketing is done by utilising the digital and cyberspace, utilising the internet and World Wide Web (Chaffey and Allen, 2015). Digital marketing is favourable as it is the need of era of digitalization that includes the invention of mobile phones, laptop, internet and digital T.V. Marketers use information technology to interact with the customers, for the aim to increase their brand awareness and brand loyalty. Digital marketing

communication can be in various forms such as through social media, display advertising, e-mail marketing, search engine optimisation and digital public relations(Chaffey and Allen, 2015). Furthermore, These days, marketers are facing various barriers while conducting their digital marketing campaigns. These barriers can be related to the lack of precise processes and models for communication, lack of budget and resources, pressure for the attainment of temporary short-term goals, and fear of implementing innovative change. These barriers hamper the success of a SME's, where it lags in modern marketing and promotional tactics (Chaffey and Ellis-Chadwick, 2019).In addition, Digital marketing is usually done to make a strong customer base, increase brand loyalty, brand communication, and alter customer's behaviour and buying decisions and. Brand loyalty refers to a consumer's decision to buy a specific brand repeatedly, signifying a conscious and deliberate decision to purchase the product from a particular brand for a longer time (Ghotbifar, Marjani and Ramazani, 2017). Moreover, the customer buying decision is the mere act of deciding to buy a particular brand's product, regardless of the existence of a competitor's brand. Digital communication helps to convey the brand's information and the related products and service that it endorses. The communication taking place can either be direct or indirect, spanning a large pool of audience, or personalised messages to specific customers (Ghotbifar, Marjani and Ramazani, 2017).

1.3 Research Questions

- What are the benefits of digital marketing communication?
- What are the barriers to digital marketing communication?
- What are the barriers of Zizzi's digital marketing communication?

1.4 Research Objectives

- To find out the benefits of digital marketing communication that are hindered from barriers of digital marketing.
- To find out the barriers of digital marketing communication affecting Zizzi.
- To compare digital marketing communication of Zizzi with similar successful businesses.

1.5 Rationale of the Study

The rationale for conducting the research is due to the prevailing trend of digital marketing in various kinds of businesses. The relevant barriers to digital marketing communication make it hard for marketers to apply it as it requires management from efficient individuals of the relevant field and requires a specific budget for application. The most common barriers that need to be focused include lack of precise processes and models for communication. Lack of budget that needs to be managed appropriately and can be achieved through the application of relevant procedures and models. The barriers are imperative and significant to analyse and understand, for devising a solution for them. Application of models and effective procedure needs improvement to achieve unique marketing goals of each organization. This research will help in identifying the barriers to digital marketing communications and how to affect the marketing campaign of firms, as the application of different models and

procedures of digitalized marketing help the organizations to choose effective methods of marketing. Therefore necessary changes in the strategies of organisations are required.

1.6 Problem statement

The DMC is the intentional process which aims to convey important which contain the symbols and information which address the different public such as external, internal and also comakers. DMC also pursue the goals which might be organizational, commercial and also institutional and would be activated while using the personalized or non-personal mass tools which is the part of integrated communication (Sisko, Ensio Karjaluo and Nevalainen, 2014).

The study by Kannan, (2017), stated the DMC that addresses the external audiences which thus pursue institutional, commercial and organization goals, jointly or singly depend on the particular target this contingent the needs and addresses that also triggered the implementation Such as, advertising and promotion which announce open hours of the SME's. According to Karjaluo, Ulkuniemi and Mustonen, (2015), a significant part of DMC is also activated with the primary and commercial goals in the case which identifies the DMC. This DMC is thus designed for conveying particular messages of audiences designed to streamline processes of DMC and for a reason this initially addresses the final and immediate demand. The final and immediate demand also identifies the customers who will remain in an instant position (Valos et al. 2016).

The study of Key and Czaplewski, (2017), stated that the DMC is undoubtedly the future marketing of every single industry on the basis of barriers that need to be focused includes lack of precise processes and models for communication. Lack of budget that needs to be managed appropriately and can be achieved through the application of relevant procedures and models. This research study is based on "Digital Marketing Communication", which is considered as the most commonly used approach for the online business in today's world. Digital marketing communication came with the concept of digital marketing, which is equivalent to the traditional marketing method, which is used by many people in society. Moreover, digital marketing communication is comprised of many things, and this includes search engine optimisation (SEO), opt-in e-mail marketing, social media marketing, pay per click, display ads and many other affiliate marketing approaches and strategies (Jackson and Ahuja, 2016). However, digital marketing communication is associated with digital marketing and follow many trends of digital marketing, but still, this research study is not based on the pure concepts of digital marketing. This study highlights the existence and importance of digital marketing communication in society and the organisation. Digital marketing communication is linked with the strong approaches of communication and deal all the things within or outside the organisation with the active involvement of communication, which is linked with digital marketing (Chaffey and EllisChadwick, 2019).

Moreover, communication is considered as one of the most common approaches for getting success in business, and digital marketing is considered as the platform that effectively helps the people in the market their product on service on a large platform by generating huge revenue. When the approach of digital marketing and communication work together, then it is considered as digital marketing communication, and it provides a huge benefit to the organisation by providing the means on online marketing. In this organisation effectively market their product on an online platform by communicating with the consumers (Taiminen and Karjaluo, 2015). Digital marketing communication improves the performance of an organisation because it provides the access and platform of direct communication with customers without any wait for the organisation. Moreover, digital marketing communication

effectively clears the needs and requirements of the customer, and it will be easy for the organisation to take its place in the market (Jackson and Ahuja, 2016).

Furthermore, the term digital marketing can be defined as the exploitation of the technologies of the digital like which are implemented to formulate the channels to reach the future recipients for the achievement of the goals of the enterprise and to fulfil the needs of the customers (Chaffey and Ellis-Chadwick, 2019). Digital marketing communication provides the ways to an organisation to promote their-self on different mass Media without paying a huge amount of money. This promotion can give a lot of chance to an organisation in, which they can earn a lot of money from their consumers without paying a huge amount of money. Apart from the use of social media, blogs are considered to be another tool of the digital marketing communication that has a huge contribution in improving the revenues of sale particularly for the commodities where the consumers have an option to write and read the reviews regarding the personal experiences of the existing customers (Roberts and Zahay, 2012). It has been identified in the research of Ryan, (2016), that the online reviews from the customers have proved to be an effective and efficient strategy of marketing. The services of online tools are particularly influencing traditional communication methods (Taiminen and Karjaluoto, 2015).

1.7 Roadmap of the Study

The proposed research study will be comprised of a different segment that is explained below;

Chapter One: This section provides a detailed introduction, which also explains the problem statement and background of the study. In addition, this chapter also explains the key issues that arise and lead the researcher to conduct this study along with the reason why this piece of study has been proposed with the help of explaining the aims, objectives and rationale of the study.

Chapter two: This chapter will provide a review of the literature that will be collected from various past studies, which include academic relevance and relevant to the study topic and aims.

Chapter three: This particular chapter will be comprised of the research techniques and methods with the explanation and reasoning why these have been employed in the study.

Chapter four: This segment will be encompassed of the analysis and discussion of the proposed study for demonstrating the results and outcomes that have founded from the section of the literature review.

Chapter Five: This segment of the proposed study will be concluding the analysis and finding of the study and recommendation will also be suggested to the future researchers who wanted to conduct a study in this particular topic.

1.8 Limitations of the study

The proposed research study will be helpful in explaining what common barriers faced by the organization while implementing the processes of DMC are; thus, there is also some limitation to the study. The proposed research study has been conducted by review the literature of the past studies that are related to the topic and aim of the study. As this study has been conducted while using secondary research; thus, this study will not be helpful for the study, which is comprised of detailed analysis and statistical data. Moreover, the study will also be limited in term of real-life experiences as this study does not include any real-life experiences, the process of DMC in the SME's, what difficulties and barriers the current organizations are facing during implementation in the internal and external

processes. The study is also limited in term of realistic data as the collection of data has not been done with the help of primary data.

Chapter Two - Literature Review

2.1 Introduction

This section aims to present the review of the literature on the relevant topics; this section will further present the information taken from the past papers regarding the barrier that the organisation faces with the implementation of the DMC. This part of the dissertation will initially explain DMC, and then later, it will analyse the benefits and the barriers to the effective implementation of DMC in an organisation.

2.2 Digital Marketing Communication (DMC)

The drastic and fast evolution in the digital media has become a source of providing new opportunities for the marketing and the advertising companies (Argenti & Barnes, 2009). The proliferated devices fill such marketing organization in order to have an access to the digital media, which eventually becomes the source of the digital advertising. It has been identified in the research of Edelman, (2010) in the SMEs the growth of digital media is estimated to be almost 5 trillion online ads which annually serves with the digital media that is spent at the 48% growth in 2010. (Goldfarb & Tucker, 2011) states that with the evolvement of technology the business and its communication have been shifted as well, with the involvement of the digital media there has been a constant change in the way the business is communicated to the consumers. There are multiple kinds of digital communication techniques as identified by the research of Wymbbs, (2011) social media marketing, email marketing, and content marketing. With the help of digital technology, the brands can reach all the customers with its products. Moreover, it must also be considered as an essential part of the marketing for the organisation whether the organisation is providing different services or the product. In addition to this, it has been further analysed in the

research of Woodcock, Green and Starkey, (2011) DMC also allows the organisation to send their personalised products to the specific recipients. The personalisation of the content is mainly based on the information that is stored in the system of CRM. The research of Xiang and Gretzel (2010) identifies that when an organisation manages its client relationship effectively, then it can generate a huge number of information regarding their preferences. However, such information can later be reflected in the process of the creation of a particular product or service that can fulfil the needs of the specific group of the customers. The research of Chaffey and Ellis-Chadwick (2019) shows that DMC must be considered broadly than internet marketing. Moreover, it is not only restricted to internet marketing, but it also includes the software, electronic devices or any device that can be used to exchange the information. Therefore, it can be said that the DMC helps in integrating the technologies of network and the digital technologies and it allows the communication not only with the help of the mobile networks but also with the help of TV. According to the study of Kotler et al., (2015), the concept of DMC is the modern marketing concept, which is well known in the advanced world of the technologies. Moreover, it allows an individual dealing with the issues to identify the customer in a manner that is more precise than previously. In addition to this, as mentioned in the study of Tsimonis and Dimitriadis, (2014) with

the help of DMC, the individuals, products and services can be adjusted to their personal preferences. Moreover, DMC has made the life of the marketers easier, as traditional marketing is tougher than DMC. Furthermore, for the users of the internet, the websites do not only present their offers, but they also represent the part of the lives of the organisation to their potential clients.

The research of Hoffman and Fodor, (2010) shows that the concept of DMC has been originated from the search engines and the internet as mentioned in the study of Leeflang et al.,

(2014) the first engine of the search was launched in 1991 with a protocol of network known as the Gopher for the search and queries. However, later after the Yahoo launch in 1994, a different organisation started to improve their rankings on their webpages. Moreover, the research of Ashley and Tuten, (2015) identifies that it is imperative for the organisation to integrate the traditional practices of the marketing with the DMC in order to meet the needs of their customers more precisely. In addition to this, the advancement in technology has further created more opportunities for business owners such as the SMEs to develop a brand and improve the traffic for their services and their products. The research of Kotler et al., (2018) identified that online marketing is considered the main backbone of the building of the brands and the improving the traffic for the organisations to achieve the ultimate goal of the companies. As of today, the different techniques of marketing and monotonous advertising have provided a way to DMC. Moreover, as mentioned in the research of Edelman, (2010), DMC can also help in reviving the economy of the country, and it can further formulate multiple opportunities for the government to function effectively. Similarly, expectations with respect to the production of the outcomes and the measurement of the effectiveness of the overall money that is spent on the advertisement, it is analysed that the techniques of DMC generates more profit and are cost-effective.

2.3 Significance of DMC in SMEs

As analysed in the research of Roberts and Zahay, (2012) the organisation in Singapore have evaluated the results of the uses of the DMC, and the outcome suggests that the tools of DMC in the current and advanced technological world is considered to be the most effective. In addition to this, other tools include the effective use of the WOM "word of mouth" particularly in the case of SMEs on the different social media is another way of marketing your product. Moreover, it has also been identified in the research of Smith, (2011) the WOM tool further helps in improving the traffic on the webpages and attracting new members as well, which eventually helps in increasing the marketing terms visibility. Moreover, as the study of Tiago and Veríssimo, (2014) suggests that Facebook is an extraordinary example of the social media which has opened so many small and medium business opportunities for the people as it has made the flow of communication easier and the business owners can now easily deal with the people about the services and the products. In addition to this, it has been further identified in the research of Chaffey et al., (2009) the managers are required to be completely aware of the techniques and the strategies of the communication in order to attract more customers and improve their shopping experiences. Moreover, the professionals of marketers of SMEs are also required to understand the marketing campaigns of online social media thoroughly, and they must be aware of how to implement such campaign along with the indicators of the measurement of the performances. Similarly, the dynamics of the market all around the world are continually changing, particularly with respect to the accessibility of the young audience to social media. It has become important for the organisation to adopt strategic integration in its plan of marketing.

Apart from the use of social media, blogs are considered to be another tool of the DMC that has a huge contribution in improving the revenues of sale particularly for the commodities where the consumers have an option to write and read the reviews regarding the personal experiences of the existing customers (Taken Smith, 2012). It has been identified in the research of Ryan, (2016) the online reviews from the customers have proved to be an effective and efficient strategy of marketing in the case of SMEs particularly. The services of the online tools are specifically influencing traditional communication methods. According to the research of Hoffman and Fodor, (2010), the experiences of the websites are considered to have a significant influence on the online purchase decisions of the customers. As suggested in the study of Chaffey and Smith, (2013) the managers of the marketing who fail to see the significance of internet remains at a disadvantage due to the constant change in the business practices because of the advent of the internet. However, due to the availability of multiple options, brands often face issue in attracting new customers and improving the traffic on their web pages. Therefore, it is suggested to the managers of the marketing to be different and innovative in their techniques; their brand campaigns must stand out to gain and attract more customers.

2.4 Measurement of the Effectiveness of DMC in SMEs

As mentioned in the study of Järvinen et al., (2012) there have been an increased significance given to the DMC because of the dynamic nature of the businesses. The tools of DMC have many ways to measure the success of the marketing of the SMEs with the help of the different metrics that the owner of business can attain. Leeflang et al., (2014) stated that in order to measure the effectiveness of DMC in SMEs the marketers are advised to use the analytical tool, which is built in most of the tools of DMC. As presented in the white paper by Stone and Woodcock, (2014) the insights that are derived from the analysis of big data helps the small business to drive precisely the decisions of future by the provision of the correct and exact message to the customers at the right time and on the right price. The research of Ryan, (2016) shows that there have been a significant increase in the marketing that is driven by intuition therefore, particularly in SMEs the analysis of big data and the DMC are interwoven tightly.

The availability of the data and the insights help in completing the digital platforms and further provides the exceptional opportunity to instill the marketers' inferences from the data in order to formulate the right decisions. With the help of the measurement of the performance of all the campaigns the SMEs will be able to learn the improvements that the organisation need to make.

Xiang and Gretzel, (2010) explored that tracking the online behavior and the visitors have become easier by the help of DMC as the current marketers are now learning to comprehend the sources where the visitors come from.

2.5 Benefits of DMC

Digital Marketing in small and medium scale companies is considered as a platform for the promotion of products and services with the help of many different electronic media and also consider the approach of e-mail marketing that is useful for online marketing of various products or services. Digital marketing is also considered as one of the most important parts of communication in SME's, which highlights the different platform for communicating with other people for marketing (Chaffey and Ellis-Chadwick, 2019). Digital marketing communication contains so many benefits in SME's, and from them, some are defined below:

Business Growth

Communication is considered as one of the most common approaches for getting success in business of SME's, and digital marketing is considered as the platform that effectively helps the people in market their product or service on a large platform by generating huge revenue in SME's. When the approach of digital marketing and communication work together, then it is considered as digital marketing communication, and it provides a huge benefit to the organisations of SME's by providing the means on online marketing. In this, organisations of SME's effectively market their product on an online platform by communicating with the consumers (Taiminen, 2016).

Performance

DMC improves the performance of SME's organisations because it provides the access and platform of direct communication with customers without any wait for the organisation. Moreover, digital marketing communication effectively clears the needs and requirements of the customer, and it will be easy for the organisation to take its place in the market (Jackson and Ahuja, 2016).

Improved Alteration Rates

DMC provides many ways on, which SME's organisations can effectively communicate with their customers and target audience. The foremost key, which is considered here, is known as prompt action that utilised all the produced leads of an organisation and effectively improved the alteration rates (Taiminen and Karjaluo, 2015).

Cost-Effective

DMC provides the ways to an organisation to promote their-self on different mass Media without paying a huge amount of money. This promotion can give a lot of chance to SME's organisations in, which they can earn a lot of money from their consumers without paying a huge amount of money (Taiminen, 2016).

Higher Revenues

DMC is considered as one of the most important parts for generating higher revenues from the end of different customers. Different SME's organisations uses different strategies of digital marketing communication for linking their websites on the top position of the internet. This approach strongly helps the organisation in generating higher revenues from different sources of media marketing (Chaffey and Ellis-Chadwick, 2019).

Competition with Large Organisations

DMC helps the SME's organisations in making competition and also helps the organisation in taking the information about their different competitors in the market. Every organisation wants their organisation to reach towards the maximum amount of people in the market, and for this purpose, organisations incorporate different digital marketing communication strategies in their organisation for beating their competitors in the market (Taiminen and Karjaluo, 2015).

Survival of Online Business

DMC is considered as the basic survival of online business because if organisations do not implement the strategies of digital marketing communication, then it will not be easy for them to run their online business. Without the involvement of digital marketing communication, it would not be easy for SME's organisations to get maximum views of a customer on their websites and applications (Jackson and Ahuja, 2016).

Moreover, DMC is in focused by multiple SMEs for several years. Senior executives of these companies are now keener to spread their goods and services more to a wide range of customer base. As per the studies of Smyth (2012), traditionally the use word of mouth

(communicating from one person to another) or through newspapers proved to be less effective. While, DMC has been more popular and real due to the reason that it incorporates social media platforms and means such as the internet, television, and radio (Tiago, 2014).

Smyth (2012) also mentioned that in today's era, the most frequent method of DMC is "Search Engine Optimization (SEO)". Its main responsibility is to prioritise and highlight more on specific search engines, such as GOOGLE, which will find the website of the company on top priority. Though the popularity of SEO and frequent usage of internet, DMC got more promoted among numerous organisations. Smyth & Kiani (2011) stated that the first benefit of DMC was observed in the network protocol known as 'Gopher' for query and search. Moreover, after Yahoo was inaugurated in the year of 1994, various organisations began to show efforts to prioritise their website whenever any internet user type-specific and relevant keywords (Chaffey and Smith, 2013).

Furthermore, as per the literature studies by Parsons, Zeisser, & Waitman (2013), in this current developed world, numerous entities have determined the prominence of DMC to promote their goods and services. To be successful in the long-term, management is focused on combining online approaches with traditional ones to meet the requirements of their buyers more effectively. To cope up with this, SMEs have introduced new advanced technologies, which are contributing for new business opportunities for the companies, helping them in managing their websites and thus accomplish their objectives related to DMC of products and services (Chaffey and EllisChadwick, 2019).

Moreover, according to the studies of Song (2015), he stated that while there so many options available for the buyers, there is a chance that the marketers face concerns over the creation of their brands, increase promotion, as well as increase traffic among potential customers for their goods and services. With the help and opting for efficient DMC, the use of online advertising has proven to be an authoritative marketing method for brand creation and prioritising traffic for concerned products and services to attain progress. Also, Pepelnjak (2018) stated as per the anticipation of generating outcomes and assessing the progress of advertising for which expenses are incurred, DMC is proven to be cost-effective for assessing "Return on Investment (ROI)" on online advertising (Järvinen et al., 2012).

Munshi (2012) stated that in the modern era, repetitious marketing and advertising methods had given the go-ahead to DMC. Besides, the method is so effective that it can assist in recuperating the economy, along with establishing wonderful chances for governments to operate in a more proficient way. Teo (2015) stated that SMEs in the UK have experimented the progress of DMC methods and found out to be useful and practical for attaining outcomes (Smith, 2011).

Moreover, Sullivan, Drennan, & Judy (2012) suggested that the groom of DMC is due to quick advancements in technologies and recent modifications of market dynamics. Digital elements, for instance, navigation, accessibility, and speed are regarded as prominent features of promotion of products to help DMC to provide required outcomes to various businesses, as supported by Kanttila (2014). Moreover, Trusoy (2009) stated that although the traditional method of marketing, word to mouth (WOM), was being used frequently in the past on social media platforms to make aware their products and services more, WOM is still one of the authenticate method to increase traffic and bring new customers, boosting visibility of goods more and hence, enhancing marketing (Miller, 2012).

2.6 Barriers in DMC in SMEs

Even though there are multiple experts focusing on academic studies consider DMC as a prominent communication expansion and growth, it is still not wholly acknowledged in academia neither entirely recognised in the SMEs communication sector mainly due to its complications of implementation, as stated by Egan (2007). He also specified that DMC is yet to be completely understood by multiple SMEs as there are numerous barriers which protect DMC from being applied rapidly and effectively. Some of the main barriers include a functional concentration in agencies of communication, operational specialisation in entities, current structures, ego concerns among senior management, prejudices, biases, absence of internal coordination, an apparent complication in decision-making and planning, as well as the overall organisational structure of communication market sector itself (Taiminen and Karjaluoto, 2015).

As per the arguments of Shimp (2017), there are issues in DMC regarding the functional specialisation in SMEs in the UK. Senior executives usually think to outsource DMC services and their vendors to help in multiple aspects of DMC. The divisions which are usually outsourced include sales promotion agencies, department related to public relations, advertising agencies, as well as particular event marketers. After outsourcing such divisions and management not thinking to hire an in-house workforce to promote their DMC, 'turf wars' are likely to break out in companies among staff (Munro and Richards, 2011).

Atkinson & Shimp (2017) stated that another main reason why DMC sometimes fails to promote SMEs' products and services is that it needs tight collaboration among all components of a communications program. However, complications arise when various services function independently to one another. Besides, the prominent hindrance in DMC is that a limited number of experts have far-ranging abilities to plan and implement programs that consider all types of communications (Royle and Laing, 2014).

In addition to the above barriers being discussed, there more numerous obstacles in the principle of DMC including client abilities, control and managing issues in the marketing techniques, cultural concerns in the organisation, centralisation issues, lack of required agency skills and abilities, and other modification and flexibility concerns. Additionally, problems over the initial high investment in implementing DMC, the improper structure of SMEs and the unacceptance of the staff (Kingsnorth, 2019).

Moreover, the shortage of understanding and knowledge about institutional management in small entities, makes the senior management and executives fail to understand the role of DMC and its development in the business. There are cases that the senior executives do not get the clarification and in-depth knowledge of the DMC and think that they themselves have the ability and skills to apply the marketing tactics along with their manager duties. Besides, it is not possible as in the current era of

"limited purchasing power" and on-going recession, earning are diminishing, which is leading to limited marketing activities (Leeflang et al., 2014).

Moreover, in the past, the clients of SMEs in the UK have not trusted the enterprise and the specialists involved in the company because they use to be dependent on their own instinctively established thoughts which do not generate sufficient profit. In such circumstances, SMEs justified the let-down that its DMC was not up to the mark, and did not perform as expected. These hurdles have arisen because buyers are not willing to alter the originated actions (Järvinen, 2012).

Moreover, SMEs services, in recent times, failed to provide the necessary knowledge to full-fledged DM services and authenticate it. Another reason is the absence of capacity from specialist's and agency's services. The management of SMEs ignored the fact that their specialist and service providers have been long-term employees in the company, and needs a change in the hierarchy (Chaffey, Hemphill, & Edmundson-Bird, 2015).

Furthermore, SMEs does not permit for permanent employment in their DM specialists department (except the most potential staff), and hence both smaller agencies, as well as freelancers, are hired which takes into account specialised services. Although this seems to be beneficial for the company, the hiring of single agency grants only average quality services

(Argenti, & Barnes, 2009).

In addition, SMEs are also facing scarcity of funds and not able to invest more in DM services. To tackle this, the management of SMEs has opted for an international agency network which will help to support the firm in the local market sector. Although there are many attractive opportunities available for the company, the main concern is the training issue which is ignored in the sake of sufficient profit. SMEs have left the training duty in the hands of their incompetent employees, which is from a corporate perspective is not the most efficient solution for enhancing service quality of DM (Karjaluo, 2015).

Moreover, one more prominent cause why DM has faced barriers and failures in SMEs is the lack of competence from the enterprise management's part of the unnecessary control over the processes of DM. It usually does not expedite the establishment of DM in SMEs, and also due to the shortage of strategic idea for the companies' operations (Stone & Woodcock, 2014).

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