

Management Model to increase sales through Digital Marketing and the 4Ps of marketing in a craft brewery

Raúl Arana-Torres, Bsc¹, Andrea Nieves-Asencio, Bsc¹, Cynthia Elias-Giordano, Msc¹, Carlos Torres-Sifuentes, Msc¹ and Carlos Cespedes, Msc¹

¹Universidad Peruana de Ciencias Aplicadas, Perú, u201212103@upc.edu.pe; u201523907@upc.edu.pe; pcinceli@upc.edu.pe; carlos.torres@upc.pe; pcincces@upc.edu.pe

Abstract— Digital marketing is a tool that helps you to use new forms of digital and technological media, this way of marketing is important because in this world where the use of the internet and technology is increasing by leaps and bounds. The following article focuses on the craft brewery sector, alcohol consumption has a 63.4% market share making it one of the most consumed globally. On the other hand, there are the 4P's of marketing that are fundamental to implement a good marketing work in organizations. It is also known that the 4Ps, also known as marketing mix, refer to the product, price, promotion, and place; these allow to satisfy the needs of users and achieve the objectives set by each company. It is known that about 70% of customers stop buying from companies due to a lack of service, communication, and empathy because they do not provide the adequate service that customers require. The main objective is to increase sales using the SOSTAC methodology and the 4Ps marketing tool in a craft brewing company. Therefore, the following document will detail how the mix of these two tools is important to increase sales in a craft brewery.

Keywords— Digital Marketing, 4P's of marketing, SOSTAC methodology, craft beer, SME's, Sales.

Management Model to increase sales through Digital Marketing and the 4Ps of marketing in a craft brewery

Raúl Arana-Torres, Bsc¹, Andrea Nieves-Asencio, Bsc¹, Cynthia Elias-Giordano, Msc¹, Carlos Torres-Sifuentes, Msc¹ and Carlos Cespedes, Msc¹

¹Universidad Peruana de Ciencias Aplicadas, Perú, u201212103@upc.edu.pe; u201523907@upc.edu.pe; pcinceli@upc.edu.pe; carlos.torres@upc.pe; pcincces@upc.edu.pe

Abstract— Digital marketing is a tool that helps you to use new forms of digital and technological media, this way of marketing is important because in this world where the use of the internet and technology is increasing by leaps and bounds. The following article focuses on the craft brewery sector, alcohol consumption has a 63.4% market share making it one of the most consumed globally. On the other hand, there are the 4P's of marketing that are fundamental to implement a good marketing work in organizations. It is also known that the 4Ps, also known as marketing mix, refer to the product, price, promotion, and place; these allow to satisfy the needs of users and achieve the objectives set by each company. It is known that about 70% of customers stop buying from companies due to a lack of service, communication, and empathy because they do not provide the adequate service that customers require. The main objective is to increase sales using the SOSTAC methodology and the 4Ps marketing tool in a craft brewing company. Therefore, the following document will detail how the mix of these two tools is important to increase sales in a craft brewery.

Keywords— Digital Marketing, 4P's of marketing, SOSTAC methodology, craft beer, SME's, Sales.

I. INTRODUCTION

In recent years, the COVID - 19 pandemic has been detrimental to the entire brewing sector in Peru, since as it is known many businesses that were not staples had to stop their production and commercial activity. During 2021 it had a decrease of 69.2% during the second quarter. However, during the last quarter many brewing companies started to implement certain strategies to improve their sales and their position in the brewing sector. They managed to increase their productivity by 11.1% and have proportionally increased their sales to the present and thus generate much more profitability for their businesses [1].

From the above, it can be specified that a very helpful tool to achieve the expected objectives are the 4p's of marketing, since this tool helps companies to determine a product that can meet the needs of the consumer. In addition, it helps to establish a competitive price in the market for the product for customers, it also defines the channels through which the customer can acquire the product offered and finally helps the company to establish strategies so that the customer is induced to choose the product presented [2,3]. In this way, the company will be able to have a better order in terms of commercial management within the organization.

Digital Object Identifier: (only for full papers, inserted by LEIRD).
ISSN, ISBN: (to be inserted by LEIRD).
DO NOT REMOVE

On the other hand, Digital Marketing is a tool that brings to the company to improve customer loyalty, since nowadays social networks and in a pandemic global environment, digital marketing tools are of great help to many organizations, as it allows to have a greater reach with end users [4,5].

The research will use as a case study a brewery company in Lima, dedicated mainly to the production of craft brewery. It wants to implement digital marketing in conjunction with the 4Ps to provide a solution to increase sales [6,7]. The article consists of five chapters. The first one, is based on the introduction highlighting the context of the alcoholic beverage sector. In the second, we put in context the company and have more knowledge of its situation. In the third chapter, the detailed steps for the elaboration of the proposed solution by means of the three root-causes found are put in evidence. The fourth chapter validates the methodology and tools implemented and the feasibility of the proposal. Finally, we show the conclusions and recommendations that were obtained during the whole process.

II. STATE OF ART

A. Digital transformation

Digital transformation allows changes in traditional methods to optimize processes and maximize data. To do this, digital transformation allows the use of new digital tools, which makes companies more efficient and generates greater value.

There are four important points for the implementation of digital transformation. The first is that we must understand the digital customer. It must be understood that users like to manage the situation, so that they can acquire their products by themselves and feel understood. Second, we must involve all employees of organizations to understand that they become technological and evolve over time through this digital decision making, as it helps the growth and competitiveness of the company. Third, it is necessary to be constant in the decision to innovate in a technological way since the company can consider an unnecessary expense.

However, it is an opportunity to grow and improve traditional tools. Finally, it is necessary to invest in digital talents to create contribution to the organization, this helps to technological innovation and better professional development.

In [8] they mention that the importance of the problem lies in the activities that marketing performs during the pandemic to generate economic value as this can set a price according to the

importance that is given. Also, it is necessary to emphasize the brand of the company through digital advertising, this allows to improve the visibility fallen in the pandemic. Likewise, in [9] they proposed that e-commerce is significantly positive to maintain business sustainability.

B. Marketing digital

An important part of the digital transformation in companies is digital marketing. In a world that is constantly modernizing and adapting measures to evolve and innovate. With the advent of this in mention, business challenges have become more competitive. This allows for more accurate and efficient results. Two fundamental phases in digital marketing are personalization for the customer and the second is massiveness for the organization [10,11].

On the other hand, digital marketing has the 4F's. Flow, where the customer enters a website and feels comfortable navigating. Functionality, easy access to the user so that they feel comfort and fluidity to navigate the web. Feedback, have important feedback to keep improving and have a better bond with the user. Loyalty, making all the above allow the relationship with the user to be strengthened and lengthened [12].

Currently, the craft beer market has grown exponentially. However, this growth is sometimes not reflected when it is used in new regions, since it is difficult to position oneself as a small or emerging company. It is important to emphasize that for positioning and growth in the market, competition between companies in the sector should be carried out, because this helps the brand and the market to grow. Likewise, in [13] they point out that it is important for established companies to cooperate with emerging companies to meet consumer demand.

For the design of new strategies, digital marketing provides three methodologies that are suitable for the various objectives of the company.

- 1) *Inbound Marketing*: has four key points that consist of attracting new key customers by optimizing the company's digital infrastructure. After attracting customers, we must convert them into contacts considering the place, content, and time. Then we must close the sale by maximizing the results of the strategy. Finally, we must delight this loyalty and turn these customers into brand promoters.
- 2) *SOSTAC method*: this method is divided into 6 stages, as its acronym indicates. Current situation of the company, in this first stage we must know the current situation of the company to have a better analysis should be performed an internal and external analysis through a SWOT [14]. Next, the main objectives for the organization and according to its requirements are proposed. The strategies will be in accordance with the stated objectives and the tactics will be the tools to be

implemented for the objectives already defined. The actions of the plan and evaluate the results. Finally, the control is important to make constant improvements, agile methodologies that allow this continuous improvement could be used.

- 3) *RACE method*: this methodology is based on four pillars. Reach, to make the brand known to the public. Acting, so that a potential customer can have contact and interact with it. Convert, seeks that the user becomes a constant customer. Loyalty, when the customer has already purchased, you must create a lasting relationship with the customer to become a loyal customer.

C. Marketing Mix

These are actions that allow a company to promote its brand or product, analyzing consumer behavior based on the 4Ps of marketing: product, price, place, and promotion [15].

- Product: goods and/or services, focusing on packaging, brand, image, etc.
- Price: discounts incentives, payment order, delivery time, etc.
- Place: are the distribution channels that arrive in correct conditions for customer satisfaction.
- Promotion: methods and means used to make the product known.

Currently, the demand for craft beers has grown exponentially as articles and publications on their production and trade have been published. However, this is not reflected in the supply, since there is a greater demand for the product and for many small brewery companies it is difficult to manage, since it requires an important series of processes and procedures in the production of beer. Likewise, there is little research that studies this factor since most of it studies demand. For this reason, an advanced study is needed on the importance of product supply and how to create a sustainable supply chain for market sustainability [16].

It is advisable to look beyond the use of the 4Ps, i.e., by means of COM SM as it is advisable to use several social marketing programs to give a better approach to the 4Ps model. The implementation of complete commercial marketing with its 4Ps in the field of social marketing to show that this implementation can achieve greater results and profits [17]. Also, the authors highlight that the full use of trade marketing is more feasible to reach the desired goal.

D. BCG matrix

The BCG matrix is a method to analyze and generate strategies based on the products and thus provide prices according to the market and achieve what is expected. The BCG

matrix is fundamental in marketing as it makes organizations more profitable and generates more sales. The matrix can be evaluated from two perspectives, such as growth rate and market share rate [18, 19].

The star product is the one that generates greater liquidity and higher sales growth. The questionable product is the one that has a high growth perspective, but a small market share and it is uncertain whether it will become a star or a dog product. The dog product are those products that generate little revenue and little market share. Finally, the cow product is that product that has a high market share, but less growth.

III. METHODS

The following contribution is generated by the need to apply a model that manages to increase sales through digital marketing and the 4Ps of marketing in a craft brewery a certain time and can become competitive in the market since with the arrival of covid-19 it has not been able to increase its sales since then. For the above, the main objective is to increase sales with the help of the tools and methodology to be implemented since, with this, it is convenient for the life cycle of the company to last longer, it will also generate more employment, will be more profitable and will contribute to job growth of many Peruvians in the country.

For the development of digital marketing and its effectiveness, tools related to the SOSTAC method, Inbound Marketing, SMART Method will be developed and with respect to the marketing mix, which are the 4Ps of marketing, the product, price, place, and promotion will be developed.

A. *Specific description of the model*

With respect to the proposed model presented above, three root causes were identified that do not allow the increase of sales in the company.

Next, we will explain how the root causes are linked to the problems that generate this lack of sales increase by means of tools and methodologies.

1) *Inefficient inventory management*: At this point it is necessary to implement the 4Ps of marketing because as can be seen in the process of reporting the requirement and verification of merchandise, there is no proper management, but implementing this tool will allow us to have better location of the products, and thus, have a better response to the consumer. This will also help competitiveness in the market since the percentage of orders delivered late will decrease.

2) *Poor management in social networks*: at this point, it has been proposed to perform the SOSTAC methodology because we can analyze the whole process that leads to mismanagement in social networks from an internal and external analysis, we will also get to know the objectives that

we have through social networks and define strategies for our target audience.

3) *Poor management to determine product pricing*: in this root cause we want to implement the SOSTAC Method that goes hand in hand with the 4Ps of marketing, the reason why the decision to join this methodology and tool is taken is that we want to know the current situation of the company in terms of prices and achieve competitiveness in the market. We propose a market study of the prices of craft beers and apply forms of payment or discounts to loyal customers who wish to purchase the product.

4) *Target planning*: It is required to implement this pilot model to achieve increased sales within a correct commercial management in a craft brewery SME. This model will help the correct management of inventories, good management of social networks and competitive prices in the market. In addition, the main objective is to increase sales by 30%, since with the arrival of covid-19 it was not possible to achieve this percentage growth.

5) *Proposed solution*: In detailing the root causes of the lack of sales growth in the craft brewery, the proposed model will be detailed with the solutions provided for each problem. In addition, each sub-process of the implemented designs will be analyzed.

6) *Improving the sales process*

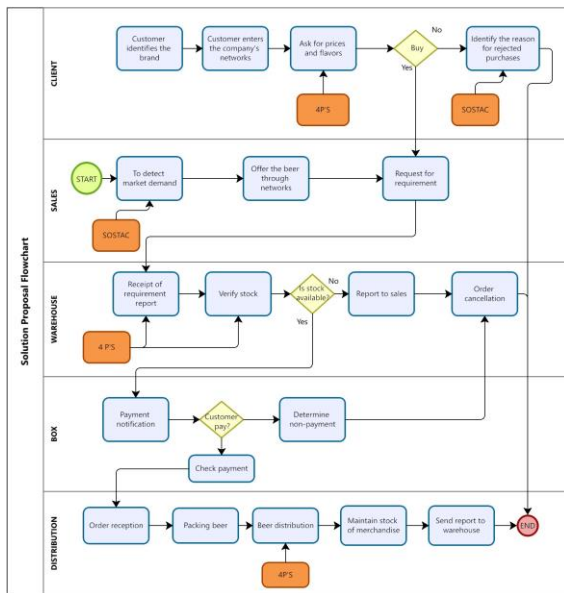


Fig. 1 Sales process improvement flowchart.

Description of the subprocesses

- Efficient inventory management: This begins when the customer places the order, it is entered into the system and a report is generated as a proposal for improvement, the report is received and it is verified if there is stock available, the product is selected. In the packaging and distribution area, the packaging and distribution of the requested items is carried out for final delivery. The different stages or processes are shown in Fig. 2.

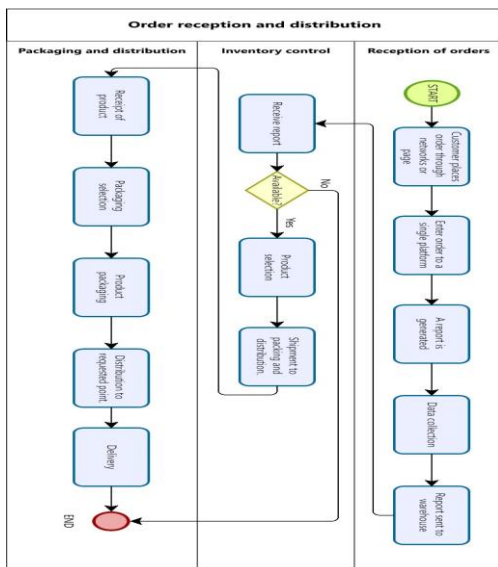


Fig. 2 Order reception and distribution flow chart.

- Efficient management of social networks: This process has been fully implemented since inadequate management was observed. The flow diagram is shown in Fig. 3. A SWOT is created for the internal and external analysis of the company

and to have a better understanding of the market and its influence on networks, the market segment will be defined. Subsequently, constant interactions will be generated through networks with the target audience. Invest in advertising and implement SEO tools. If necessary, automation from a chat bot. Finally, the application of the PDCA tool for continuous improvement.

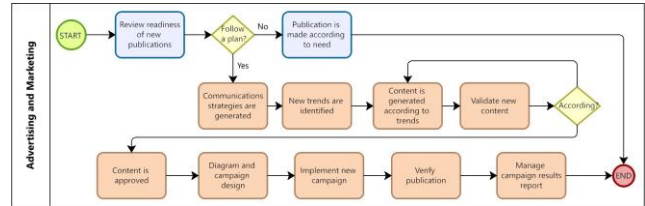


Fig. 3 Flowchart for advertising and marketing.

- Efficient price management: When implementing the SOSTAC methodology, a SWOT should be created, after a market study and determining the new costs at the macro level, competitive prices are defined, and market positioning is achieved. In the tactics, the BCG matrix must be implemented for investment in competitiveness analysis, a Gantt chart must be created and the PDCA matrix must be implemented. These procedures are shown in Fig. 4.

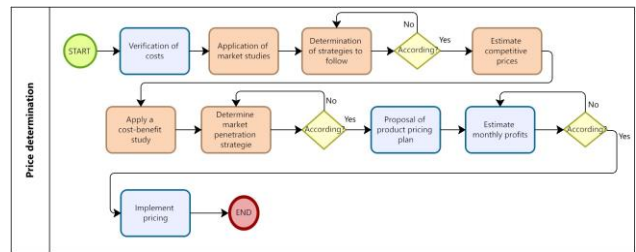


Fig. 4 Flow chart to determine prices.

For the implementation of the SOSTAC methodology in the determination of prices, a SWOT matrix should be made to know the internal and external analysis of the company, in addition, a market segmentation will be made, and we will identify a competitive price within the market to determine prices and costs at the macro level within the current situation. The objectives, we must be aware of the objectives we want to achieve, those specific objectives that can be measurable. Achievable and realistic to know how long it will take to achieve these objectives and to be able to establish a competitive price according to the market and establish a position with the consumers.

The strategies will apply the price P of the marketing mix to establish a main base such as market penetration and cost-benefit analysis within the strategy. In the tactics, an investment will be made in the study and analysis of the competition and implementation of the BCG Matrix tool that will allow us to know which market we are targeting. The actions to be taken will be to implement the 5w's methodology to finally have a control through management indicators.

The 5W's (why, who, when, what, where) are used for the business analysis to answer the questions about the actions taken for the development of the SOSTAC methodology (see Table I) and thus implement the business improvement through the indicators that give us a report where we can observe and analyze if the actions taken are close to what is expected, which is to increase sales.

TABLE I
ANALYSIS OF SOSTAC METHODOLOGY

SOSTAC methodology	
Situation	A SWOT matrix is made to know the internal and external analysis of the company. Likewise, a market segmentation will be made, and we will identify a competitive price within the market to determine the prices and costs at a macro level within the current situation.
Objectives	To define the objectives, it is important to know our specific objectives, which can be measurable, achievable, realistic and consider how long it will take to achieve them and to establish a competitive price, sales growth, and consumer positioning.
Strategy	The price P of the marketing mix will be applied to establish a fundamental basis such as market penetration and cost-benefit analysis within the strategy.
Tactics	An investment is made in the study and analysis of the competition and implementation of the BCG Matrix tool that will allow us to know which market we are targeting.
Action	The 5w's methodology is being implemented.
Control	Controlled by management indicators.

B. Employee training process

The employee training process is fundamental for the project to be carried out and to have a great result in conjunction with the sales and HR areas to improve the user experience and increase sales. The defined processes and the format of the training forms are shown in Fig. 5 and 6 respectively.

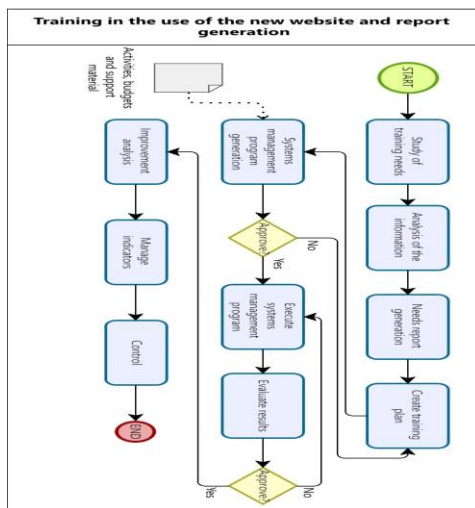


Fig. 5 Flowchart for report generation training.

Fig. 6 Format for satisfaction surveys.

By means of the tools and techniques provided, we seek to increase the company's sales. Fig. 7 shows the training plan for the use of the methodology and tools used, and Fig. 8 details the indicators of the proposed solution for the company.

Training plan for the use of SOSTAC and 4 PS of Marketing methodologies												
METHODOLOGIES	TOPICS	ACTIVITIES	DATES							ATTENDANTS	COST	
			01-oct	10-oct	20-oct	02-nov	12-nov	22-nov	30-nov			
SOSTAC	FODA	Verify the importance of this tool and its implementation	x								2	31.25
	S.E.O.	Verify the importance of this tool and its implementation		x							2	31.25
	MATRIZ BCG	Verify the importance of this tool and its implementation			x						2	31.25
Marketing Mix	Product	Verify the importance of this tool and its implementation			x	x					3	62.5
	Price	Verify the importance of this tool and its implementation				x	x				3	62.5
	Location	Verify the importance of this tool and its implementation					x	x			3	62.5
	Promotion	Verify the importance of this tool and its implementation						x	x		3	62.5
	E-commerce	Verify the importance of this tool and its implementation								x	3	31.25
TOTAL												375

Fig. 7 Training plan for the use of the chosen methodology.

Technical sheet with strategic indicators			
Version	1	Page	1
Identifying information			
Indicator name	Indicator name		
Description	To know the percentage of reception of orders		
Process name	Logistics management		
Information Manager			
Areas that provide the information	Warehouse		
Responsible for analysis and decision making	Inventory manager		
Characterization			
Objective of the indicator	To increase the percentage of orders received with respect to the previous month		
Type of perspective	Logistics performance		
Measurement			
Formula for calculating indicator	$(\text{Number of orders received} / \text{Total orders}) * 100$		
Frequency of collection	Monthly	Scale	Quarterly
Data sources	Database of orders received during the month		
Target goal			
Target	deadline for compliance	term of compliance	
80%	end of each month	quarterly	
Behavior	Compliance with the goal	Observation	
Satisfactory	>=	80%	Improvement action
Alarming	>=	40%	Preventive action
Critical	<=	25%	Corrective action

Fig. 8 Indicators for the proposed solution.

IV. VALIDATION

The following validation of results was performed using Arena Simulator software. The next objective is to increase



Fig. 9 Proposed model in the sales area.

In addition, an e-commerce process is developed to reduce queuing times at the time of purchase and to avoid that users decide to leave because of waiting so long. The interaction in networks has a higher number of publications due to the methodologies and tools used, as shown in Fig. 10.

sales using the SOSTAC methodology and the 4Ps marketing tool in a craft brewery company. First, it is proposed to improve the sales process through efficient order reception and distribution. Secondly, a process for efficient social media management is proposed. Finally, a process for efficient price management is proposed.

With the help of the Arena software, it was possible to collect data for each time taken in the processes and thus obtain minimum and maximum values for each process before and after the improvement. For this, it is desired to implement an e-commerce to reduce times and delays in queue to receive orders. The parameters that have been validated for the use of the Arena tool are the number of people during the week who place their orders, where it was observed that before the implementation of the improvements only 60% could complete the order process, while after the implementation of the methodologies it was achieved that 99% of the people could complete the requested order.

The proposed processes go hand in hand with management indicators, so that each process is achieved successfully, and each stage is fulfilled. Finally, a training plan is created for the workers so that they can comply with the processes with the technological tools proposed for each collaborator. The purpose of the proposed solution is to optimize processes, improve prices, products through promotions and an e-commerce that will help reduce queue times since a traditional method is used in the use of social networks to receive orders. Next, we will be able to visualize the validation process and the results obtained in each process.

The proposal is developed in the sales and marketing area to have better results applying ecommerce with Arena software, as shown in Fig.9.

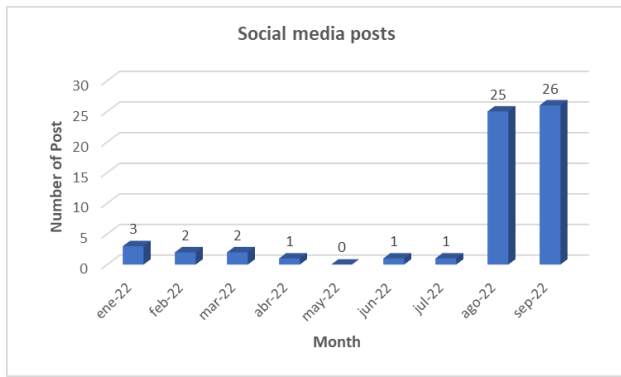


Fig. 10 Interaction in social networks.

On the other hand, prices were improved due to the 4P tool and the SOSTAC methodology in the products with the greatest impact and scope for the company and in line with the market. Fig. 11 shows the variation in prices.

Fear & Love	Haze	Inferno	Alquimista	American Pale Ale
S/ 25.00	S/ 25.00	S/ 21.00	S/ 18.00	S/ 16.00
S/ 25.00	S/ 25.00	S/ 21.00	S/ 18.00	S/ 16.00
S/ 25.00	S/ 25.00	S/ 21.00	S/ 18.00	S/ 16.00
S/ 25.00	S/ 25.00	S/ 21.00	S/ 18.00	S/ 16.00
S/ 25.00	S/ 25.00	S/ 21.00	S/ 18.00	S/ 16.00
S/ 25.00	S/ 25.00	S/ 21.00	S/ 18.00	S/ 16.00
S/ 25.00	S/ 25.00	S/ 21.00	S/ 18.00	S/ 16.00
S/ 21.00	S/ 17.00	S/ 18.00	S/ 15.00	S/ 14.00
S/ 21.00	S/ 17.00	S/ 18.00	S/ 15.00	S/ 14.00

Fig. 11 Prices for each product.

V. DISCUSSION

For the validation of the proposed model, a pilot sample was developed thanks to the applied tools. The component that was validated was the number of 80 customers who placed their order and those who would wait in line, as well as the waiting time, since the company only used social networks and a single person for the reception of orders. With the implementation of e-commerce, this method was optimized thanks to fewer people in line and faster service. Table II shows the effectiveness of the proposed solution.

TABLE II
COMPARISON OF OPTIMIZED PARAMETERS

	No improvement	With improvement
Standby time	14.7 min	1.8 min
Number of customers	41	79

When analyzing the results, it was found that the implementation of these tools shows three different scenarios with the implementation of this improvement (see Table III), which is why these differences can be seen in greater detail in the following images.

TABLE III
IMPLEMENTATION SCENARIOS

SCENARIO OVERVIEW			
SCENARIO	VAN	TIR	PB
PESSIMISTIC	624.91	11%	5.14
EXPECTED	2827.40	14%	5.12
OPTIMISTIC	4770.69	17%	5.10

As can be seen in the figure above, the implementation of this tool can generate an IRR of 11% in the worst case, however, which is expected at a rate of 14%.

VI. CONCLUSION

- Implement a marketing mix plan where the 4Ps are found to provide a solution to the problems.
- E-commerce allows to buy and/or sell products in a virtual way where technological tools are involved. One of the most important benefits of e-commerce is that it allows globalization and greater reach of the products or services that are provided, in addition to boosting the digital economy.
- The SOSTAC methodology, which stands for Situation, Objectives, Strategy, Tactics, Action, and Control, allows companies to verify the processes. These digital strategies, helps to show how the current situation of the company is and to design a strategic plan. to have clear goals and measurement.
- The proposed model is developed based on the 3 root causes raised in the problem tree.
- This pilot model will allow the increase of sales, which will increase the reach of customers with the brand, have a greater reach of advertising in networks and become competitive in the market, since all this generates economic losses in the organization due to a decrease in sales.
- It can be determined that the IRR of the worst-case scenario shows us that a change could be generated so that the commercial goals increase.

REFERENCES

- [1] C. Marcelo, "Leadership and Associativity in the Association of Homebrewers of Peru," Turkish Journal of Computer and Mathematics Education (TURCOMAT), vol. 12, no. 14, pp. 1175–1184, 2021, Accessed: Aug. 20, 2023. [Online]. Available: <https://turcomat.org/index.php/turkbilmak/article/view/10404>.
- [2] V. Ganatra et al., "A Study of Subway Marketing 4P Strategy," Asia Pacific Journal of Management and Education, vol. 4, no. 2, pp. 47–64, Jul. 2021, doi: <https://doi.org/10.32535/apjme.v4i2.1069>.
- [3] Y. Galarza, C. Quimis, and R. Yadira, "El marketing mix como estrategia de posicionamiento en las MIPYMES ecuatorianas," Polo del Conocimiento: Revista científico - profesional, vol. 6, no. 3, pp. 2045–2069, 2021, doi: <https://dialnet.unirioja.es/descarga/articulo/7926929.pdf>.

- [4] A. Deroncele-Acosta, M. L. Palacios-Núñez, and A. Toribio-López, "Digital Transformation and Technological Innovation on Higher Education Post-COVID-19," *Sustainability*, vol. 15, no. 3, p. 2466, Jan. 2023, doi: 10.3390/su15032466.
- [5] K. Aquino-Arrieta, F. Fernandez-Mejia, C. Cespedes-Blanco, C. Raymundo-Ibañez and J. M. Alvarez, "Business Architecture Model Adapted to Predictive Analysis for Customer's Increasing of SMEs of Furnitures Industry through Digital Tools," 2020 9th International Conference on Industrial Technology and Management (ICITM), Oxford, UK, 2020, pp. 176-180, doi: 10.1109/ICITM48982.2020.9080370.
- [6] R. Harsono, "THE IMPACT OF MARKETING MIX (4P'S) ON CUSTOMER LOYALTY TOWARDS TOYOTA AVANZA," vol. 4, no. 1, pp. 1-7, 2016, Available: <https://media.neliti.com/media/publications/183988-EN-the-impact-of-marketing-mix-4ps-on-custo.pdf>.
- [7] J. J. López García, D. Lizcano, C. M. Ramos, and N. Matos, "Digital Marketing Actions That Achieve a Better Attraction and Loyalty of Users: An Analytical Study," *Future Internet*, vol. 11, no. 6, p. 130, Jun. 2019, doi: 10.3390/fi1106013.
- [8] A. A. Effendy, M. Mas'adi, and H. Murtiyoko, "Implementation of Digital Marketing Strategies to Increase Sales during the Covid-19 Pandemic", *JIMK*, vol. 9, no. 1, pp. 155-163, May 2021.
- [9] Q. T. Pham and D. K. Pham, "The success of e-commerce startups: an empirical study in Vietnam," *International Journal of Innovation*, vol. 9, no. 3, pp. 622-645, Dec. 2021, doi: <https://doi.org/10.5585/iji.v9i3.20233>.
- [10] P. Cuchani-Graham, V. Diaz-Diestra, C. Torres-Sifuentes, C. Céspedes-Blanco, and R. Ibañez, "Methodology to improve marketing in an olive company through the use of Scrum and Digital Marketing.," *Laccei.org*, Aug. 18, 2022. <https://laccei.org/LEIRD2022-VirtualEdition/meta/FP184.html> (accessed Aug. 19, 2023).
- [11] A. Andrade, H. Bullon, A. Barrientos and M. Cuadros, "Implementation of a customized content management system for digital marketing based on LG webOS Signage and beacons usage," 2021 IEEE Sciences and Humanities International Research Conference (SHIRCON), Lima, Peru, 2021, pp. 1-4, doi: 10.1109/SHIRCON53068.2021.9652218.
- [12] H.-J. Cho and V. Pucik, 'Relationship between innovativeness, quality, growth, profitability, and market value', *Strategic Management Journal*, vol. 26, no. 6, pp. 555-575, 2005.
- [13] S. Kraus, P. Klimas, J. Gast, and T. Stephan, 'Sleeping with competitors', *International Journal of Entrepreneurial Behavior & Research*, vol. 25, no. 1, pp. 50-66, Jan. 2019.
- [14] J. Irwanto, W. Murniati, and A. Fauziyah, "Optimization of Digital Marketing Strategy with Implementation of SOSTAC Method," *IJEBD (International Journal of Entrepreneurship and Business Development)*, vol. 4, no. 6, pp. 886-892, Nov. 2021, doi: <https://doi.org/10.29138/ijebd.v4i6.1532>.
- [15] Y.-L. Wu and E. Y. Li, 'Marketing mix, customer value, and customer loyalty in social commerce', *Internet Research*, vol. 28, no. 1, pp. 74-104, Jan. 2018.
- [16] H. C. Bahl, J. N. D. Gupta, and K. G. Elzinga, 'A framework for a sustainable craft beer supply chain', *International Journal of Wine Business Research*, vol. 33, no. 3, pp. 394-410, Jan. 2021.
- [17] C. Bach and E. Mohammed, "The Impact of Social Marketing on Public Behavior," *European Journal of Engineering and Technology Research*, vol. 1, no. 5, pp. 17-22, Jul. 2018, doi: <https://doi.org/10.24018/ejeng.2016.1.5.193>.
- [18] H. Hossain and Md. A. Kader, "An Analysis on BCG Growth Sharing Matrix," *International Journal of Contemporary Research and Review*, vol. 11, no. 10, Oct. 2020, doi: <https://doi.org/10.15520/ijcrr.v11i10.848>.
- [19] J. R. Coronado-Hernandez et al., 'A Method to Rationalize the Product Portfolio in Retail Stores', in *Advances in Cybernetics, Cognition, and Machine Learning for Communication Technologies*, V. K. Gunjan, S. Senatore, A. Kumar, X.-Z. Gao, and S. Merugu, Eds. Singapore: Springer Singapore, 2020, pp. 509-51.