

## Digital Marketing Strategies and Their Impact on Competitive Advantage: A Focus on Strategic Management

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### Abstract

*The research aims to determine Digital Marketing Strategies and their Impact on Competitive Advantage: A Focus on Strategic Management. Its method is of basic type with a quantitative, non-experimental approach. The population is composed of the 80 MYPES of the district of San Juan de Lurigancho. The results reveal varied perspectives on key business aspects. Although they agree on the breadth of the service portfolio, they differ on concern for customer satisfaction, soundness of decisions, and long-term profitability. In addition, there are discrepancies on innovation, sales growth and strategies. The survey results show a variety of perceptions on key business issues. These coincide with the relevance of digital marketing and its impact on competitive advantage.*

**Keywords:** *Strategies, Digital marketing, Competitive advantage.*

### Introduction

Nowadays, brand and product visibility has become a crucial goal to attract consumer attention and loyalty in the market. In this context, digital marketing has emerged as a fundamental ally for both small and large companies looking to expand nationally and internationally, taking advantage of the democratization of access to this area through technological advances (Salazar, Apolinario & Soriano, 2021).

The focus of digital marketing is geared towards establishing beneficial relationships with customers, influencing their buying behaviors through strategies designed to foster effective interaction (Bedoya, 2023). This interaction involves not only gathering information about customers, but also considering the long-term profitability of the services and effectively passing on the benefits and solutions that the company provides.

Additionally, marketing has become inseparably integrated with the essential strategy of companies, becoming a fundamental part of their identity, regardless of their size (Quevedo, Vallejo & Neira, 2023). Businesses are facing ever-evolving market dynamics, driven not only by technological advancements, but also by changes in the mindset and behavior of consumers, who are influenced by new technologies. This expanding digital environment gives rise to the formation of new life patterns and modern consumption habits (González, Pérez & Duffus, 2022).

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The constant increase in the diversity of emerging terms in the field of digital marketing, such as organic positioning, SEO, inbound strategies, among others, underscores the need to adapt and embrace innovations in this field (Cahui & Fernández, 2022).

The relevance of data analytics is highlighted as fundamental to the assessment of the effectiveness of digital marketing, as it provides businesses with a deeper understanding of customer needs, thus facilitating the effective personalization of marketing strategies.

Adaptation to the digital world is proposed through the 5S of digital marketing: Sales, Customer Service, Communication, Cost Efficiency and Connection (Muñoz, 2021). In addition, the incorporation of various channels in the digital marketing strategy, along with effective leadership, is emphasized as the main strategy to optimize its effectiveness (Reinartz, 2020; Muñoz, 2022).

In the context of digital transformation in business, the implementation of continuous communication tools through electronic media is considered essential to improve efficiency, responsiveness and loyalty in interaction with consumers (Calle & Narváez, 2020).

## **Research Background**

Research supports the importance of digital marketing and its impact on business competitiveness. Santistevan, Merchán, and Mero (2022) identify limitations in the presence of digital marketing in Jipijapa companies in 2016, attributing it to a lack of knowledge about its benefits.

Zhagui (2023) evaluates the relationship between marketing strategies and competitive advantage in "Corporación Integrar" in Riobamba, highlighting the crucial role of personalized advertising tactics in generating competitive advantages.

Espinola and Cima (2022) determine the influence of digital marketing on the brand position of Industrias ESPINOLA in Pucallpa in 2021, with an emphasis on the intermediate to high level of performance and brand positioning according to employees.

Ochoa & Medina (2022) demonstrate that the application of a holistic business strategy, which integrates elements of digital, relational, strategic, proactive and sustainable marketing, comprehensively enhances the catering service of "Desserts and Refreshments" in Bogotá.

Finally, Domareski, Manosso, Moreira and Moscardi (2019) examine digital marketing strategies in tourist destinations, highlighting their crucial role in promotion and dissemination, increasing visibility and attractiveness for visitors.

This background supports the need to determine Digital Marketing strategies and their Impact on Competitive Advantage in the current business context.

## **Theories**

Digital marketing is a set of promotion and advertising strategies and techniques that are carried out in the digital environment, that is, on the Internet and other electronic media. Its main objective is to promote products, services, or brands through digital channels to reach a specific audience and generate measurable results (Calle & Narváez, 2020).

Zhagui (2023) specifies that digital marketing is the construction of awareness and dissemination of a brand using 13 all the digital channels available in the digital world such as SEM, SEO, the Web, and the pay-per-click advertising system, mobile markets such as Google Play and Apple Store, email marketing, online advertising banners and social media for content. Carrasco & Moya (2020), this marketing is responsible for

promoting products or brands through various electronic media channels, these are used as part of a digital marketing strategy all via the internet and social media.

Advertising, Integrating digital marketing into an online sales strategy is critical for businesses, as this allows them to not only gain a sustainable competitive advantage, but also maximize the return on investment made in this tool (Arce, 2019).

Advertising is a form of commercial communication that aims to promote products, services, brands, or ideas to persuade a target audience and stimulate purchase, interest, or adoption of a certain action or attitude. This communication is carried out through various media and channels, such as advertisements on television, radio, newspapers, magazines, billboards, online marketing, social media, direct mail, among others (Enrique & Pineda, 2018).

In addition, advertising seeks to create an emotional or rational connection with consumers, often using creative and persuasive techniques to highlight the features, advantages, and benefits of a product or service. In short, its primary goal is to inform, persuade, remember, and ultimately influence the public's behavior to take action, such as buying a product or subscribing to a service (Hoempler & Chipana, 2019).

Brand positioning, The theory of the big bang branding, the world demands today's companies to affirm their new identity in which every company must have its logo, it needs it to exist, to have identity and presence in the market and to reach its potential customers and retain them under an image, which defines the values and messages it wants to spread demonstrating loyalty on the part of customers and users, being transparent with them (González, Pérez & Duffus, 2022).

Brand identity is the set of distinctive elements that make up the image of a brand and that can be created and managed through branding. In simple terms, it encompasses everything that makes up the essence of the brand and provides it with a unique value that differentiates it from other brands in the market. Its purpose is to stand out to the public, and it can be built through aspects such as visual identity, verbal identity, positioning, personality, emotional identity, and others, all of which are manageable and activatable through branding strategies (Ochoa & Medina, 2022).

Therefore, the research aims to Determine Digital Marketing Strategies and Their Impact on Competitive Advantage: An Approach to Strategic Management.

## **Methodology**

This research is framed in a basic methodology, also known as pure or fundamental research, according to the definition of Angulo (2018). This approach involves an active search for theoretical and conceptual knowledge without immediate practical application, with the fundamental purpose of increasing understanding in a specific area. In this way, it will contribute to the existing body of knowledge on the subject addressed.

In complementary terms, a quantitative approach is adopted, guided by the collection and analysis of numerical and quantifiable data. This approach will make it possible to answer specific research questions through the application of statistical techniques, facilitating the identification of significant patterns, relationships, and trends in the data collected (Alvarez, 2022).

At the same time, the research is oriented towards a non-experimental design, in accordance with the definition of Hernández (2019). In this context, the researcher does not introduce controlled interventions or deliberately manipulate independent variables. Instead, it relies on observing and collecting data as it manifests in reality, providing a more naturalistic and descriptive approach.

In addition, a cross-sectional causal correlational design is used. This design will make it possible to explore relationships between variables without assuming a definitive cause-and-effect relationship. By collecting data at a single point in time, a meaningful snapshot of the investigated reality will be obtained (Arias, 2021).

This methodological structuring seeks to coherently integrate the key elements, providing a clear and understandable vision of the research approach and design. It seeks to guarantee the internal and external validity of the study, as well as its contribution to the advancement of knowledge in the field.

#### Population

Population refers to the total group of individuals, elements, objects, or entities that possess the characteristics or qualities being studied. This population can vary in size and can be as large or as small as the study requires (Fernandez, 2017).

Within the framework of this project, a population composed of the 80 MSEs of the district of San Juan de Lurigancho was constituted.

#### Sample

A sample in research is a representative subset of the total population that is chosen and studied to draw conclusions or inferences about the entire population. Instead of studying all individuals or elements of the population, researchers take a sample to reduce costs, time, and resources, while trying to maintain the representativeness of the population (Fernández, Hernadez & Baptista, 2014).

The sample was composed of workers from different areas of the company.

#### Data collection techniques and instruments

##### Survey

Initially, the survey is perceived as a method of acquiring information by questioning individuals. Its purpose is to obtain systematic measures related to concepts that arise from a previously defined research problem (Rodríguez & Martínez, 2020).

##### Questionnaire

It is a structured set of questions designed to collect specific information or data from individuals or participants in a research. Questionnaires are a commonly used tool in surveys and research studies, and can be administered in a variety of ways, such as print, online, or face-to-face (Torres & Castillo, 2016).

##### Information Processing Techniques

To analyze and process the information collected during the survey of the participants of the 80 MSEs in the district of San Juan de Lurigancho, the Microsoft Excel spreadsheet application was used. Through this tool, the collected data were evaluated, organized, and generated.

##### Impact Measurement Indicators

Portfolio of Services

Customer Satisfaction

Decision Making

Innovation and New Services

Sales Growth

Long-term profitability

Innovation in Areas of Work

## Strategy Rationale

Opening up to new markets

Leadership Adequacy

Analysis and discussion of results

Once the information was processed, we moved on to the stage of analysis and discussion of the results. During this process, they will be subjected to interpretation and relevant comparisons will be made, which will lead to obtaining the necessary explanations and answers to address the objectives of the research presented.

The evaluation of the impact of competitive advantage is based on the analysis of the results obtained from the survey of workers from the 80 MSEs in the district of San Juan de Lurigancho. Through the indicators provided by their responses, a comprehensive assessment of the current state of the company in terms of competitiveness and effectiveness of the implemented strategies can be made.

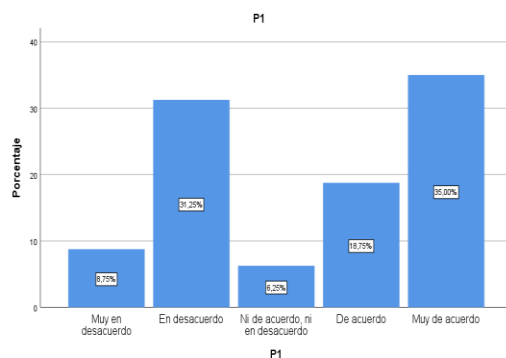
## Results and discussion

Table 1: Do you think the portfolio of services is broad and relevant?

P1

		Frequency	Percentage	Valid Percentage	Cumulative Percentage
Valid	Strongly disagree	7	8,8	8,8	8,8
	Disagree	25	31,3	31,3	40,0
	Neither agree nor disagree	5	6,3	6,3	46,3
	I agree	15	18,8	18,8	65,0
	Strongly agree	28	35,0	35,0	100,0
	Total	80	100,0	100,0	

Figure 1. Portfolio of services is broad and relevant



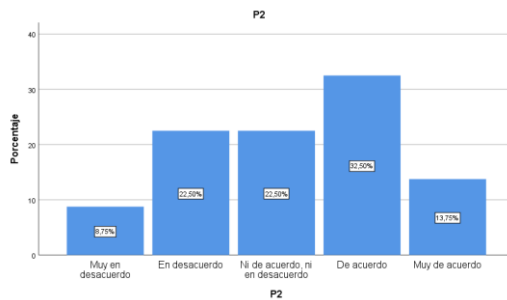
35 % said they "strongly agreed" that the portfolio of services is broad and relevant, 18.75% only "agreed", while 6.25% said they "neither agreed nor disagreed" and only 8.75% "strongly disagreed" that the portfolio of services is broad and relevant.

Table 2. Do you consider that the company does care about the level of satisfaction of its customers?

P2

		Frequency	Percentage	Valid Percentage	Cumulative Percentage
Valid	Strongly disagree	7	8,8	8,8	8,8
	Disagree	18	22,5	22,5	31,3
	Neither agree nor disagree	18	22,5	22,5	53,8
	I agree	26	32,5	32,5	86,3
	Strongly agree	11	13,8	13,8	100,0
	Total	80	100,0	100,0	

Figure 2. Level of customer satisfaction



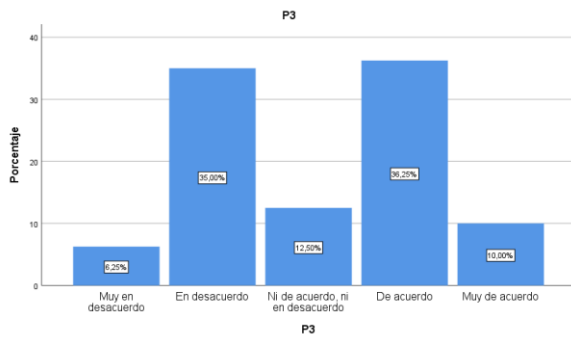
Regarding whether the company cares about the level of satisfaction of its customers, 32.50% "agree", 22.50% "neither agree nor disagree" and "disagree". 8.75% say they "disagree."

Table 3. You think the company is sound at making decisions

P3

		Frequency	Percentage	Valid Percentage	Cumulative Percentage
Valid	Strongly disagree	5	6,3	6,3	6,3
	Disagree	28	35,0	35,0	41,3
	Neither agree nor disagree	10	12,5	12,5	53,8
	I agree	29	36,3	36,3	90,0
	Strongly agree	8	10,0	10,0	100,0
	Total	80	100,0	100,0	

Figure 3. The company has strong decision-making



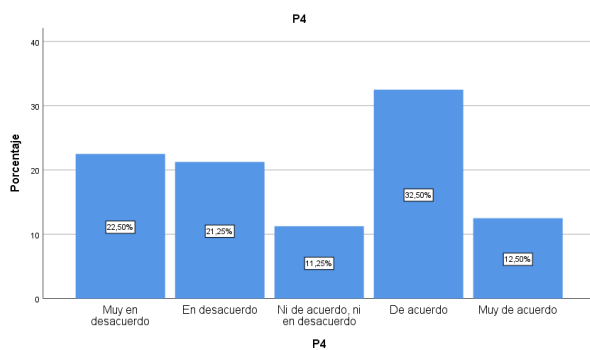
The majority of 36.25% think they "agree", 35% "disagree", while 12.50% "neither agree nor disagree", and 6.25% "strongly disagree" about the company being solid in its decision-making.

Table 4. Do you think the company is looking to innovate and integrate new services?

P4

		Frequency	Percentage	Valid Percentage	Cumulative Percentage
Valid	Strongly disagree	18	22,5	22,5	22,5
	Disagree	17	21,3	21,3	43,8
	Neither agree nor disagree	9	11,3	11,3	55,0
	I agree	26	32,5	32,5	87,5
	Strongly agree	10	12,5	12,5	100,0
	Total	80	100,0	100,0	

Figure 4. The company seeks to innovate and integrate new services



32.50% of respondents "agree" that the company seeks to innovate and integrate new services, while 22.50% "disagree" about this and 11.50% "neither agree nor disagree".

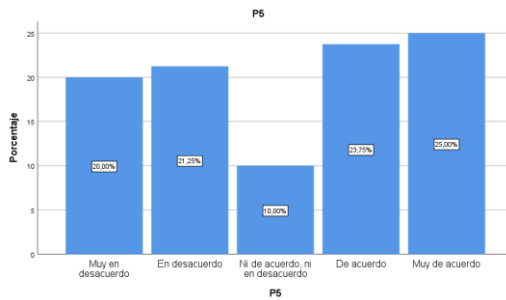
Table 5. Do you consider that the company has a constant and increasing percentage of sales?

P5

		Frequency	Percentage	Valid Percentage	Cumulative Percentage
Valid	Strongly disagree	16	20,0	20,0	20,0

Disagree	17	21,3	21,3	41,3
Neither agree nor disagree	8	10,0	10,0	51,2
I agree	19	23,8	23,8	75,0
Strongly agree	20	25,0	25,0	100,0
Total	80	100,0	100,0	

Figure 5. The company has a steady and increasing percentage of sales



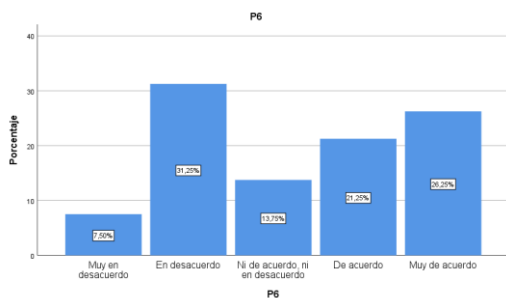
25% say they "strongly agree" that the company has a steady and increasing percentage of sales, 23.75% "agree", 21.25% "disagree", 20% "strongly disagree" and 10% "neither agree nor disagree".

Table 6. Do you consider the services offered by the company to be profitable in the long run?

P6

		Frequency	Percentage	Valid Percentage	Cumulative Percentage
Valid	Strongly disagree	6	7,5	7,5	7,5
	Disagree	25	31,3	31,3	38,8
	Neither agree nor disagree	11	13,8	13,8	52,5
	I agree	17	21,3	21,3	73,8
	Strongly agree	21	26,3	26,3	100,0
	Total	80	100,0	100,0	

Figure 6. Services offered by the company are profitable in the long run



The majority of respondents mention with 31.25% "disagree" that the services offered by the company in the long term are profitable, 26.25% mention that they "strongly agree".



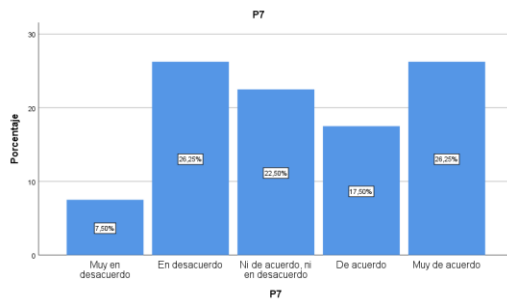
disagree", 21.25% "agree", while 13.75% "neither agree nor disagree", and finally being the lowest 7.50% are "strongly disagree".

Table 7. Do you think that the company seeks to innovate in its different areas of work?

P7

		Frequency	Percentage	Valid Percentage	Cumulative Percentage
Valid	Strongly disagree	6	7,5	7,5	7,5
	Disagree	21	26,3	26,3	33,8
	Neither agree nor disagree	18	22,5	22,5	56,3
	I agree	14	17,5	17,5	73,8
	Strongly agree	21	26,3	26,3	100,0
	Total	80	100,0	100,0	

Figure 7. The company seeks to innovate in its different areas of work



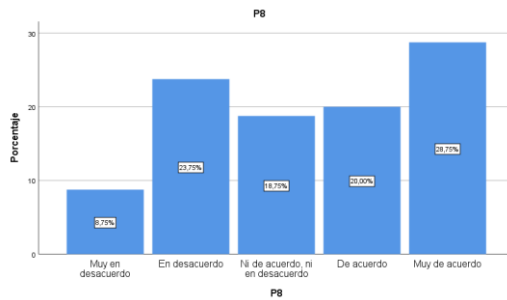
26.25% "disagree" and "strongly disagree" that the company innovates its areas of work, 22.50% think that they "neither agree nor disagree", while 17.50% say they "agree" and finally 7.50% "strongly disagree".

Table 8. Do you consider that the strategies proposed by the company have a solid and functional foundation?

P8

		Frequency	Percentage	Valid Percentage	Cumulative Percentage
Valid	Strongly disagree	7	8,8	8,8	8,8
	Disagree	19	23,8	23,8	32,5
	Neither agree nor disagree	15	18,8	18,8	51,2
	I agree	16	20,0	20,0	71,3
	Strongly agree	23	28,7	28,7	100,0
	Total	80	100,0	100,0	

Figure 8. The strategies proposed by the company have a solid and functional foundation



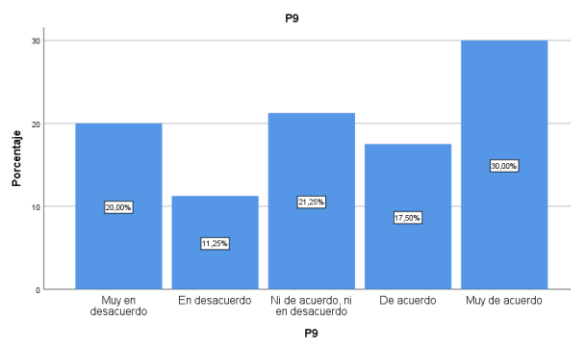
Respondents say 28.75% "strongly disagree", 23.75% "disagree", 20% say "agree", 18.75% "neither agree nor disagree", and 8.75% "strongly disagree" as to whether they consider that the strategies proposed by the company have a solid and functional foundation.

Table 9. Do you think the company can open up to new markets and improve customer percentages on a regular basis?

P9

		Frequency	Percentage	Valid Percentage	Cumulative Percentage
Valid	Strongly disagree	16	20,0	20,0	20,0
	Disagree	9	11,3	11,3	31,3
	Neither agree nor disagree	17	21,3	21,3	52,5
	I agree	14	17,5	17,5	70,0
	Strongly agree	24	30,0	30,0	100,0
	Total	80	100,0	100,0	

Figure 9. The company can open up to new markets and improve customer percentages periodically.



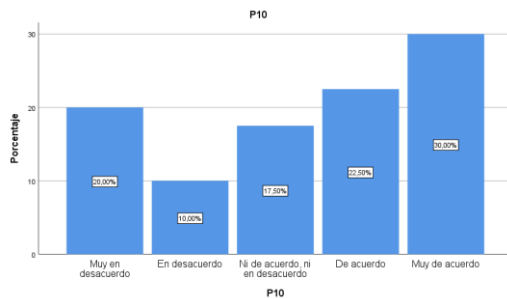
The majority of respondents say they "strongly agree" that the company opens up to new markets to improve customer percentages periodically, 21.25% "neither agree nor disagree", 20% "strongly disagree", 17.50% "agree", 11.25% "disagree" being the lowest value.

Table 10. Do you think the company's leadership is adequate?

P10

		Frequency	Percentage	Valid Percentage	Cumulative Percentage
Valid	Strongly disagree	16	20,0	20,0	20,0
	Disagree	8	10,0	10,0	30,0
	Neither agree nor disagree	14	17,5	17,5	47,5
	I agree	18	22,5	22,5	70,0
	Strongly agree	24	30,0	30,0	100,0
	Total	80	100,0	100,0	

Figure 10.



30% "strongly agree", followed by 22.50% who say they "agree", while 20% "strongly disagree", 17.50% say they "neither agree nor disagree" and 10% "disagree" as to whether they think leadership is right for the company.

### Discussion

The research, which seeks to determine Digital Marketing strategies and their impact on competitive advantage, is based on surveys conducted with 80 MSEs. Respondents' varied perceptions reveal key aspects of the company. Therefore, according to the surveys carried out, the following results were obtained:

The data collected reveals a range of varied perceptions regarding three key aspects of the company.

In terms of the perception of the strength of the company's decision-making, there was a more equal division: 36.25% are in favor, while 35% disagree. 12.50% did not take a clear position, and only 6.25% expressed strong disagreement, therefore, Espinola and Cima (2022), mentions in their study the analysis of employees reflected that 40% consider that digital marketing performance is at an intermediate to high level. At the same time, another 40% of workers felt that the company's brand positioning was at an intermediate to high level. These evaluations suggest a balanced and optimistic perception of both areas, highlighting a positive impression regarding digital marketing and brand positioning within the organization. These data show a variety of opinions, with some inclination towards a positive perception of the service portfolio and concern for customer satisfaction, but a more marked division in terms of the perception of the strength of the company's decision-making.

The survey results reveal significant concern among respondents regarding the long-term profitability of the services offered by the company. 31.25% disagree with sustained

profitability over time, with a small percentage, 7.50%, appearing to be at the opposite end of the scale, expressing the least concern about this issue. Therefore, there is a marked trend towards a lack of confidence in the long-term profitability of the services offered by the company according to the respondents. Likewise, Bedoya (2023), mentions that digital marketing is positioned as an essential element for business competitiveness by involving interaction with customers, the long-term profitability of services to obtain key information and effectively communicate the benefits and solutions that the company offers. This strategy not only allows you to collect relevant customer data, but also to efficiently convey the differentiated value that the company provides, which is vital in today's competitive environment.

A significant majority of respondents, with 28.75% strongly disagreeing and 23.75% disagreeing, express doubts about the solid and functional foundation of the strategies proposed by the company. Although 20% agree, 18.75% do not take a clear position on the matter and only 8.75% show strong confidence in the rationale behind these strategies. Therefore, Samaniego (2018) states that this marketing approach focuses on the strategic use of online platforms to apply direct marketing strategies, with the purpose of consolidating customer loyalty and involvement. In the field of digital marketing, the most prominent tools encompass social media applications, websites, and email.

Finally, 30% "strongly agree," compared to the lowest 10% "disagree" on whether they consider leadership to be right for the company. For this reason, Reinartz (2020) highlights the need to integrate multiple channels into the digital marketing strategy. It is emphasized that organizations should prioritize leadership across all channels as a primary strategy to maximize their effectiveness.

## **Conclusion**

The data reveals a diversity of opinions among respondents on various aspects related to the company. While there is consensus on the breadth and relevance of the service portfolio, there are divisions in the perception of concern for customer satisfaction, strong decision-making, and the long-term profitability of the services offered. In addition, there are discrepancies on innovation, sales growth, and the rationale for business strategies. However, there is greater agreement on opening up to new markets to improve customer percentages, although there are mixed opinions on the right leadership for the company. The heterogeneity of opinions suggests a complex and diverse perspective among respondents on various aspects of the company.

The survey results show a variety of perceptions on key business issues. These coincide with the relevance of digital marketing and its impact on competitive advantage. They highlight the need for complete strategic management, evidencing the connection between business insights and the effective implementation of digital strategies to maintain that advantage. The main takeaway is the importance of understanding and managing these diverse opinions in order to enhance the impact of digital marketing on business competitiveness.

Although there are discrepancies, the willingness to open up to new markets stands out as a point of agreement. In this context, managing and understanding these diverse perceptions is presented as key to maximizing the impact of digital marketing on the company's competitive advantage.

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