

Impact of Digital Marketing Strategies on Marketing Performance: Role of Social Media Performance and E-commerce

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ARTICLE INFO

Article History:

Received: 12 July,2024

Revised: 11 Sep,2024

Accepted: 12 Sep,2024

Available Online: 19 Sep, 2024

DOI:

<https://doi.org/10.56536/ijmres.v14i3.656>

Keywords:

Digital Marketing, E-commerce, Marketing Performance, social media, Fast-moving consumer goods.

JEL Classification:

M31, L81

ABSTRACT

E-commerce utilization has turned into a part of our regular routines. Ease of access and wide range of audience has made social media an effective medium to increase the marketing performance of firms. Due to its importance, the Fast-moving consumer goods and retail businesses in Pakistan have employed social/ digital media managers to manage their social media platforms like Facebook, Instagram, etc. The social media managers have designed digital marketing to increase their social media performance. This is shown by the number of followers, likes, and sharing by the target audience and prospective customers. The job and abilities of Web based business assumed a significant part in our research. At the culmination, 232 respondents' outcomes were taken into contemplation for our data analysis by using SPSS and Hayes Process Macro. The direct relationships have significant values and all hypotheses are accepted. The research attempted to help brands, and social media managers devise better strategies to increase their market share and social media ratings. It also tried to contribute to literature for firms who are left far behind in employing the E-commerce and social media strategies framework to enhance their market performance and online transactions abilities. Additionally, our research examination adds to the current writing by offering bits of knowledge for firms that still can't seem to completely use internet business and entertainment procedures. By taking on these structures, organizations can further develop their market execution and online exchange abilities. Our review highlights the groundbreaking effect of advanced advertising on business development and client commitment

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INTRODUCTION

Social media has become an important part of our daily lives. The percentage of social media penetration in the top 5 countries are: UAE 99%, South Korea 89%, Taiwan 88%, Netherlands 88%, Malaysia and Hong Kong 86% where as in Pakistan social media penetration is about 20% of the overall population ("Internet World Stats," 2021). Pakistan has a gigantic capability of development because of its somewhat youthful populace. As of March 2021, the percentage of social media users

in Pakistan platform-wise are, Facebook 80.25%, Twitter 15.55%, Instagram 1.51%, Pinterest 1.36%, YouTube 1.22%, LinkedIn 0.04%. The country ranks 5th in the world with the number of internet users about 45% of the population is using the internet. This data represents all hardware platforms including, Mobile phones, Desktops, and Tablets. There are calculated 32 million users who are active monthly on Facebook 91% of people use their smartphones on Facebook 77% of people on Facebook are male and 23% are female users. Just 4% of Facebook Page Posts calculated an average commitment score ("Internet World Stats," 2021).

Pakistan is a country with a higher rate of younger population with more than 64% of the population younger than 30. The country has the peak of the youngest population at this time the growth rate is going to sustain till 2050. This young population has a huge pool of young technology users, demographics, and the macro environment plays an important role in understanding the consumer market (Ahmed, 2021). Pakistan has 98 million broadband subscribers with 180 million cellular subscribers, 84% Tele-density out of which 95 million subscribers are using 3G/4G services ("Telecom Indicators, 2021"). Advertisers are changing their focus and investments increasingly from traditional ads to modern types of social ads (De Vries et al., 2017). Digital marketing strategy continuously integrates all web activities of the firm by setting goals and objectives designed for social media (Saura et al., 2017). The influence of social media communication on consumer perceptions of brands and purchase intentions in the pandemic and post-pandemic era was the most important one (Agusiady et al., 2024). Digital Marketing Strategies for Small and Medium Enterprises have proved to be so helpful (Armiani, 2024).

Due to the advancement of technology and globalization companies have adopted the digital marketing phenomena to capture large audiences. The "Plan, reach, act, convert and engage" are pillars of a combined effort to integrate digital marketing. It is also known as the "RACE" approach (Chaffey & Ellis-Chadwick, 2019). The share of online sales is increasing day by day, firms are looking for establishing "digital relationships" with the customers (Phillips, 2015). Technology startups are becoming giants' companies like "UBER, eBay" etc are becoming major players in the world economy (Kannan & Li, 2017). Consumers share reviews and their experiences, videos through social media which becomes viral and lets marketing managers learn the baseline of what is happening at the consumer end (Hoffman & Fodor, 2010).

The country's macro environment and certain characteristics of the market determine the type of technology to be used for attracting customers (Jayaram et al., 2015). In January 2021, Pakistan had 61.34 million web clients. Between 2020 and 2021, Pakistan's Internet users increased by 11 million which is about (+21%). In January 2021, Pakistan had 46 million users of social media. Between 2020 and 2021, Pakistan's social media users have risen by 9.0 million (+24%). In January 2021 the quantity of web-based users in Pakistan was 20.6% of the populace (Kemp, 2020). In actuality, businesses can gain from e-commerce technologies by interacting with their clients and strengthening their relationships with other companies (Czinkota et al., 2021).

The purpose of the research is to assess how digital marketing strategy and associated tactics lead to high social media performance and thus improve the overall market performance of a firm. The construct investigates the effect of digital marketing strategy on social media performance and eventually marketing performance with moderating effect of E-commerce capability. The study investigates the digital marketing platforms in the consumer goods sector of the country and their impact on social media and the overall marketing performance of the firms.

Digital media and its determinants are continuously impacting the organization's social media performance, which in turn affects the marketing performance of the firm. Tafesse & Wien (2018) in their article "Implementing social media marketing strategically: An empirical assessment" conducted a study to investigate how firms implement social media systematically to drive strategic marketing actions and performance. According to Tafesse and Wien (2018), the relationship can't be completely understood unless the role of E-commerce capability is studied. They suggested future research on the topic, which may vary by capability, industry size and customer type, and market dynamics. F. Li et al., (2021), suggested developing metrics to gauge strategies of social media marketing performance. Therefore, we are gauging the digital marketing strategy impact on marketing performance in developing countries like Pakistan in different industry and size, to know whether there is a relationship between digital media strategy with the overall marketing performance and the moderating role of E-commerce on their relationship and how Technology Acceptance Model can be implied in our research in the growing Pakistani E-commerce context.

LITERATURE REVIEW

Under Pinning Theory, the "Technology Acceptance Model"

One of the most widely used theories in the case of technology interaction with the customer is the technology acceptance model (hereafter, TAM) it revolves around perceived usefulness (hereafter, PU) and perceived ease of use (hereafter, PEU). It came out of the 1980s "theory of reasoned action" (hereafter, TRA; Fishbein et al., 1980). This theory gives justification on the usage of computer technologies and user behavior (Dillard & Pfau, 2014). The 1980's decade saw the deployment of computers in organizations, the researchers were interested in predicting the behaviors and usage of the system for workplaces and management, If the technology that is being used is difficult to use and there are hurdles in its usefulness then the system will not have a positive perception and ease of use (Davis et al., 1989). Analysis of the use of promotion in social media on the performance of e-commerce marketing are on research these days (Ariep, 2021). The original model had a relationship between perceived usefulness (PU) and perceived ease of use (PEU), and attitude towards using leading" (hereafter, ATU) to "actual system usage" (hereafter, ASU).

The development of digital platforms would also allow online shopping environments to evolve and provide customers with more choices in the buying process and Improved goods and services (Pappas, 2018). Social media provides different types of user content including images, photographs, views, thoughts, curiosity, news blog sites, podcasts, websites for social networking. This research, built on

the fruitful use of TAM in information science, expands TAM's expertise to special marketing performance, in which the claim is naturally that the feelings of users seem to be the secret to the acceptability of every social media campaign (Bigné et al., 2005). In addition to feeling, there are additional potential causes in the TAM. These are widely accepted as essential determinants of both internal and external motives that affect attitudes and intentions with the behavior of the consumers.

Effective Digital Marketing Strategy and the Marketing Performance

Researchers have challenged, whether the market disagreement allows the perspectives on developing markets to be used in developing markets (Grewal et al., 2015). The emphasis is on the global echoes verses of a company involving numerous digital interactions that have been launched by companies and initiated by the market this classification is focused on the emergence and regulation of the various digital media communications. For example, the company's website, sponsored media purchased by the company, e.g., funded advertisements and online inbound marketing (the company's own digitized content development investment; e.g., websites, press releases, webcasts, etc (Vieira et al., 2019).

The use of Word-of-mouth (WOM), due to the increasing culture of social validation in the developing economies, is now coming as a key driver of the consumer's brand and product preference. ("Vision Statement: Mapping the Social Internet," 2010). In this research, we try to investigate the nature of the relationship between effective digital media strategy and marketing performance in the consumer goods manufacturing sector in Pakistan as known brands and SBUs have deputed social media managers to look after the marketing portfolios. As digital/social media marketing managers are the ones who are the brains behind the strategy. In SMEs, this important role is sometimes performed by the existing marketing teams or 3rd party digital marketing and web management agencies. Whereas in large multinationals and slightly bigger organizations this role is assigned brand portfolio-wise, like in Nestle, Unilever they are following the Strategic brand unit (SBU) structural approach. where all brands like NIDO, MILO, Every Day have specifically assigned brand and digital media managers

H1: Effective digital marketing strategy impacts the marketing performance positively

Effective Digital Marketing Strategy and the Social Media Performance

More than 90% businessman has agreed to the point that the direct impact of social media marketing has increased their sale and revenue (Raut et al., 2020). Social network apps have been observed as one of the most powerful and effective consequences of social life, corporate life, education, and political life in most areas of people's lives (Alalwan et al., 2016). Social networking can improve bidirectional contact between companies and consumers and, thus, connect customers closer to the products of the organizations. In comparison to social media's ability to display published content or by using a combination of textual, visual, and verbal materials, visually, orally, and textually (Okazaki & Taylor, 2013). Marketing practices in social media affect both the desire of consumers to buy and customer loyalty through a mediating effect of equity and brand share. Social media might adversely affect the results of organizations then again. This may be because consumers will share their bad

experiences and stories with those people who use social media apps (Hennig-Thurau et al.,2013). Content shared on various types of social media sites by consumers will help companies gain deeper visibility into the product creation process. Through studying objectively, the role of social media with consumer insight and how these insights play a key role in the production process of the product (Rathore et al.,2016). In this study, we also try to investigate the nature of the relationship between effective digital media strategy and social media performance as our entire construct revolves around the impact of strategy on performance outcomes:

H2: Effective digital marketing strategy positively enhances the social media performance

Social Media Performance and the Marketing Performance

A successful social networking approach should specifically identify marketing goals, assess possibilities and choose a suitable way of communicating through social media. Social networking sites today are often equipped to assess the scope and effect of a social media post. Given these objectives and tools, the approach to a sustainable social media strategy has been developed in seven stages (Kumar et al., 2013). Commodity shopping directly via social networks appears to expand over time, especially given the growth rates of both online shopping and the use of social media. To prepare more efficient social media feedback that is consistent with customer decision-making processes, it is necessary to consider the mechanism of the consumer decision; Public policy ramifications are the accelerated development of social media-capable procurement. Internet marketing is a way to do better international marketing (Situmorang, 2023). Consumption faces instant options for purchasing and can be bought without them in typical buying environments (Lindsey-Mullikin & Borin, 2017). Roughly 60% of consumers go online after buying facial skincare items for more details. Retailers who successfully handle this stage of the decision-making process will make these shoppers potential supporters and generate extra loyalty (Hudson & Hudson, 2013). Technology sales approach used by vendors in the establishment, creation, and maintenance of relationships tools (Marshall et al., 2012). The widespread number of today's organizations are present in some social platforms and are becoming a high corporate priority. Only now can companies become aware of the market ramifications and existence of this digital content created by the customer. Digital marketers sometimes land on quicksand on social media and decide on the impact of social media on market success without clear knowledge. (Paniagua & Sapena, 2014).

H3: Social media performance positively impacts the marketing performance

Social Media Performance, Digital Marketing Strategy, and Marketing Performance

The World Wide Web has been used by a wide range of people to present marketing campaigns through page visuals and ads. It was a publicity tactic that influenced the actions of surfers (P. Berthon et al., 1996). Marketers/ Brand Managers understand that digital marketing is essential and therefore spend substantial finances to create and execute it. User involvement has been linked to the most drastic developments in communications technology. So, it is fair to expect companies to devote

significant financial capital to encourage customer engagement (Weinberg & Pehlivan, 2011). The Web can be a very valuable platform for advertisers to develop powerful products and achieve strategic advantages. To use the benefits of the Internet efficiently, companies need to use social media as a medium to provide consumers with information, communicate with stakeholders, and eventually generate revenue. Marketers will use social media to build digital consumer connections as brand messages are being more intertwined with the digital space (Tiago & Veríssimo, 2014).

A digital marketing strategy aims to discuss firms and their world. It should also be an itinerary for managing the communications policy of the firms to better distribute money. The strategy also aims to monitor and assess performance and address any possible divergence from the planned results of the firm. A marketing strategy is thus transformed into a fluid document that must be tailored to the company's condition and that must feed on the effects of each step taken especially on the digital stage (Piñeiro-Otero & Martínez-Rolán, 2016). In this study, we try to investigate the nature of mediating relationship of social media between Digital marketing strategy and marketing performance:

H4: Social media performance positively mediates the relationship between digital marketing strategy and marketing performance

E-Commerce Capability, Digital Marketing Strategy, and Marketing Performance

E-commerce capabilities are especially necessary for a company to improve its strategic performance as a result of the transformation of the traditional marketplace into e-marketing (Fukuyama et al., 2022). Many major organizations are developing programs for Internet-enabled users, for online content dissemination, for transaction facilitation, for improvement of customer service, and stock management through electronic links to providers. The integration of web presence and information technology in the front end is a high priority for the management (Kevin Zhu, 2004). The e-commerce capabilities are known as a multi-dimensional high-level structure created from several unique variables which measure e-commerce features. Secondly, IT architecture is a hybrid IT strength system dependent on many layers of architecture and network data processing organization (Kevin Zhu, 2004). E-commerce capacity is also strongly linked to the capital base and incorporated into the company's business processes. The extent to which e-commerce is integrated or equipped with a company differs since companies themselves are unique in terms of resources (Malone & Laubacher, 1998). McCann & Barlow (2015) described that social media policy refers to the success of high social media by achieving objectives and thus sets high priorities. E-commerce allows theoretically thousands of individuals and companies to compete in business worldwide. Because different consumers conduct e-commerce of various demographic backgrounds, all e-commerce is described from their viewpoint (Poong et al., 2006). The use of tools, networks, and apps for social media is useful for stakeholders at an organization to develop, communicate, provide and distribute (Ashley & Tuten, 2015). Superior E-commerce quality raises client propensity to buy online and enhances social media marketing strategies (Abbasi et al., 2023)

H5: E-Commerce capability moderates the relationship between digital media strategy and marketing performance.

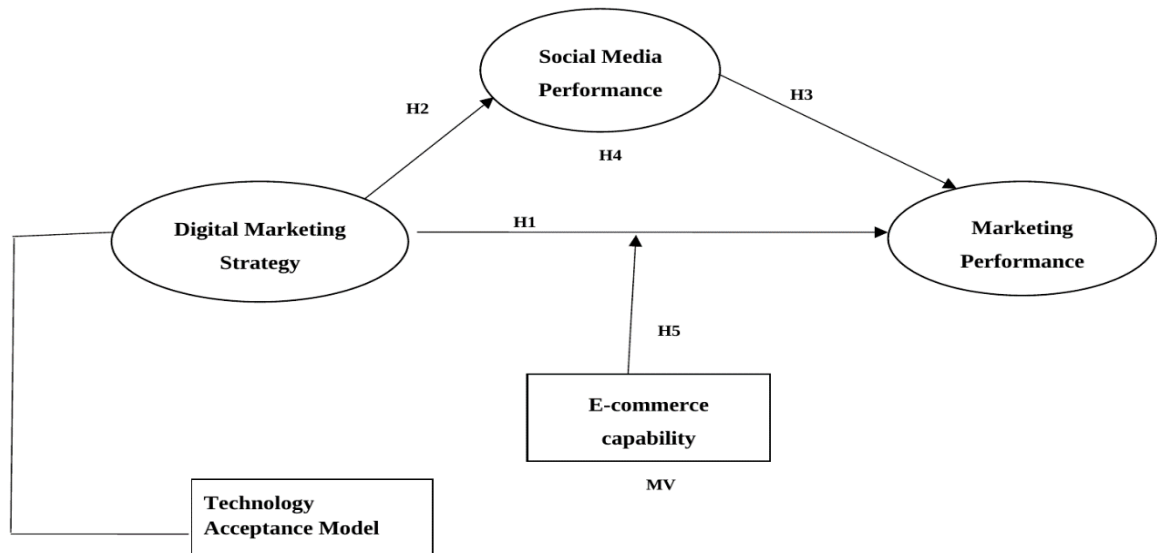


Figure-2 Hypothetical Model

DATA AND METHODOLOGY

Sampling and procedure

The sample was taken out of 13 sectors of the industry that included, Food & beverages, household, hygiene, retailing, skin/ personal care, soap/detergents, home appliances, power solutions, digital Appliances, power infrastructure, home office décor, clothing, and lubricants. The respondents were the managers and brand /marketing executives who were exclusively responsible for the management of social media pages and E-commerce portfolios of these firms. As we were interested in the consumer goods and FMCGs, we tried to expand our research due to scarce number of companies available for the study in Pakistan. We took a broad sample size comprising maximum consumer goods brands and firms. As the survey was done primarily online, the globally accepted norm for online response rate is 30 to 35%, which was 42% in our case due to the extensive follow-ups and reminders using LinkedIn communication and WhatsApp groups within the Pakistani Social and professional circle. Convenience sampling is a technique of research that is commonly used in population research. We distributed 550 questionnaires through “Google Docs” links shared via Linked messages and WhatsApp groups to the Digital/ social media managers of the targeted companies followed by reminders after 30 days interval. We received responses from 301 respondents via designated answer channels, 69 questionnaires were either incomplete and with missing information that was omitted from our final outcomes. At the culmination, 232 respondents’ outcomes were taken into contemplation for our data analysis. So, the response rate was 42% out of the 550 Population which was 12% more as compared to the online survey acceptance norm.

Measurement of variables

Digital Marketing Strategy (DMS) it is the first independent variable to measure items, a 5-point Likert scale was employed with initially 14 items that were shortlisted to 4 items they were used by Tafesse & Wien, (2018). Social Media Performance (SMP) It was the mediator variable in our study out of works by Moe & Trusov, (2011) and Tafesse & Wien, (2018). We adopted 11 items to measure social media performance Marketing Performance (MP) is the dependent variable in our study to measure marketing performance 6 items were adopted out of which 3 items were selected. Desired profit and revenues, growth and market share (Tafesse & Wien, 2018). E-Commerce Capability (EC) is the moderating variable in our study items such as ROI, transactions, online revenue were selected to extract data on the topic again using the scale (Tafesse & Wien, 2018).

Table-1 Dimensions of Variables

S.NO	VARIABLE	DIMENSION	ITEMS	SOURCE
1	DMS	Key Goals Directions Alignment Target Audience	04	(Tafesse & Wien, 2018)
2	SMP	Interaction Likes, Shares	11	(Moe & Trusov, 2011) (Tafesse & Wien, 2018)
3	MP	loyalty Ratings Revenue Market Share/ Growth	03	(Homburg et al., 2007)
4	EC	Online earnings ROI Transactions	03	(Tafesse & Wien, 2018)

RESULT AND DISCUSSION

We segregated 13 categories from consumer goods companies. The data was collected for brands and strategic business units. Whereas “SBUs” are a combined group of a brand portfolios that might be a division or a product line within the company, or even a particular product/brand that targets a certain set of clients or a geographic place. There was no segregation of gender and age for respondents due to the nature of the research which was more on the digital and social media strategy supervision by the companies and their outcomes. Out of 550 we received 301 responses. We rejected

69 responses due to their incompleteness they were excluded from the results in computations. The survey response rate was 42%.

Table 2 Consumer categories brand / SBU wise

S.NO	Categories	Brand/SBUs
1	Food & Beverages	101
2	House Hold	5
3	Hygiene	6
4	Retailing	7
5	Skin/ Personnel Care	44
6	Soap/ Detergents	11
7	Home Appliances	17
8	Power solutions	9
9	Digital Appliances	7
10	Power Infrastructure	4
11	Home Office Décor	23
12	Clothing	59
13	Lubricants	8

Reliability and Correlation analysis

Nunally and Bernstein, (1978) proposed that the acceptable minimum value for Cronbach's Alpha test is 0.7.

Table 3 Reliability Analysis

Variables	Cronbach's Alpha
Digital Marketing strategy (DMS)	.874
Social Media Performance (SMP)	.865
Marketing Performance (MP)	.911
E- Commerce Capability (EC)	.722

The data extracted was of monotonic nature, it was positive monotonic relationship the value of one variable increased so the value of other also increased with it. Thus, keeping in view the idea of data Spearman correlation test was utilized rather than Pearson. Spearman's correlation reveals how monotonic a connection exists. In other words, it examines if a monotonic element of relationship exists between the two continuous variables. In this case the relationships were positive between +1 and -1. It is a monotone association metric that is employed when the data distribution makes Pearson's correlation coefficient unsuitable or misleading. As some "statisticians" claim, Spearman's coefficient is not an indicator of the linear connection between two variables. It evaluates how effectively a random monotonic function can reflect the connection between two variables without making any judgements about the variables' frequency distribution. In contrast to Pearson's product-moment correlation coefficient (Hauke & Kossowski, 2011).

Table 4 Mean, Standard Deviation and Correlation

VARIABLES	MEAN	S. D	1	2	3	4
DMS	4.0959	.44346	(.874)			
SMP	4.0119	.39184	.687**	(.865)		
EC	4.0632	.39820	.731**	.686**	(.722)	
MP	4.1509	.41582	.661**	.617**	.589**	(.911)

****Correlation is significant at the 0.01 level (2-tailed).**

Where DMS = Digital media strategy, SMP = Social media performance, EC= E-Commerce capability, MP= Marketing performance

DMS is strongly and pointedly correlated with SMP ($r = 0.687^{**}, p < 0.01$). DMS is again significantly correlated with E-commerce capability ($r = 0.731^{**}, p < 0.01$). DMS is seeming to be sturdily and significantly correlated with marketing performance MP ($r = 0.661^{**}, p < 0.01$). SMP is strongly correlated with (EC) ($r=0.686^{**}, p < 0.01$). SMP is significantly correlated with marketing performance (MP) ($r=0.617^{**}, p < 0.01$). E-commerce capability (EC) is strongly correlated with marketing performance ($r = 0.589^{**}, p < 0.01$).

Regression analysis

Direct Link:

Regression analysis is performed to examine the link between dependent, independent, moderator, and mediator variables.

Table 5 Unstandardized Direct Path Coefficients

Direct Paths	B	SE	BETA	T	P
DMS→ MP	.873	.023	.931	38.575	.000
DMS→ SMP	.847	.017	.959	51.183	.000
SMP → MP	.999	.024	.941	42.180	.000

Outcomes from the regression analysis disclosed that DMS is a significant predictor of MP. (b = .873, Beta=0.931, t = 38.575, p < 0.00). So, H1 supported

Outcomes from the regression analysis disclosed that DMS is a significant predictor of SMP (b = 0.847, Beta=0.959, t = 51.183, p < 0.00). Accordingly, H2 is supported

Outcomes from the regression analysis disclosed that SMP is a significant predictor of MP (b = 0.999, Beta=0.941, t = 42.180, p < 0.00). So, H3 is supported

MEDIATION ANALYSIS

Serial Mediation analysis was carried out in this study using SPSS and Process Macro. 5000 resamples and 95 percent confidence intervals were used to assess serial mediation using the PROCESS macro bootstrapping approach (Preacher & Hayes, 2008). Since there is no “0” in the confidence interval and the indirect impact is substantial, there is indeed a mediation between variables. The bootstrapping method is recommended since it does not impose a limit on the amount of the data.

Table 6

EFFECT	SE	LLCI	ULCI
.0814	.0281	.0321	.1421

The Indirect effect: DMS→ SMP

An indirect effect of DMS, OE, WA on mediating role of SMP

Ind1= DMS → SMP → MP

MODERATION ANALYSIS

Moderation analysis was carried out through PROCESS macro using model 5. The following tables shows the moderating effects of E-commerce capability on the relationships between DMS and marketing performance. E-commerce capability’s moderating role was measured using the bootstrapping method with 95% confidence interval.

Table 7 Moderation Analysis of E-commerce Capability

	R2-CHANGE	F	P
Moderation Model	.0107	28.3350	.0000
Interaction term	Coefficient	SE	T
DMS	.2777	.0785	3.5382
EC	-.1967	.0537	-3.6648
DMS X EC	.4059	.0763	5.3231

The Results depict that E-commerce Capability Significantly moderates the link between DMS and Marketing performance. (b=.04059, t=5.3231, P=.0000)

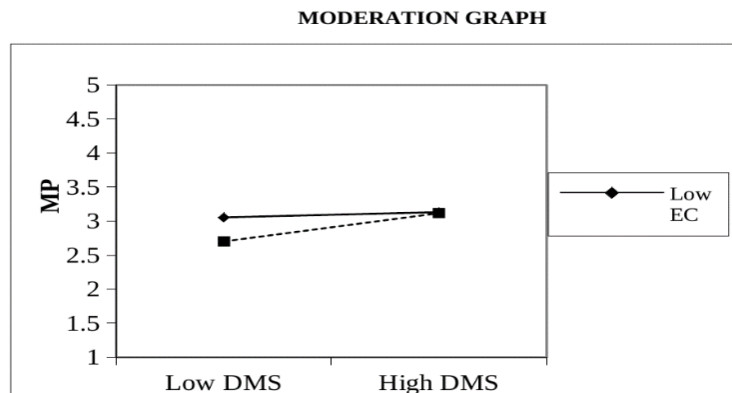


Figure-2

Table- 8 **SUMMARY OF HYPOTHESIS**

Sr.	HYPOTHESIS	RESULTS
H:1	Effective digital marketing strategy impacts the marketing performance positively	Accepted
H:2	Effective digital marketing strategy positively enhances the social media performance	Accepted
H:3	Social media performance positively impacts the marketing performance	Accepted
H:4	Social media performance positively mediates the relationship between digital marketing strategy and marketing performance	Accepted
H:5	E-Commerce capability moderates the relationship between digital media strategy and marketing performance.	Accepted

The results were extracted out by testing the relationships hypothetically between the variables. The connection between digital marketing scheme for generally speaking social media performance. We assumed that their contribution is very significant in increasing the marketing performance of a firm taking into consideration the moderating role of e-commerce capability. The theory of the technology acceptance model was suggested in our research contemplations.

The results in our research strongly depict that in Pakistan social media managers are utilizing the digital marketing strategies to increase overall marketing performance of firms including all sectors from FMCGs, consumer appliances and retail to apparel industry. There is an impact of digital marketing capability on the centering performance of the advancement of information technology. This development is used to run a variety of small to large commercial activities. The number of competitors is an important issue for businesses that want to enter a highly competitive market. The proper marketing and media strategy is employed to reach the intended market, ensuring that sales volume and profit are always increasing (Gunawan & Sulaeman, 2020).

Effective digital marketing strategy positively enhances the social media performance The results in our research suggest that in social media is playing a vital role in the enhancement of marketing efforts the number of likes and followings are now assumed as the criteria for the determining the popularity of the products. Some of the brands have millions of followers and likes which shows the social media pull that has been evolving in the field of marketing. As a result, businesses can use the findings of this research as a starting point for developing new Digital marketing strategies (Jose Ramon Saura, 2021). The influence of digital marketing on the brands is unbelievable after digital marketing strategies (Nugraha et al., 2024)

Our research clearly indicates that social media performance positively impacts the marketing performance in Pakistani firms as sales revenues of the companies have been segregated into conventional and online sales. More than anything else, it is critical that we better grasp social media because it has become a very socially significant form of communication and entertainment, a significant media type adopted by businesses for marketing and other types of communication, and even has global implications. which we eventually expect to see referenced and spread throughout all social media platforms (Appel et al., 2020). Our results indicate that social media performance positively mediates the relationship between digital marketing strategy and marketing performance by acting as a bridge reciprocally. The more strategic and resource based digital marketing strategy leads to successful social media performance that is measured by the factors like new acquisitions of customers, more website and social media pages views, a greater number of clicks, likes, shares, feedback, reviews. This digital marketing is overcoming empirical barriers (Aripin et al., 2024). This strong social media performance leads to high sales revenues and lead generations which is results in enhanced marketing performance. Social media marketing necessitates the possession of particular organizational capabilities which can be used to influence social media, as well as the support of a society that promotes escaping from outdated mindsets, highlighting staff performance with competence in information and user's analytical insights, and best practices in organizational structure and business procedures (Malthouse et al., 2013).The application of the internet and social media has altered customer behavior as well as the methods in which businesses conduct their operations. Organizations may benefit from social and digital marketing by lowering expenses, increasing brand recognition, and increasing revenues (Dwivedi et al., 2021). We should recognize the fact that digital marketing is now a rapidly changing field.

Thus, it is to everybody's greatest advantage. Marketing executives and the companies for which they work have a look at their online marketing portfolios periodically. Emerging technology might improve the efficiency of a single digital marketing approach at the expense of someone else regardless of the digital mix. A marketing manager makes a decision on marketing methods that should be based solely on the goals created in collaboration with the company or the competitive strategy chosen by a business unit (Olson et al., 2021). Our research shows that in Pakistan firms which develop their digital media strategies with a long-term vision incorporate e-commerce capabilities to boost their marketing performance these firms have dedicated social media managers to look after their brand portfolios in some firms these activities are also looked after by brand managers. The results in our studies show significant moderation by e-commerce capability between digital media strategy and marketing performance. Given the importance of global markets focusing on developing core competences like e-commerce, one significant gap is the integration of IT core competences improves marketing efficiencies and exporting performance. Business innovation and critical success factors in digital transformation and challenging times are resolved by digital marketing and social media (Sikki et al., 2024)

Recent study establishes that resources may be developed into specialized separate marketing skills, which in turn can improve marketing plan implementation and improve efficiency (Neil A. Morgan et al., 2012). Using e-commerce implies a lower cost stream for making transactions with customers, maintaining relationships with overseas customers, monetizing new sources of revenue, introducing new solutions to existing customer, lowering operating costs, developing stronger relations with suppliers and consumers, accessing emerging markets, and bringing new goods and services to the global market more quickly (Gregory et al., 2019). Use of social media to Access Market Information is a good approach (Almasi et al., 2023) By acting as the foundation for social and traditional online engagement, social networks and e-commerce capabilities foster innovation and consumer value. As a result, investing in internet-based E-commerce provides commercial value for businesses. Customer involvement provided by social commerce delivers rich customer insights for innovating in customer services and product satisfaction (Braojos et al., 2019). Thus, digital marketing is helping entrepreneurs to grow their businesses (Hanuun et al., 2023).

CONCLUSION AND POLICY IMPLICATION

The study makes three types of contributions to the literature, at first it was an exclusive study as the research area was hard to scratch due to the nature of the industry. Fast moving consumer goods and consumer goods data was taken from the social media managers and executives from the consumer goods industry through a formalized process which took a series of reminders and a bit longer waiting time due to the professional job nature of the respondent. It gives an insight into the Pakistani social media platforms the current scenario and its outcomes. The social media performance enhancement tools and analytics have made it possible to gauge the online performance of a firm in terms of E-commerce and customer following. The second contribution states that although a lot of research has been done to social media and its attributes, majority of the studies are confined to social media outcomes and its effects (Abbasi et al., 2023; Zollo et al., 2020) It gives value addition in terms of identification and application of valuable precedents of the social media performance like the digital marketing strategy. The third contribution is that social media has been recognized as in our study has a key role in enhancement of the marketing performance of a firm. To estimate a company's equity value, investors look for facts other than revenue. The study elaborates how social media operations contribute to marketing performance of a firm.

This study will help social media / digital marketing managers in designing their strategies that should in line with company's objectives. The analytics, key performance indicators will let them devise a strategy to gain more traffic flow, audience for their companies. The more the organization is active on its digital platforms the more followers and likes it's going to get. Which in turn are the source of leads and eventually transactions. Finally, we, reassure the managers that digital marketing strategy are a key yard stick to determine the key performance indicators for the firm's performance. The study has been conducted with four sorts of limitations, First the industry or sector that we selected was FMCGs. These companies have their distribution operations including the online deliveries managed through regional hubs, warehouses and distributors. We selected 13 sub sectors out of the whole

consumer goods industry, such as detergents, food & beverages, hygiene, retailing, lubricants etc. The result of the review can't be summed up to different areas of the business. The review was cross sectional and time bound. The other industries have different nature and working environments which may produce different or slightly different outcomes. The study was carried out in Pakistan which was specifically for companies operating and having offices in Pakistan. The variation in demographics and between rural and urban population is very significant the literacy rate and statistics in one area is totally vice versa in other area. The respondents are based at head offices which are mostly in Karachi and Lahore. If the study is conducted with in a country with more balanced demographics and literacy rate the results can be different.

The future study can be carried out in several antecedents of social media performance such as web analytics. It can also be evaluated based on other variables like firm's ability to learn new capabilities, brand awareness etc. The nature of working, the organization size, availability of resources E-commerce platforms can open new avenues for further research. We considered Facebook and Instagram social media platforms while conducting our research, the future research can be considering other platforms such as Twitter etc. It can be about selecting the right platform for your business, which platform is better for your business to get maximum following and best market performance. For e.g., Instagram is more efficient when it comes to the visual appeal like clothing brands, designer wear the forum is successful if you have influencers and celebrities, brand ambassadors available to promote products etc. The research was designed to evaluate the impact of "digital marketing strategy on marketing performance with Moderating role of E-commerce capability". The information was gathered from the supervisors of Pakistani FMCGs and customer products organizations. The purpose was to firstly check that whether precedents of social media performance which are in this case the digital marketing strategy their execution quality effect the social media performance. After analysis its was proved that all direct relationships have significant effect on the social media performance as well as on the marketing performance of the firms. As social media performance builds the advertising performance of the organizations likewise increments. The mediation role of social media performance was explored with independent variable and marketing performance of the firm which proved to be substantial as social media performance is the bridge that leads to high marketing performance strongly proven by our results. We further explored the Moderating role of E-Commerce capability that moderates the relationship between digital media strategy and marketing performance. The more a firm has E-commerce capabilities and platforms the better is the marketing performance of that firm. The Social media usage by industry is growing day by day in Pakistan and online sales are revenues are taking more share out of the overall revenue pie of the firms. The quality of the content, customer response time and feedback acknowledgement are the key to better marketing performance. The study will add value to the existing theoretical knowledge base as well as practical basis. The scope of social media and its outcomes are tremendous the social media has now become a part of every Pakistani Consumer business firm. The share of online sales is increasing day by day due to ease of access and rapid transaction capability. E-commerce infrastructure is Pakistan is improving day by day and it is filled with upcoming opportunities and technologies. This research was conducted using modern data gathering techniques

which involved used of social media and professional platforms. Pakistani firms have still a lot of room to improve themselves. As social media penetration in Pakistan has more area to expand to become compatible with the development world.

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