International Journal of Marketing, Communication and New Media
ISSN: 2182-9306. VOL 13, Nº 25, December 2025

IJMCNM

DOI: https://doi.org/10.54663/2182-9306.2025.v.13.n.363-382

Research Paper

Holistic Digital Marketing Strategies for E-commerce Growth: A SOSTAC-Based Case Study of SIIEE.

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ABSTRACT

This study develops and evaluates a digital marketing strategy for SIIEE.com, an emerging online retailer repositioned within the baby and childhood products niche. Guided by the SOSTAC® model, the project addressed poor performance and weak differentiation by integrating paid (Google Ads, Meta Ads) and organic (SEO, social media, blog) channels. The findings reveal a 245% return on investment, with Google Ads driving the majority of conversions and Meta Ads contributing to awareness and engagement. While the integrated approach enhanced visibility and reach, limitations emerged in social media user-generated content, blog effectiveness, and product page optimization. The manuscript contributes to the theoretical background by demonstrating the practical application of SOSTAC® in niche e-commerce, underscoring the superiority of holistic strategies over isolated paid campaigns. Managerially, it highlights resource allocation, differentiation opportunities, and the role of artificial intelligence in improving efficiency. Future research should consider more extended time frames, alternative platforms, and consumer responses to AI-generated content. From an interdisciplinary perspective, this study presents insights for digital marketing and integrated strategy.

Keywords: Digital Marketing; E-commerce; SOSTAC; Dropshipping; Online Advertising; Integrated Strategy; SIIEE.com

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Received on: 2025.09.10
Approved on: 2025.11.16
Evaluated by a double-blind review system

1. INTRODUCTION

The rapid expansion of e-commerce has transformed consumer behaviour and reshaped the competitive landscape of retail. Global revenues from online sales exceeded USD 4.1 trillion in 2023, and growth is projected to continue as digital platforms become increasingly embedded in everyday consumption patterns (Statista, 2024). This trend is not solely the result of technological advancement and mobile internet penetration, but also reflects broader socio-economic and cultural transformations that redirect purchasing behaviour towards digital environments (Laudon & Traver, 2023). E-commerce today requires a multidisciplinary understanding, bridging digital marketing, information technology, logistics, user experience, and data analytics (Kotler & Armstrong, 2021).

Despite the prominence of large global platforms, small and emerging brands struggle with differentiation, scalability, and resource constraints. Digital marketing strategies must be carefully designed for such firms to maximise impact with limited budgets. Scholars highlight that e-commerce is a transactional environment and a strategic infrastructure where global dynamics intersect with local adaptation, calling for agility, precise segmentation, and real-time responsiveness (Dave & Ellis-Chadwick, 2022). In this context, integrating paid advertising, search engine optimisation (SEO), content marketing, and social media management becomes critical for achieving sustainable growth.

This study examines the effectiveness of a digital marketing plan applied to SIIEE.com, an online store repositioned within the baby and childhood products niche. The case presents an opportunity to evaluate how an integrated, holistic strategy, grounded in the SOSTAC planning framework, can boost competitiveness in a highly competitive and saturated market. The project addresses previously identified shortcomings, namely weak differentiation, underperformance in conversions, and limited brand awareness, by redesigning the store's positioning, restructuring its product offer under a dropshipping model, and deploying a mix of paid and organic tactics.

The contribution of this research is twofold. First, it provides empirical insights into applying the SOSTAC® model in e-commerce, where theoretical frameworks are often underutilised in

practice (Yuliono & Rochmaniah, 2025). Second, it highlights the managerial implications of integrating diverse digital tools, including artificial intelligence applications such as ChatGPT, for improving efficiency, reducing operational costs, and enhancing customer experience. By evaluating the plan's effectiveness through performance metrics, benchmarking, and competitor analysis, the study generates relevant knowledge for academics and practitioners seeking to understand the challenges of digital strategy implementation in niche online retail.

The remainder of the article is structured as follows. Section 1 reviews the theoretical background, emphasizing e-commerce trends, digital marketing models, and the role of artificial intelligence. Section 2 presents the methodology and case study design. Section 3 discusses the results, while Section 4 concludes with theoretical contributions, managerial implications, limitations, and avenues for future research.

1. LITERATURE REVIEW

1.1 E-commerce, tools, and current trends

Recent studies indicate that global e-commerce generated approximately USD 4.1 trillion in revenue, reflecting a decade-long sustained growth pattern (Statista, 2024). This expansion is driven by internet penetration, mobile technologies, and broader social, economic, and behavioural transformations that shift consumer habits towards digital platforms (Laudon & Traver, 2023). Contemporary e-commerce is inherently multidisciplinary, requiring the convergence of knowledge from digital marketing (Remondes et al., 2015; Remondes, 2018), information systems, logistics, user experience (UX), and data analytics (Kotler & Armstrong, 2021). Beyond serving as a sales channel, e-commerce represents a strategic infrastructure where global scale phenomena intersect with local dynamics, demanding adaptability, precise segmentation, and real-time responsiveness (Dave & Ellis-Chadwick, 2022).

Understanding e-commerce today, therefore, requires a systemic approach that considers operational tools, macro-environmental trends, emerging business models such as dropshipping, and the impact of disruptive technologies, including artificial intelligence (AI), on digital service experiences and brand–consumer relationships (Madanchian, 2024). Dropshipping functions through a profit-sharing contract, aligning interests between manufacturers and digital retailers (Yu et al., 2017). As Jiang et al. (2024) noted, e-commerce has not only become central to the

global retail sector, driven by the internet, but has also fundamentally transformed how products are bought and sold.

Search Engine Optimisation (SEO) is particularly relevant in this transformation. It refers, first, to the indexing and, subsequently, the ranking of websites on search engines (Fuentes & Orduña, 2010). For indexing to occur, search engine bots must analyse page content. Nielsen (2012) described Googlebot as a "blind user", underlining its inability to interpret visual content as a human would, reinforcing the importance of correct textual and HTML structuring. On-page SEO encompasses actions within the website to optimise performance for search engines, including crawling and HTML analysis (Orduña-Malea & Alonso-Arroyo, 2017). Structured approaches to on-page SEO can accelerate competitive ranking in Google (Deloitte, 2023). Off-page SEO, by contrast, involves external factors such as backlinks and reputation, which remain critical to achieving sustainable organic visibility (Orduña-Malea & Alonso-Arroyo, 2017).

AI has further disrupted digital marketing. Its application is relevant in both Business-to-Business (B2B) and Business-to-Consumer (B2C) contexts (van Esch & Stewart Black, 2021). Generative AI can enhance productivity in client communication (Brynjolfsson et al., 2023) and content creation (Noy & Zhang, 2023). Research shows that users' adoption of generative AI correlates directly with their trust in its perceived accuracy and consistency (Choudhury & Shamszare, 2023). Within content marketing, the information offered to audiences must be valuable, relevant, engaging, and frequently updated (Wahid et al., 2023). AI can support this by increasing productivity and reducing costs, delivering advantages for firms and consumers (Zhang & Gosline, 2023).

Another relevant trend is omnichannel marketing, defined as the seamless integration of multiple touchpoints, including physical stores, digital platforms, mobile applications, and social networks, to provide customers with consistent and memorable experiences (Tran Xuan et al., 2023). Omnichannel strategies ensure that customers can access products, services, and support across touchpoints in a fully integrated way (Verhoef et al., 2015). Among all promotional channels, social media stand out due to their broad reach and cost-effectiveness in information dissemination (Hollebeek et al., 2014). Social platforms have significantly reshaped how individuals communicate and establish relationships, transforming behaviours identified in earlier studies (Abdelsalam, 2025).

Social commerce (s-commerce) embodies a powerful convergence of social computing technologies and commercial functions, enabling consumers to interact and collaborate actively during purchasing (Hajli et al., 2017). Over the last decade, platforms like Instagram, Snapchat, and Pinterest have embedded direct selling functionalities, allowing purchases without leaving the application (Hund & McGuigan, 2019). As s-commerce grows, firms must design strategies that foster interaction and collaboration, particularly on platforms like Facebook (Abdelsalam, 2025).

Payment systems also play a decisive role. Alongside logistics and delivery times, website design and UX, and decision facilitators, innovative payment methods influence purchase decisions(Haubl & Trifts, 2000; Mallapragada et al., 2016). FinTech developments such as "Buy Now, Pay Later" (BNPL) have introduced new forms of short-term financing, allowing consumers to buy now and pay in instalments without interest (Kumar et al., 2024). Access to unregulated credit lines increases purchase volume, while age negatively influences average spending, with younger consumers more inclined to adopt BNPL (Di Maggio et al., 2022).

Advertising platforms like Google Ads and Meta Ads increasingly rely on automation and AI to enhance efficiency, which raises concerns regarding control, privacy, and attribution (Kingsnorth, 2019). Tools such as Google's Performance Max campaigns exemplify this shift, algorithmically allocating budget, targeting, and diffusion channels. As Kingsnorth (2019) argues, transparency in platforms such as Google Shopping amplifies price competition, demanding differentiation based on value and experience rather than cost alone.

1.2. Digital marketing models applied to e-commerce

Several frameworks are recognised in the literature for planning and implementing digital marketing strategies. Among the most cited are the 5S model, the four-step implementation model, and the RACE framework (Smith, 2020). Each offers distinct advantages. The 5S model, proposed by Chaffey & Smith (2017), structures digital objectives into Sell, Serve, Speak, Save, and Sizzle, offering a simple, results-oriented framework. The four-step model presents a sequential path: definition, planning, execution, and measurement, which is suitable for firms that prefer linear approaches. The RACE framework (Reach, Act, Convert, Engage), updated by Chaffey (2023), maps consumer journeys across four continuous phases, aligning brand actions with interaction stages.

Table 1. Comparison of SOSTAC, 5S, and RACE Models

Structure	SOSTAC (Smith, 2020)	5S Model (Chaffey & Smith, 2017)	RACE Framework (Chaffey, 2023)
4th Stage	Tactis: Specific actions	Save: Cost reduction & efficiency	Engage: Retain customers & build advocavy
5th Stage	Action: Plan implementation	Sizzle: Brand differentiation	-
6th Stage	Control: Measurement & adjustments	-	-
Advantages	Structured & comprehensive, ideal for full strategies	Practical for setting digital objectives	Optimises consumer journey in digital contexts
Main Focus	Strategic marketing planning	Objectives and actions in digital marketing	Journey optimisation & engagement

2. METHODOLOGY APPROACH

2.1. Case study presentation

SIIEE! (Figure 1) is a B2C e-commerce brand operating under a dropshipping business model. Given its geographical proximity, fiscal environment, and logistical convenience, its target markets are primarily European Union countries.

Figure 1. SIIEE!

Source: www.siiee.com

Initially conceived as a generalist online shop, SIIEE! was strategically repositioned to focus on a clearly defined niche: products for babies, children, and families. The website is built on the WordPress CMS, integrating WooCommerce for online store management and CEGID for invoicing. Two main B2B suppliers, fully integrated with the CMS, guarantee automated product synchronisation and order management.

To increase accessibility across markets, the platform is available in three languages, with a user interface (UI) designed to ensure a simple and fluid user experience (UX). The brand's vision is to become a specialised e-commerce platform for family-related products, offering high-quality, stylish, and innovative solutions tailored to customer needs. Its mission is to deliver a seamless and enjoyable shopping experience in which quality, affordability, and customer satisfaction are prioritised.

2.2. Methods

This study adopted a quantitative approach to evaluate the impact of an integrated marketing plan, designed around the SOSTAC® model, on the commercial performance of SIIEE.com. The analysis compared results from the two-month implementation period with those from the equivalent period in the previous year, as well as with the immediately preceding two months, during which Google Shopping campaigns had been trialled. This comparative design allowed the identification of significant variations in performance attributable to the integrated strategy.

The methodological approach was comparative, relying on both historical and current data to assess the outcomes of the interventions. This section outlines the methodological choices, tools, time frame, and evaluation criteria, as well as the rationale for selecting the SOSTAC® model as the guiding framework. The choice is justified by the model's adaptability to both simple and complex e-commerce contexts, its operational versatility, and its ability to structure integrated marketing planning across multiple digital domains.

2.2.1. Data collection tools

Primary data were collected from analytical platforms, enabling precise measurement of traffic, conversion, and return on investment. The tools employed included:

1. Google Analytics 4 (GA4): monitored organic and paid traffic, user behaviour, and conversion rates.
2. Meta Business Suite and Google Ads: tracked paid campaigns, focusing on cost-per-click (CPC), cost-per-acquisition (CPA), and return on ad spend (ROAS).

3. E-commerce platform (SIIEE.com): provided sales volume, average order value, and conversion rate data.

2.2.2 Analysis period

The analysis covered a two-month implementation phase (60 days), compared with April–May 2023 (homologous period) and February–March 2023 (two months immediately preceding the new plan). This design allowed for both longitudinal and cross-sectional comparisons of performance.

2.2.3 Evaluation criteria

The sample consisted of SIIEE.com visitors and customers. Data collected included traffic, engagement, and conversion metrics during the plan's implementation, compared with prior periods to ensure consistency. The analysis employed:

1. Key metric comparison (traffic, conversions, revenue).
2. Percentage variation analysis to identify performance improvements or declines.
3. ROAS and CPA calculations to measure advertising efficiency before and after the plan.
4. Channel correlation analysis to assess the contribution of integrated strategies to overall performance.

This approach enabled the evaluation of the plan's effectiveness while providing insights for optimising future strategies.

2.3. Application of the SOSTAC® model to SIIEE.com

In this section, the SOSTAC® model is applied to the case of SIIEE.com, structuring the digital marketing plan according to its six components: Situation, Objectives, Strategy, Tactics, Action, and Control. The use of this model ensures a logical, coherent, and results-oriented approach, aligning the brand's digital initiatives with its strategic and operational objectives. The analysis is based on real company data, complemented by benchmarking insights and best practices in the e-commerce sector.

In the Situation analysis, a performance evaluation of the website was carried out, together with a diagnosis of digital marketing strategies already in place and the identification of areas for improvement. Both PESTEL and SWOT analyses supported the development of subsequent stages and enabled the identification of specific applications based on concrete and verifiable data.

Following this analysis, SMART objectives were established, considered realistic and attainable. This model, widely used in strategic goal-setting, relies on criteria of specificity, measurability, achievability, relevance, and time-boundedness, thereby contributing to greater clarity and focus in performance management.

The Strategy component of the SOSTAC® framework defines the guiding principles for achieving the objectives, ensuring consistency between the diagnosis of the current situation and the actions to be implemented. At this stage, SIIEE.com outlined its main strategic options in terms of segmentation, targeting, and positioning (STP), as well as the value proposition to be communicated to different audiences. The strategy prioritised strengthening the brand's digital presence, maximising campaign efficiency, and fostering customer loyalty in the highly competitive baby and family products market.

In the specific case of SIIEE.com, as an e-commerce website, the choice between a holistic approach and a purely paid advertising strategy could have a substantial impact not only on results but also on the long-term sustainability of the brand. The holistic approach integrates multiple channels, tactics, and techniques to create a consistent brand image and reinforce organic traffic. The strategy proposed here, therefore, involves a combination of SEO, content creation, social media management, influencer partnerships, and website optimisation. In essence, the integration of these strategies is expected to build a brand rooted in an engaged community, reducing costs and dependence on paid advertising, and enabling more effective operation within the niche.

The Tactics stage of the SOSTAC® model translates the defined strategy into concrete actions, specifying the channels, tools, and messages to be used to achieve the established objectives. At this stage, the digital marketing mix, the 7Ps (Product, Price, Place, Promotion, People, Processes, and Physical Evidence), was adapted to the context of SIIEE.com, along with the distribution of investment across channels such as social media, email marketing, paid advertising, and organic content. The clear definition of tactics aimed to ensure consistency in execution and to facilitate alignment across all operational areas of the brand.

The Action stage guided the execution of the digital marketing plan for the relaunch of SIIEE.com's new positioning. This included the development of a detailed editorial calendar, the use of content production tools, and the allocation of responsibilities. As outlined in the strategy and tactics, the plan comprised initiatives across four main fronts: website optimisation, social media, blog, and paid advertising (Meta and Google Ads). The content strategy followed the four-

quadrant model of content types, with an editorial line reflecting the personality and distinctive tone of the brand. Content production and management were carried out in-house using Canva Pro and ChatGPT Plus, while advertising campaigns were managed through Meta Ads and Google Ads.

The Control stage of the SOSTAC® model enabled the monitoring of the effectiveness of implemented actions, ensuring that the defined objectives were being met efficiently and within the established timeframe. This stage included the definition of key performance indicators (KPIs), the frequency of analysis, the monitoring tools employed, and the designation of responsibilities. For SIIEE.com, control held particular significance given the digital nature of the project, requiring a data-driven approach that facilitated continuous optimisation and informed decision-making.

The implementation of actions and campaigns began with the reorganisation and restructuring of the website according to the newly defined market niche. The effectiveness of individual actions was measured, the overall plan was assessed, and adjustments were made where necessary. Click-through rates (CTR) and SEO performance on product pages were also analysed, which clearly indicated the need to optimise existing content, namely alt descriptions, keywords, and headings on product pages.

3. RESULTS

The implementation of the integrated digital marketing plan produced consistent improvements across traffic, engagement, and sales metrics. Beyond descriptive reporting, the results reveal the strategic value of adopting a holistic approach, confirming that combining organic optimisation, content marketing, and paid media generates stronger synergies than relying on isolated tactics.

3.1. Overall performance comparison

During the two-month intervention, SIIEE.com recorded a 188% increase in sessions and a 154% rise in revenue compared with the homologous period of the previous year. Relative to the two months immediately before implementation, sales nearly doubled (+97%) and the conversion rate improved by 26%. These gains cannot be explained by seasonality alone, as the homologous period offered an appropriate benchmark, but rather reflect the effectiveness of the integrated plan.

Interestingly, the average order value (AOV) increased only marginally (+2%). This suggests that growth was primarily volume-driven, with more customers purchasing rather than existing customers spending significantly more. For e-commerce firms, this distinction is crucial: while

volume expansion strengthens short-term revenue, long-term profitability often depends on increasing AOV through cross-selling, bundling, and loyalty-building tactics.

3.2. Paid campaign performance

Google Ads campaigns delivered the strongest contribution to conversions, achieving a ROAS of 7.2, an 85% improvement over the pre-intervention period. This confirms Google's role as a high-intent acquisition channel, effective in capturing consumers closer to the purchase decision stage. However, this also exposes the brand to volatility in cost-per-click (CPC) auctions and dependency on budget allocation.

By contrast, Meta Ads campaigns demonstrated weaker direct conversion outcomes but significantly boosted brand visibility, impressions, and engagement. Their contribution was therefore indirect, fuelling remarketing opportunities and strengthening brand recall. This asymmetry highlights the complementarity of the two platforms: while Google optimises for efficiency at the bottom of the funnel, Meta plays a critical role in awareness and top-of-funnel engagement.

The integrated approach reduced CPA by 34% compared with the earlier reliance on Google Shopping alone. This indicates that combining platforms generates cost-efficiency benefits and that a balanced allocation of resources across channels can mitigate risks of over-dependence.

3.3. SEO and website optimisation

Organic performance improved substantially following targeted interventions in meta descriptions, headings, and product keywords. Organic sessions grew by 61% relative to the homologous period, while CTR improved by an average of 22%. These gains validate the relevance of structured SEO practices in sustaining visibility beyond paid campaigns.

Nonetheless, the analysis exposed persistent weaknesses. Many product pages still lacked optimised alt descriptions, long-tail keywords remained underutilised, and internal linking was limited. These deficiencies restricted the scalability of SEO outcomes, demonstrating that while short-term improvements were achieved, long-term competitiveness requires systematic and ongoing optimisation.

From a strategic perspective, the findings reaffirm that SEO should not be considered a one-off intervention but a continuous process of refinement, particularly in competitive niches where incremental improvements accumulate into sustainable advantage.

3.4. Social media and content marketing

Social media engagement displayed moderate growth, with Instagram outperforming other platforms due to its visual orientation and alignment with the baby and family niche. However, user-generated content (UGC) activation was minimal, signalling a critical limitation: although UGC is recognised for enhancing authenticity and brand trust, the brand was unable to stimulate sufficient participation. This gap reflects the challenges smaller e-commerce firms face in mobilising communities without significant brand awareness or influencer partnerships.

The blog, relaunched as part of the content strategy, achieved modest traction but suffered from elevated bounce rates. This indicates partial misalignment between content topics, SEO intent, and user expectations. While AI tools (e.g., ChatGPT Plus) accelerated production, the findings suggest that efficiency gains must be balanced with editorial quality, tone differentiation, and thematic relevance to ensure engagement.

3.5. Financial performance

Financially, the integrated plan generated a return on investment (ROI) of 245%, demonstrating both sustainability and scalability. This result is particularly relevant for small-scale e-commerce ventures, where resource efficiency is a determining factor of survival. Importantly, ROI improvements were achieved not only through higher sales but also through reduced acquisition costs, confirming the strategic value of integration.

However, reliance on paid advertising remained significant, raising questions about long-term resilience. Without parallel reinforcement of organic channels and community-driven strategies, the cost structure could again become vulnerable to fluctuations in paid media costs.

3.6. Summary of results

Table 2. Comparative Results of SIIEE.com's Digital Marketing Plan

Metric	Pre-intervention (Feb-Mar 2023)	Intervention (Apr-May 2023)	Variation
Session	4,520	8,740	+93%
Conversions	110	217	+97%

Revenue (€)	5,540	10,620	+92%
Conversion Rate	2.4%	3.0%	+26%
Average Order Value (€)	50.36	51.44	+2%
ROAS (Google Ads)	3.9	7.2	+85%
CPA (€)	18.20	12.00	-34%

Source: SIIEE.com internal data, Google Analytics 4, Google Ads, Meta Business Suite

3.7. Critical interpretation

Taken together, the results demonstrate that the SOSTAC®-based plan significantly improved SIIEE.com's market performance, validating the relevance of integrated strategies in e-commerce. Yet, they also underline the multidimensionality of digital marketing effectiveness: paid campaigns guarantee short-term results, but their sustainability depends on the simultaneous development of organic growth drivers such as SEO, content, and community engagement.

The case highlights both opportunities and constraints: while integration drives efficiency and growth, over-reliance on paid channels, insufficient UGC mobilisation, and partial blog underperformance remain critical weaknesses. These findings provide a nuanced understanding of how digital marketing strategies unfold in practice and set the stage for the subsequent discussion.

4. DISCUSSION

The results obtained in this study confirm that integrated digital strategies substantially enhance the competitiveness of niche e-commerce ventures. However, a closer analysis reveals important nuances that deserve critical reflection.

4.1. Paid media as a conversion driver

The evidence demonstrates that Google Ads delivered the highest conversion efficiency, whereas Meta Ads were more effective in generating awareness and engagement. This asymmetry is consistent with prior studies that differentiate between the role of search-based and social

platforms across the consumer journey (Kingsnorth, 2019; Verhoef et al., 2015). The integrated approach reduced CPA and increased ROAS, highlighting the value of cross-platform orchestration. Yet, this dependency on paid channels also exposes vulnerabilities. Literature warns that excessive reliance on advertising platforms creates risks of escalating costs and reduced control, given the opacity of algorithmic allocation systems (Hund & McGuigan, 2019). The findings therefore suggest that while paid media ensures short-term growth, it should not be regarded as sufficient for long-term competitiveness.

4.2. Organic optimisation and structural weaknesses

The 61% increase in organic sessions and the improvement in CTR following SEO adjustments reinforce the long-established importance of structured optimisation practices (Orduña-Malea & Alonso-Arroyo, 2017). However, persistent weaknesses, such as the absence of alt text and underutilisation of long-tail keywords, illustrate that progress remains partial and fragmented. These shortcomings confirm arguments that SEO is not a finite task but a continuous process that requires iterative refinement (Deloitte, 2023).

Moreover, the blog and UGC strategies generated weaker outcomes, with high bounce rates and low participation levels. This is consistent with research showing that content effectiveness depends not only on efficiency in production but also on alignment with user intent and perceived authenticity (Hollebeek et al., 2014; Wahid et al., 2023). The limited mobilisation of UGC reflects difficulties faced by small e-commerce brands in building trust and identity strong enough to foster active community participation (Hajli et al., 2017).

4.3. Integration versus fragmentation

Perhaps the most salient insight is the difference between the integrated SOSTAC®-based plan and the previous reliance on isolated Google Shopping campaigns. The integrated model improved results across all dimensions: traffic, conversions, CPA, and ROI, demonstrating that fragmented approaches fail to capture synergies between paid and organic tactics. This observation resonates with the literature on omnichannel marketing, which emphasises that customer experiences and firm efficiency improve when touchpoints are coordinated rather than siloed (Dave & Ellis-Chadwick, 2022; Tran Xuan et al., 2023).

The data thus illustrate a tension: while integration provides superior short-term and medium-term results, its sustainability depends on whether the organic components mature sufficiently to

counterbalance dependency on paid platforms. In other words, integration without long-term investment in SEO, content, and community risks becoming a disguised form of paid reliance.

5. CONCLUSIONS

The digital marketing strategy designed and implemented for SIIEE.com demonstrated that even in highly constrained contexts, marked by scarce resources, the absence of brand history, and structural weaknesses in product competitiveness, it is possible to achieve significant economic viability and financial sustainability. The integrated plan produced a global return on investment of 245 per cent, confirming that well-structured approaches can generate measurable gains even in fragile settings. These outcomes are particularly meaningful in light of the project's initial shortcomings, which included a lack of product portfolio categorisation, limited market knowledge, and overdependence on paid advertising. While the overall results were positive, the study also exposed fragilities in product differentiation, weaknesses in social media strategy, and challenges related to digital attribution and traceability, all of which point to areas where further structural improvements are essential.

From a theoretical perspective, the study provides several contributions to the academic understanding of digital strategy in e-commerce. The first contribution lies in the empirical validation of the SOSTAC® model within a niche digital retail context. Planning frameworks such as SOSTAC® are frequently mentioned in both academic and professional discourse but are often applied superficially or partially. This research shows that a systematic application of all six stages of the model, from situation analysis to control, creates coherence across diagnosis, objectives, tactics and evaluation mechanisms. The evidence confirms that theoretical frameworks can move beyond rhetorical reference and become operational tools capable of delivering tangible results. A second contribution relates to the debate between integration and fragmentation in digital marketing. The findings clearly show that isolated tactics, such as exclusive reliance on Google Shopping campaigns, do not generate the same efficiencies as integrated plans where paid, organic and content strategies are orchestrated around common objectives. The study therefore provides empirical support for the view that effectiveness in digital marketing arises not from the performance of individual tools but from the synergies created when these tools are coordinated. A third contribution connects to the emerging literature on artificial intelligence in marketing. By documenting the gains achieved through the use of ChatGPT for content creation and product

insertion, the study adds evidence to the claim that generative AI can reshape productivity in digital operations. However, the findings also show that without human oversight, AI output risks lacking consistency and authenticity, which may affect brand identity and consumer trust. This duality enriches theoretical debates on the role of AI by recognising its capacity to accelerate processes while simultaneously raising questions about quality, authenticity and perception.

The practical implications of this case are equally relevant. For managers of small-scale e-commerce ventures, particularly those operating under dropshipping models, the study highlights the risks of weak portfolio management and the absence of strategic categorisation. Without clear distinction between high-potential and low-potential products, promotional resources tend to be wasted, resulting in reduced competitiveness and lower profitability. Strategic tools such as the BCG matrix, which were absent from SIIEE.com's initial approach, emerge as essential for ensuring that investment is allocated to products capable of generating sustainable returns. In addition, the evidence demonstrates that reliance on paid media, although capable of producing immediate sales, creates vulnerabilities related to cost volatility, algorithmic opacity and dependence on external platforms. Managers should therefore view paid campaigns not as a stand-alone solution but as one element of a diversified portfolio that must include ongoing investment in search engine optimisation, content marketing and community engagement. The study further illustrates that social media effectiveness does not derive from frequency of posting but from authenticity, resonance and the capacity to stimulate genuine user participation. For small brands, this means that stimulating user-generated content, even in modest quantities, may provide stronger returns than maintaining high volumes of low-engagement publications. Finally, the research shows that AI should be embraced as an enabler of efficiency, capable of reducing costs and scaling production. Yet, its integration should always be accompanied by human revision and brand alignment strategies in order to prevent inconsistencies and protect the perception of authenticity.

The study also acknowledges a number of limitations that must temper the interpretation of findings. The most evident limitation is the short time frame of analysis, restricted to two months. This period was insufficient to capture the effects of strategies that operate over longer cycles, such as SEO maturation, loyalty-building programmes, email automation and advanced A/B testing. It also constrained the capacity to evaluate seasonal fluctuations and repeat purchase behaviour, both of which are critical in understanding e-commerce dynamics. A further limitation

relates to the embryonic nature of SIIEE.com. With no consolidated brand history and low domain authority, the platform struggled to achieve significant organic traction and faced challenges in building consumer trust. This raises questions about the extent to which results are generalisable to more mature businesses with established reputations. Moreover, the study focused on a very specific niche, baby and prenatal products, which carries contextual particularities that limit direct transferability to other sectors. Methodological challenges also surfaced, particularly regarding attribution and traceability. The presence of anomalous traffic categorised as direct, likely the result of inadequate UTM tagging or the influence of adblockers, complicates precise attribution. This reflects broader difficulties in digital research, where tracking mechanisms are frequently disrupted by technological or algorithmic changes. Social media outcomes were also influenced by opaque moderation practices and phenomena such as shadow banning, which undermine organic reach and distort the transparency of performance evaluation.

These limitations open fertile ground for future research. Extending the analysis period to at least six or twelve months would make it possible to evaluate the sustainability of results, capture the influence of seasonality, and observe the cumulative effects of SEO and loyalty initiatives. Comparative studies replicating the SOSTAC® model across different technological infrastructures such as Shopify, Drupal or Joomla, or within global marketplaces such as Amazon and eBay, would allow for the identification of contextual variations in effectiveness. Further investigation is also needed into the organisational dimension of strategy implementation. Whereas this project was developed and executed by a single individual, future research could examine whether multidisciplinary teams generate proportional efficiency gains or produce different forms of integration. Finally, the rapid evolution of artificial intelligence demands focused academic attention. Future studies should move beyond descriptive accounts of productivity to quantify the added value of AI integration while exploring consumer perceptions of AI-generated content. This is particularly relevant given the accelerating sophistication of tools such as ChatGPT, MidJourney and Sora, which are increasingly capable of producing not only text but also visual and audiovisual outputs.

Understanding how consumers interpret and respond to such content, and whether they perceive it as authentic or artificial, is crucial for the future of digital marketing.

In conclusion, the study demonstrates that integrated digital strategies, when structured through coherent frameworks such as SOSTAC®, can transform the performance of niche e-commerce

firms, even under resource constraints. It shows that immediate results can be achieved through paid advertising, but long-term competitiveness depends on investment in organic growth, community engagement and rigorous portfolio management. It also reveals both the promise and the ambiguity of artificial intelligence, which enhances efficiency but raises new challenges of authenticity and trust. The theoretical contributions of this study enrich debates on strategic planning, integration of channels and the role of AI in marketing, while the practical implications provide clear guidance for managers seeking to navigate the complexities of digital retail. By acknowledging limitations and outlining a robust research agenda, the study establishes a foundation for further exploration of how digital strategies can be designed, implemented and optimised to ensure resilience, authenticity and sustainability in an increasingly competitive and dynamic marketplace.

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How to cite this article:
Fonseca, F.; Santos, V. R.; Sousa, B. & Pinhal. R. (2025). Holistic Digital Marketing Strategies for E-commerce Growth: A SOSTAC-Based Case Study of SIIEE. *International Journal of Marketing, Communication and New Media*, *Vol 13, Nº 25*, pp. 336-382. https://doi.org/10.54663/2182-9306.2025.v.13.n.363-382