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DIGITAL MARKETING STRATEGY DEVELOPMENT FOR SUMASHOP

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ABSTRACT

The rise of e-commerce has transformed the way consumers shop, forcing companies to adapt their marketing strategies to remain competitive. Sumashop, an online store owned by Suomen Pelikauppa Oy, has identified attracting new clients, boosting sales, and exploring cross-selling opportunities as key business requirements. However, the absence of a comprehensive and functioning digital marketing strategy posed a significant challenge.

This research aimed to develop a digital marketing strategy for Sumashop, utilizing a situational review of current digital marketing activities, evaluating the target audience, recognizing customer segments, examining their interaction with the e-commerce platform, exploring cross-selling opportunities, and proposing future improvements to achieve the formulated business goals.

The research project employed mixed methods research, combining qualitative and quantitative data collection to gain a comprehensive understanding of the research topic. Qualitative data were collected through a semi-structured interview with the owner of the commissioning company and by utilizing qualitative techniques for situation analysis. Quantitative analysis was applied to the numerical data acquired from web analytics tools. To identify distinct customer segments RFM (Recency, Frequency, Monetary) model is employed. The data collected is used to segment customers into different categories. To explore the possibility of cross-selling, market basket analysis is utilized.

The goal of the research was to develop a digital marketing strategy for the commissioning company by segmenting customers and creating targeted marketing messages to increase conversions and optimize the customer experience. The strategy aimed to attract new clients and boost sales, while also leveraging the company's cross-selling ability. The outcome of the research is a comprehensive digital marketing strategy that meets the initial business requirements of the commissioning company.

Keywords: digital marketing strategy, digital marketing, customer segmentation, cross-selling

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1 INTRODUCTION

1.1 Research background

Digital marketing has become increasingly important in recent years because it allows businesses to reach and engage with their target audience through targeted and measurable campaigns and provides valuable data and insights that can shape future marketing decisions. Additionally, digital marketing enables companies to build brand awareness, increase engagement, and gain a competitive advantage. By leveraging the latest digital marketing tools and techniques, businesses can create a strong online presence, reach new audiences, and make data-driven decisions to continuously improve their marketing efforts. Nevertheless, according to Kotler et al. (2020, 56), while digital technology has advanced the tools and techniques of marketing, it has not changed the fundamental nature of marketing.

The company commissioning this thesis is Suomen Pelikauppa Oy, which has a significant stake in the advancement of the digital marketing strategy for its online store, Sumashop.fi. Currently, Sumashop.fi is an online consignment store based in Finland that offers a wide range of entertainment products, including books, movies, music, games and clothes, with over 10,000 items in stock. Books represent the primary business sector for Sumashop.fi, while the clothing category differs from traditional second-hand stores as it exclusively offers brand new garments tailored for enthusiasts of movies, games, music, and literature. Suomen Pelikauppa Oy acquires new products from official suppliers and second-hand items from customers offline and online to maintain its stock. The company has employed up to four workers occasionally. Sumashop.fi operates in the field of "antikvariaatti" stores, meaning that the company offers used but rare books, CDs, vinyl records, DVDs, and other entertainment products that are in demand among collectors. The marketplace for such businesses includes offline and online flea markets, as well as other online used bookstores that are popular in Finland.

1.2 Development settings

In today's digital age, e-commerce has become an essential component of business operations, with online retail establishments seeking to attract, engage, and retain customers through digital marketing. As stated by Chaffey & Ellis-Chadwick (2016,178), to achieve this goal, an effective digital marketing strategy is needed, which involves analyzing the organization's environment and resources through a situational analysis. Digital marketing strategy should outline the strategic options and tactics to achieve the defined goals and objectives, taking into consideration the target markets, positioning, and elements of the marketing mix (Chaffey & Ellis-Chadwick 2016,178). One critical element of digital marketing strategy is customer segmentation. The segmentation based on RFM (Recency, Frequency, Monetary) model is an essential tool that helps direct marketers analyze individual customer purchase histories based on recency, frequency, and monetary value. Customer segmentation enables the business to attain and hold the most valuable consumers and refine financial streams from already acquired customers (Peppers & Rogers 2004, 121; Kumar & Reinartz 2018, 53). Another important area to explore in digital marketing is cross-selling opportunities. According to Berry & Linoff (2004, 287), market basket analysis is a data mining technique that helps to identify the preferences and decision-making processes of customers by analyzing their purchasing behavior. Cross-selling strategies based on this information can help to maximize revenue and customer engagement (Berry & Linoff 2004, 287).

Considering all these different factors the topic of this thesis: "Digital marketing strategy development for Sumashop" was developed. The purpose of this thesis is to formulate a digital marketing strategy for Sumashop, an online store. The initial key business requirements include attracting new clients, boosting sales, and exploring cross-selling opportunities. The absence of significant business results in attracting and retaining customers along with deficiencies in understanding Sumashop's audience and the lack of a comprehensive and functioning digital marketing strategy in use constitute the research problem. To attain the above-mentioned business goals, the company necessitates a

situational review of current digital marketing activities as well as an evaluation of the target audience and segmentation of its customers.

To fulfil the research purpose and assist the commissioning company in achieving its business goals, the following research questions must be addressed:

1. What are the current digital marketing channels, assets, and customer segments used by Sumashop and how effective is the current digital marketing strategy of Sumashop?
2. What are the cross-selling opportunities for Sumashop and how can they be leveraged to achieve the business goals?

Hence, the objectives are to analyze the current digital marketing channels and assets; to compare Sumashop's digital marketing activities with its competitors; to research market trends and intermediaries; to recognize the various customer segments present within Sumashop; to examine their interaction with the e-commerce platform, to explore the cross-selling opportunities and to utilize the results in order to create a proposal of digital marketing strategy beneficial to achieve the formulated business goals.

1.3   Research methods

As declared by Leavy (2017,164), mixed methods research is characterized by the collection and integration of both quantitative and qualitative data in a single study, which can potentially provide a more extensive and nuanced understanding of the phenomenon being investigated. Therefore, in order to gain a comprehensive understanding of a research topic and provide a holistic view of the topic, mixed method research is employed. Qualitative data is collected through semi-structured interview with the owner of the commissioning company. Moreover, qualitative data were obtained from the SWOT analysis of the e-marketplace, PEST analysis, and digital marketing competencies analysis. According to Walliman (2011, 99-100), interviews are more appropriate for questions that require follow-up inquiries to obtain comprehensive information. The use of interviews to query samples of individuals is a versatile method with various applications. A semi-structured interview incorporates both structured and

unstructured components, including both standardized and open-ended questions. (Walliman 2011, 99-100.)

As per Leavy (2017, 87), quantitative research prioritizes breadth, statistical descriptions, and generalizability. Objectivity, control, and precise measurement are central to quantitative research methods. These methods are often used in explanatory research, particularly in investigating causal relationships, associations, and correlations. (Leavy 2017, 87.) Hence, the quantitative analysis is applied for the numerical data, which is measurable and objective. The base for the quantitative analysis consists of data obtained from Shopify Admin Panel, Google Analytics and Facebook Business Insights tools, therefore, the primary data collection is acquired from web analytics. The full data collection is used to segment customers into different categories. Market basket analysis is applied to customer transaction data in order to explore cross-selling opportunities.

One potential ethical dilemma that could arise during the research is related to the privacy and confidentiality of customer data. Since the study involves collecting and analyzing data about customer behavior and transactions, there is a risk of breaching the privacy of individual customers. Therefore, all data collected is anonymized, any personally identifiable information is removed, and only aggregated data is used for analysis. All information gathered is stored securely to prevent unauthorized access or breach. Furthermore, the research followed ethical guidelines provided by South-Eastern Finland University of Applied Sciences.

1.4 Framework and the limitations of the study

The conceptual framework of the present study has been developed through a comprehensive review of the relevant literature on digital marketing strategy. This framework serves as a guide for the empirical research, as illustrated in Figure 1.
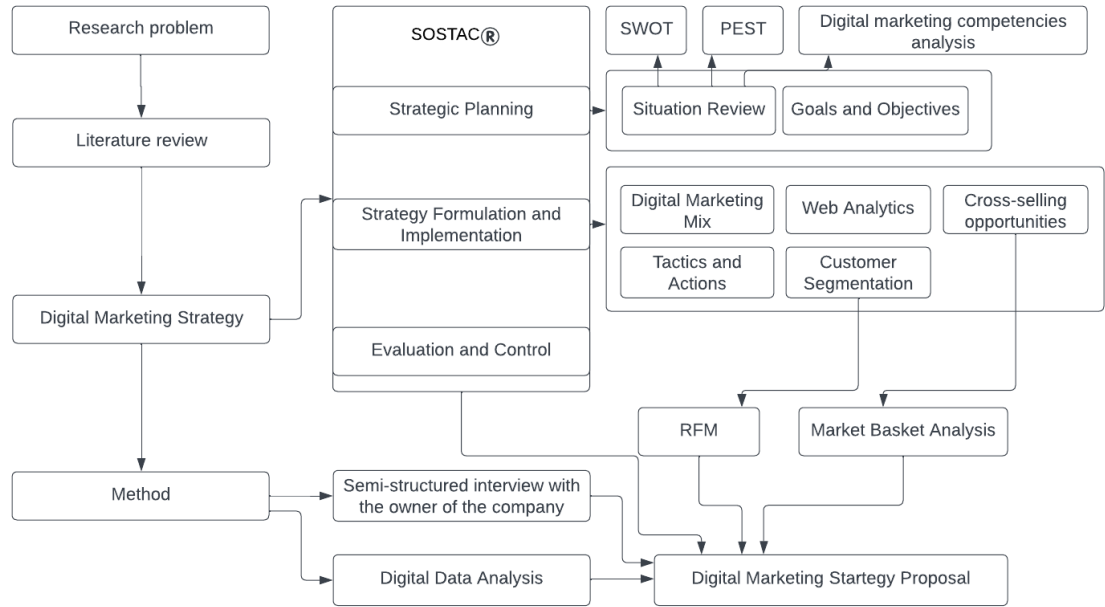
Figure 1. Conceptual framework of study research

Digital marketing plays a crucial role in e-commerce businesses as it helps to attract, engage, and retain customers through personalized experiences (Constantinides 2014; Kingsnorth 2016; Kotler et al. 2020). Developing a comprehensive digital marketing strategy is necessary for businesses to create a unique value proposition that differentiates them from their competitors (Chaffey & Ellis-Chadwick 2019; Ryan 2021). To plan such a strategy, businesses must conduct a situation analysis, which includes customer research, market segmentation, determining positioning, and creating value propositions (Chaffey & Smith 2017; Smith 2021). It is crucial to emphasize the importance of understanding target audiences and tracking and analyzing data to improve campaigns (Chaffey & Smith 2017; Kotler et al. 2020; Ryan 2021). Customer segmentation and developing customer personas and profiles are also essential for creating targeted and personalized digital marketing campaigns that resonate with ideal customers (Chaffey & Smith 2017; Chaffey & Ellis-Chadwick 2019; Kotler et al. 2020; Ryan 2021). Furthermore, providing a comprehensive understanding of the online customer experience is crucial for building trust and loyalty (Hemann & Burbary 2013; Kumar & Reinartz 2018; Chaffey & Ellis-Chadwick 2019). To achieve this, businesses can use different digital analytics tools and metrics, such as website traffic, conversion rates, and customer

engagement (Järvinen 2016; Chaffey & Smith 2017). In addition, proxy variables such as the RFM model can be valuable in grouping customers based on their value to the company (Peppers & Rogers 2004). Cross-selling, utilizing data mining techniques, can enhance profitability (Berry & Linoff 2004).

The present thesis consists of six distinct sections: an introductory part, a literature review, a description of the research and data collection methods utilized, a results section, a proposal for the development of a digital marketing strategy, and a concluding part. The literature review is concerned with the examination of several key topics, including the development of a digital marketing strategy, the digital marketing mix, situation analysis, customer segmentation, and cross-selling opportunities. These topics are crucial to address the research objective and to provide a solid theoretical basis for the research. The practical part, in turn, consists of the collection and analysis of data obtained through semi-structured interview with the commissioning company's owner, qualitative techniques and various web analytic tools. The third section provides an overview of the research methods and data collection procedures. In the fourth section, the research results are evaluated. The fifth section presents a proposal for the development of a digital marketing strategy, while the final section is dedicated to the conclusions drawn from the research.

Thesis research work is conducted for the commissioning party – Suomen Pelikauppa Oy which employs several business units under the same registration name. This research concerned only the online store which belongs to Suomen Pelikauppa Oy – Sumashop.fi, therefore the offline store under the same name was excluded from the research scope.

The research is not considering the implementation and execution of the proposed digital marketing strategy, as that falls outside the scope of the thesis. The boundary conditions of the research are the resources available for conducting the research such as customer and business data and data purity.

2   DIGITAL MARKETING STRATEGY DEVELOPMENT

In accordance with Ryan (2021, 33), when considering the development and implementation of a digital marketing strategy, there are only two crucial questions that must be addressed: digital presence of company's customers and suitability of products for digital sale. Having determined the need for a digital marketing strategy, the next step is to develop a tailored plan that is unique to the business. There is no universal solution to digital marketing success, and it is important to be critical of the online success made by others. The development of an effective digital marketing strategy must be based on a thorough understanding of the specific circumstances of the business. The ingredients for success, although consistent across businesses, must be tailored to the individual organization. (Ryan 2021, 33.)

Moreover, the world of digital marketing is constantly evolving, with new technologies and strategies emerging continually. In order to achieve success in this realm, enterprises must remain abreast of the most recent trends and optimal methodologies. By leveraging digital channels, e-commerce businesses can reach customers where they are spending their time online and provide personalized experiences that meet their needs and preferences (Constantinides 2014; Kingsnorth 2016; Kotler et al. 2020).

Over the course of the past 50 years, the value of customers has evolved from being a source of sales revenue and profits to becoming a valuable asset that co-creates value with businesses and forms an interactive brand relationship. With the digitization of assets, businesses, consumers, and clients have converged into an interdependent ecosystem. (Kotler et al. 2020, 51.) To understand target audience a customer persona and customer profiles can be utilized. In conformity with Kotler et al. (128-130), customer personas are fictional representations of an organization's ideal customers used to create effective marketing campaigns. Customer profiles, on the other hand, are detailed descriptions of real customers used to track and analyze their behavior and purchasing patterns with digital technology (Kotler et al. 2020, 128-130).

As stated by Venkatesan et al. (2021, 1), the 3 main strategic features of successful marketing are segmentation, targeting, and positioning. According to Kumar & Reinartz (2018, 53), customer segmentation alongside with customer life-cycle patterns assist the business to attain and hold the most valuable consumers and refine financial streams from already acquired customers, therefore the research primarily focuses on customer segmentation.

As claimed by Chaffey & Ellis-Chadwick (179-180), the scope of digital marketing strategy, besides development of a desktop and mobile-responsive website, includes the following aspects:

- Usage of marketing automation tools for customer relationship management
- Optimization of the customer experience across multiple channels.
- Utilization of online intermediaries and influencers.
- Implementation of social media marketing, both through user-generated content on the company's own site and through major social networks such as Facebook, Google, LinkedIn, and Twitter.

To provide an organized approach to the process of planning and digital strategy development the SOSTAC® method developed by PR Smith (2021) is used. According to Smith (2021, Introduction: Introduction to SOSTAC ®.), SOSTAC® is a comprehensive strategic planning process that involves five key steps, including situation analysis, objectives, strategy, tactics, actions, and control. For the current research, the SOSTAC® model is structured to offer guidance to the commissioning company during the strategic planning stage (situation analysis), strategy formulation and implementation stage (goal and objective setting, necessary tools and techniques), and evaluation and control stage (performance indicators) (Smith 2021, Introduction: Introduction to SOSTAC ®).

2.1 Strategic planning

The process of strategic planning begins with a thorough analysis of the current situation, which helps to identify strengths, weaknesses, opportunities, and threats. The situation analysis is an analysis of the current digital marketing environment, including customer analysis, competitor, marketplace analysis (micro and macro-environment levels) and internal review. Setting goals and

objectives is the next important step in strategic planning as it provides a clear direction for the organization's digital marketing efforts. Conducting a situation review before setting goals and objectives helps to ensure that the goals and objectives are realistic and achievable based on the current market conditions, customer needs, and competitive landscape. By conducting a thorough situation analysis, the organization can identify any challenges or opportunities that may impact its ability to achieve its goals and adjust its objectives accordingly.

2.1.1 Situation review

As stated by Chaffey & Ellis-Chadwick (2019, 301-302), in traditional marketing planning, conducting a situation analysis involves evaluating the present effectiveness of a company's endeavors. To be more precise, the situation analysis entails appraising the company's internal competencies, resources, and processes, as well as examining its performance within the market. It also involves scrutinizing the immediate competitive surroundings (micro-environment), which encompasses factors such as customer behavior and demand, competitor strategies, marketplace framework, and relationships with suppliers and partners. Besides a situation review examines the broader context in which a company functions involves analyzing factors such as economic progress, governmental regulations, legal concerns, taxation policies, and social and ethical considerations, such as data protection and consumer privacy. (Chaffey & Ellis-Chadwick 2019, 301-302.) According to BigCommerce (2023), the e-commerce industry is known for its rapid growth, technological advancements, and evolving consumer behavior, making it crucial to understand its unique challenges and opportunities when conducting a comprehensive analysis.

Chaffey & Smith (2017, 3-4) identify five major components of situation analysis tailored to the digital marketing strategy specifically. They are: achievement of goals (5Ss - Sell, Serve, Speak, Save and Sizzle); understanding of customers; SWOT analysis of e-marketplace; perception of the brand and internal competencies and resources (Chaffey & Smith 2017, 3-4). Smith (2021, Chapter 1: Situation Analysis) highlights the necessity of examining market trends, which

encompass both opportunities and threats. The following five subchapters present an overview of all the various types of analyses necessary for the development of a digital marketing strategy.

2.1.2 Customer analysis

The process of situation analysis commences with comprehending the customer. This information is crucial for developing a digital marketing strategy that is tailored to the target audience and is more likely to resonate with them, resulting in better engagement and conversion rates. Customer analysis also helps businesses to segment their market and develop customer personas and profiles, which are essential for creating personalized and targeted marketing campaigns.

As per Smith (2021, Chapter 1: Situation Analysis), conducting a complete analysis of customers provides insights into the "who," "why," and "how" of their behavior. As declared by Daimond (2019, 120-121), further understanding of the designations of who, what, how, and why can be gained by examining different types of data, including descriptive data, behavioral data, interaction data, and attitudinal data. Descriptive data pertains to "who" customers are, while behavioral data deals with "what" interactions they have had with the company. Interaction data is concerned with "how" customers interact with the company and helps to shed light on their motivations for doing so. Attitudinal data, on the other hand, provides insight into the "why" behind customer interest in the brand. (Diamond 2019, 120-121.)

In compliance with Chaffey & Smith (2017, 566), furthermore, the analysis involves comparing the effectiveness of online channels, such as websites, in reaching, influencing, and directly delivering sales. It's important to determine the number of customers who exclusively make purchases online, those who browse online but buy in-store, and those who use price comparison websites. Additionally, it is helpful to know how many customers are willing to receive marketing messages via email, text, or physical mail, and whether these numbers are changing. This analysis should be repeated for different customer segments that require different products. (Chaffey & Smith 2017, 566.)

Customer personas and customer profiles can be employed as tools to comprehend the target audience. According to Kotler et al. (2020, 128-135), customer personas can be created to help businesses better understand their target audience and to deliver more effective online experience. Therefore, customer personas are fictional representations of an organization's ideal customers. To apply customer personas, businesses should first create detailed profiles of each persona, including demographics, interests, goals, behavior, and more. These personas can then be used to create content, create marketing campaigns, and design products and services that meet the needs of their target customers. A customer profile, on the other hand, is a more detailed description of a real customer. It includes information such as their demographic features, lifestyle, online and offline behavioral patterns and social habits. A customer profile is typically used to track and analyze the customer's behavior and purchasing patterns over specific time with application of digital technology. (Kotler et al. 2020, 128-135.)

2.1.3 Competitor analysis

The next step in situation review is a competitor analysis. As per Chaffey & Smith (2017, 566), during a competitor analysis, one of the key components is examining an organization's strengths and weaknesses relative to its competitors. This internal analysis is complemented by an external analysis which evaluates the opportunities and threats present in the market, including trends, competitor strategies, and other external factors. This comprehensive approach is commonly referred to as a SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis. By conducting a thorough SWOT analysis, businesses can gain a better understanding of their position in the market and identify potential areas for improvement or growth. (Chaffey & Smith 2017, 566.)

Pickton & Wright (1998, 102) argue that the SWOT analysis is a recommended framework due to its simplicity and effectiveness in directing attention towards critical business development and growth factors. It has the potential to be a significant tool in identifying the factors that can influence a firm's strategy and

success. However, the very simplicity that makes it useful can also be a disadvantage. (Pickton & Wright 1998, 102.)

As conveyed by Kotler et al. (2020, 53-54), internal capabilities, resources, and positive situational factors are considered as strengths that can aid the company in achieving its objectives and serving its customers. Conversely, internal constraints and adverse situational factors are classified as weaknesses that have the potential to impede the company's performance. Opportunities refer to favourable factors or trends in the external environment that the company can leverage to its advantage, while threats are unfavourable external factors or trends that may pose challenges to the company's performance. (Kotler et al. 2020, 53-54.)

In line with Chaffey & Smith (2017, 567), the website traffic, popular pages, inbound links, effective key phrases in organic search and online ads, and other pertinent metrics of competitors can be monitored and used in competitive analysis with SWOT model. Prospective customers and current customer base of competitors can also be located through attending relevant conferences or events, even those hosted by competitors (Chaffey & Smith 2017, 567).

2.1.4 Partners and intermediaries

The subsequent phase in the situational review entails analyzing partners and intermediaries. Consistent with Smith (2021, Chapter 1: Situation Analysis), the situation analysis should encompass an evaluation of the partners involved, examining their types, such as intermediaries like retailers or strategic alliances like marketing marriages, to determine the most effective ones for establishing new market pathways. Strategic partners are regarded as long-term strategic choices by some organizations, while others view them as tactical components of distribution or "Place." In certain cases, partners are considered the eighth element of the marketing mix. Smith emphasizes that managing, measuring, and nurturing partner relationships require dedicated resources, including effective communication. Therefore, some organizations acknowledge the importance of this aspect and have designated partner managers and partnership directors who

oversee various types of partners, including intermediaries such as price comparison sites or aggregators, affiliates forming a network of sites promoting the product or linking to the website, influencers comprising a network of bloggers, journalists, and social media personalities, marketing marriages/strategic alliances whose brands complement each other and have overlapping target audiences, allowing for the sharing of databases or campaign costs, link partners assisting in enhancing SEO, syndication partners sharing online content, and advertising partners whose websites share ad space over an extended period. The analysis should identify the currently available intermediary channels that are most effective and also assess those with the potential to emerge as successful in the future. This assessment should evaluate the functionality of these channels in relation to the brand and identify those that hold potential for future success. The selection of channels that can be utilized in the future is a strategic decision. (Smith, 2021, Chapter 1: Situation Analysis).

2.1.5   Competencies

The following step in the situation review process involves analyzing competencies. In agreement with Chaffey & Smith (2017, 568-569), an examination of the performance or results can reveal the strengths and weaknesses of a business. However, it is advisable to identify them before allocating the budget and waiting for the outcomes to materialize. A digital marketing capability analysis can be conducted at any given time to gauge an organization's digital competencies and comprehend its current status. This analysis offers a quick and efficient way to confront the reality of the business's digital capabilities.

The digital marketing analysis examines the digital marketing competencies of an organization in seven aspects across five stages, using a score from one to five (Figure 2). These aspects include strategic approach, evaluation and performance improvement process, management buy-in to investment in digital marketing, resourcing and structure for digital integration, data and infrastructure or platforms, integrated customer communications across Paid–Owned–Earned media, and integrated customer experiences across desktop and mobile devices.

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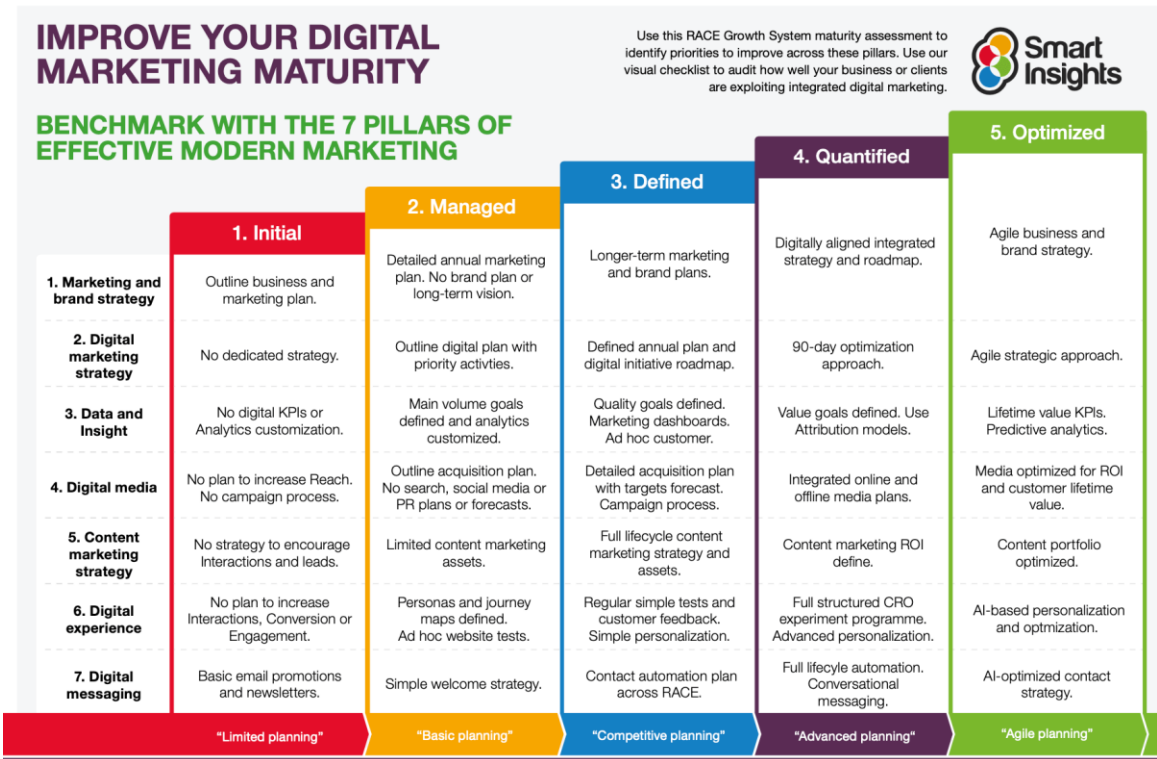|	1. Initial	2. Managed	3. Defined	4. Quantified	5. Optimized
1. Marketing and brand strategy	Outline business and marketing plan.	Detailed annual marketing plan. No brand plan or long-term vision.	Longer-term marketing and brand plans.	Digitally aligned integrated strategy and roadmap.	Agile business and brand strategy.
2. Digital marketing strategy	No dedicated strategy.	Outline digital plan with priority activties.	Defined annual plan and digital initiative roadmap.	90-day optimization approach.	Agile strategic approach.
3. Data and Insight	No digital KPIs or Analytics customization.	Main volume goals defined and analytics customized.	Quality goals defined. Marketing dashboards. Ad hoc customer.	Value goals defined. Use Attribution models.	Lifetime value KPIs. Predictive analytics.
4. Digital media	No plan to increase Reach. No campaign process.	Outline acquisition plan. No search, social media or PR plans or forecasts.	Detailed acquisition plan with targets forecast. Campaign process.	Integrated online and offline media plans.	Media optimized for ROI and customer lifetime value.
5. Content marketing strategy	No strategy to encourage Interactions and leads.	Limited content marketing assets.	Full lifecycle content marketing strategy and assets.	Content marketing ROI define.	Content portfolio optimized.
6. Digital experience	No plan to increase Interactions, Conversion or Engagement.	Personas and journey maps defined. Ad hoc website tests.	Regular simple tests and customer feedback. Simple personalization.	Full structured CRO experiment programme. Advanced personalization.	AI-based personalization and optmization.
7. Digital messaging	Basic email promotions and newsletters.	Simple welcome strategy.	Contact automation plan across RACE.	Full lifecyle automation. Conversational messaging.	AI-optimized contact strategy.
	"Limited planning"	"Basic planning"	"Competitive planning"	"Advanced planning"	"Agile planning"

Figure 2. Digital marketing capabilities (Chaffey 2023)

The analysis enables an organization to determine its stage of development, progressing from Stage 1 'Initial' (with no strategy, KPIs, etc.) to Stage 2 'Managed' (with prioritized activities and some KPIs, etc.), Stage 3 'Defined' (with a clearly defined vision and strategy, quality-based KPIs, partial integration of data and systems, etc.), Stage 4 'Quantified' (with KPIs with weighted attribution, integrated systems, etc.), and Stage 5 'Optimized' (with lifetime value KPIs, integral part of strategy, etc.). It provides an overview of the organization's strengths and weaknesses, enabling it to gain insight into its current status. (Chaffey & Smith 2017, 568-569.)

2.1.6 Market Trends

The final step in the situation review process entails the analysis of market trends. As declared by Smith (2021, Chapter 1: Situation Analysis), in every market, specific trends influence its performance, and it is necessary to identify relevant trends that arise from PEST (Political, Economic, Social, and Technological) or PESTED (which also includes Environment and Demographics)

factors. These trends can represent either an opportunity or a threat to the business (Smith 2021, Chapter 1: Situation Analysis).

In consonance with Chaffey & Smith (2017, 572-574), the process of analysis is not a one-time annual event, but a continuous monitoring of the market known as environmental scanning, which involves regularly reviewing statistics, websites, customer surveys, and reports. The external Opportunities and Threats (OT) in the SWOT analysis are influenced by the constant flow of change in the marketplace. Such changes can be attributed to the PEST factors, namely Political, Economic, Social, and Technological factors, which can impact online marketing, the variables that affect all markets, the trends that shape future online behavior, and the emerging technology. In addition, external opportunities and threats can also emerge from changes in the market, including customer behavior or new strategies pursued by intermediaries or competitors. It should be noted that in many markets, hyper-competition has emerged, where borderless and categoryless businesses (i.e., competitors from other industry sectors) have surfaced. Even traditional competitors can compete in new ways, such as by targeting customers via Facebook and LinkedIn. (Chaffey & Smith 2017, 572-574.)

2.1.7 Goals and objectives setting

Smith (2021, Chapter 2: Objectives) outlines that mission and vision statements are the ultimate objectives, which are accompanied by the customary key performance indicators (KPIs). As per Kotler et al. (2020, 41), an organization's primary goal is to explicitly state a specific purpose for achievement. Crafting a well-defined mission statement involves addressing fundamental questions like "What is the company's business?", "Who is the target audience?", "What do the company's customers value?", and "What should the business be?" Despite their apparent simplicity, these inquiries represent some of the most formidable challenges encountered by organizations. Successful organizations continuously pose and meticulously respond to these questions. Consequently, many organizations create formal mission statements that provide answers to these questions. A mission statement is a declaration of the organization's purpose and

what it aims to accomplish in the broader environment. A concise mission statement serves as an "invisible hand" that steers the organization's personnel. (Kotler et al. 2020, 41.)

There are various methods to establish objectives and their corresponding KPIs. According to Chaffey and Smith (2017, 578), the 5Ss framework serves as a useful foundation for establishing objectives. The 5Ss framework of digital marketing consists of five key objectives: sell (increase sales), serve (provide value to customers), speak (engage in dialogue and listen to customer feedback), save (reduce costs and increase efficiency), and sizzle (create unique online experiences to add value to the brand) (Chaffey & Smith 2017, 578).

2.2   Strategy formulation and implementation

In accordance with Smith (2021, Chapter 2: Objectives), clear and measurable objectives can be established following a comprehensive situation analysis. With defined objectives (aimed at determining desired outcomes), the next step is to address the question of "how the company is going to get there?" which pertains to the formulation of a strategic approach (Smith 2021, Chapter 2: Objectives). Chaffey & Smith (2017, 43) argue that in order to achieve its digital marketing objectives, a company's approach should be defined by its digital strategy, which should encompass an array of tactical digital tools as well as an updated marketing mix. One of the key advantages of digital marketing is the ability to track and quantify digital activities and utilizing data to guide effective marketing strategies. By using analytics tools and metrics such as website traffic, conversion rates, and customer engagement, online businesses can gain valuable insights into the effectiveness of their digital marketing efforts and make data-driven decisions to improve their results. (Chaffey & Smith 2017, 43.) Web analytics helps businesses make strategic data-driven decisions and gain insights into their customers' behavior, preferences, and needs (Järvinen 2016; Chaffey & Smith 2017). Another vital aspect of marketing strategy that enables companies to identify and target specific groups of customers with tailored messages and offerings is customer segmentation. Cross-selling is a significant component of a digital marketing strategy as it enables firms to boost their

revenue and enhance customer loyalty through the provision of supplementary products or services to their current clientele.

2.2.1 Components of digital marketing strategy

Smith (2021, Chapter 3: Strategy) identifies 9 essential components to consider when developing a digital marketing strategy, including Target Markets (essential), Objectives, Positioning (essential), Processes, Partnership, Sequence, Experience, Engagement, and Data. These components can be customized to suit individual strategies and may overlap or integrate with each other. The order of components can also be adjusted to fit the strategy. It is important to carefully consider each component to develop a clear and effective digital marketing strategy that meets objectives and enhances customer experience. In a marketing plan, or a digital marketing plan, the correct identification of two major strategic components is critical: target markets and positioning. Target markets involve dividing the market into segments and carefully selecting the appropriate segments to target, i.e., those customers that are easily reachable and highly interested in the product or service. Positioning, on the other hand, refers to how a brand wants to be perceived or positioned in the minds of its target market(s). Positioning forms the basis for creating brand propositions, which answer the question of what value the brand offers to its customers, and for crafting the customer experience (CX). In fact, defining the brand, the online value proposition (OVP), and the CX are integral to the overall marketing strategy. The OVP and CX also have an impact on the marketing mix. Ideally, a brand should position itself where there is a real customer need and little competition. (Smith 2021, Chapter 3: Strategy.)

2.2.2 Tactics and actions

As stated by Chaffey & Smith (2017, 44-46), tactics refer to the specific details and practical implementations of a broader strategic plan. This may include the utilization of various digital tools such as web landing pages, opt-in email incentives, digital media channels, and sponsorship. It is essential to understand the capabilities and limitations of each digital marketing tool in order to develop

effective tactics. Additionally, tactical decisions may involve considerations such as the platform or device used to access the content, such as whether it is on a desktop or mobile landing page or via social media. The RACE Planning framework is recommended to keep tactics focused on customer-centric content marketing. The framework involves five steps, including planning, reaching, acting, converting, and engaging, which are essential for reaching and engaging customers to meet business objectives. (Chaffey & Smith 2017, 44-46.)

2.2.3 Digital marketing mix

Smith (2021, Chapter 4: Tactics) highlights the overarching direction provided by the strategy, whereas the tactics, which comprise the marketing mix, represent the specific details of the strategy.

The digital marketing mix, also known as the online marketing mix, refers to the combination of tactics and strategies that a business uses to promote its products or services online. According to Kotler et al. (2020,14), the traditional marketing mix comprises of four main elements, known as the four Ps of marketing. These elements are product, price, place, and promotion (Kotler et al. 2020,14). Chaffey and Ellis-Chadwick (2016, 380) suggest that digital marketing has an impact on all aspects of the traditional and service marketing mix, leading to an extension of the 4Ps marketing mix to 7Ps.They outline the following components of digital marketing mix:

- Product: opportunities for modifying the core or extended product to suit digital environments
- Price: implications for setting prices in digital markets, including new pricing models and strategies.
- Place: implications for distribution in the context of digital marketing.
- Promotion: new online promotional techniques.
- People, process, and physical evidence: the focus is on how these elements of the mix relate to customer relationship management and managing an organization's digital presence.

By using the digital marketing mix to develop a comprehensive digital marketing strategy, businesses can create a unique value proposition that resonates with their target audience and sets them apart from their competitors (Chaffey & Ellis-Chadwick 2019; Ryan 2021).

2.2.4 Web analytics

In compliance with Chaffey & Smith (2017, 212- 214), website analytics can offer insights into customer demographics, interests, and purchasing behaviors. Website analytics can track web-site traffic, visits, page views, time spent on the site, and popular pages, while social media analytics can track engagement on social media posts, interactions with ads, and customer conversations. Point-of-sale data can shed light on customer purchasing habits and loyalty. (Chaffey & Smith 2017, 212- 214.)

As per Järvinen (2016, 19-20), in recent years, the term "digital analytics" has emerged as a replacement for "web analytics" as a more comprehensive term. This is because digital analytics encompasses the collection and utilization of digital data from all forms of digital media, not just websites. As evidence of this trend, the Web Analytics Association officially changed its name to the Digital Analytics Association in 2012. Nonetheless, it should be noted that web analytics remains a fundamental component of digital analytics and continues to be widely employed as a vital tool in this field. (Järvinen 2016, 19-20.)

2.2.5 Customer segmentation

According to Peppers & Rogers (2004, 88), to effectively manage customer relationships, it is crucial to treat each customer differently, which requires the ability to differentiate between them. Therefore, the primary prerequisite for any business to engage in this type of competition is to have a comprehensive understanding of their customers. However, identifying individual customers is a complex and often imperfect process. (Peppers & Rogers 2004, 88.) As stated by Kumar and Reinartz (2018, 53), companies that use customer segmentation as part of their marketing strategy are more likely to achieve higher profitability, customer retention, and customer satisfaction. Similarly, Peppers and Rogers (2004, 355) argue that by employing customer segmentation, marketers can devise customer strategies that are effective and efficient, resulting in increased profitability.

Moreover, An et al. (2018, 53) argue that customer segmentation is utilized by e-commerce companies and organizations to tailor content and products to specific customer groups based on their likely interests that as well addresses the research problem. As claimed by Venkatesan et al. (2021, 22-23), segmentation of customers into clusters is based on various factors, such as demographic traits, psychographics (which involves classifying them according to psychological factors, including attitudes or values), desired benefits from products/services, and past purchase and product usage behaviors. The selection of audience characteristics for customer segmentation must be aligned with marketing objectives and necessitates the utilization of managerial expertise and understanding of a company and its environment (Venkatesan et al. 2021, 22-23). According to Kumar & Reinartz (2018, 83-84), determining the level of activity for a customer or customer segment holds significant importance in effectively managing marketing interventions.

As claimed by Smith (2021, Chapter 1: Situation Analysis), once a percentage of website visitors is converted into customers and added to the database, the next step is to identify the best customers. It is essential to determine which customers are more likely to respond to the offers and which ones should be targeted with special promotions. For several decades, database marketers have utilized RFM to identify active customers who are likely to make repeat purchases throughout their customer lifetime. (Smith 2021, Chapter 1: Situation Analysis.) An et al. (2018, 54) define RFM analysis as a quantitative marketing technique that evaluates customer value based on recency, frequency, and monetary measures. Specifically, RFM analysis assesses when a customer last made a purchase (recency), how often they make purchases (frequency), and the amount they spend on each purchase (monetary) (An et al. 2018, 54).

As stated by Kumar & Reinartz (2018, 103-105), based on customer behavior in each of the three dimensions: recency, frequency, and monetary value numerical values or scores are assigned to each customer. These scores are used to rank customers and identify groups of customers with similar behavioral patterns. The authors note that using the RFM analysis method may result in an unequal

number of customers being assigned to each cell. This is due to the high likelihood of correlation between the individual metrics of R, F, and M. Nevertheless, for practical reasons, it is often necessary to ensure that an equal number of individuals are allocated to each RFM cell. In order to address this issue, a sorting technique can be applied to the data in order to achieve equal numbers in each RFM cell. (Kumar & Reinartz 2018, 103-105.)

2.2.6 Cross-selling opportunities

Kumar & Reinartz (2018, 210) define cross-selling as the practice of offering additional products or services to existing customers. According to Berry & Linoff (2004, 115), customer relationship management places a significant emphasis on enhancing customer profitability with current customers through up-selling and cross-selling. To determine what and when to offer, data mining techniques are utilized (Berry & Linoff 2004, 115). Kumar & Reinartz (2018, 154) argue that data mining is a useful tool in identifying target customers for cross-selling and up-selling in order to increase purchase rates and revenue. The process is known as predictive modelling and involves defining business objectives, sourcing and transforming data, and building analytical models using techniques like logistic regression or neural networks. In cross-selling or up-selling, the aim is to predict a customer's likelihood to purchase a set of products or services. (Kumar & Reinartz 2018, 154.)

To explore the possibility of cross-selling, market basket analysis can be employed. In line with Berry & Linoff (2004, 287-291), market basket analysis is a data mining technique that provides valuable insights into customer behavior by examining their purchase patterns. By identifying which products tend to be purchased together and which are most receptive to promotions, market basket analysis can inform decisions in cross-selling process. The technique becomes even more valuable when combined with individual customer data through loyalty cards or website registrations. In academic literature, market basket analysis is a set of techniques used to gain insights from point-of-sale transaction data. The most commonly used technique is association rules. Market basket data consists of transaction data that pertains to three entities: customers, orders (also known

as purchases or baskets), and items. In the context of market basket data, the order is considered as the primary data structure. It represents a solitary purchase made by a customer, which could be a customer placing an order for multiple items on a website. The order comprises various information such as the total amount of the purchase, additional shipping charges, payment type, and other pertinent data related to the transaction. (Berry & Linoff 2004, 287-291.)

Initially, market basket analysis comprised two parameters: support and confidence. However, some studies utilize conditional values such as trust, leverage, lift and conviction which also can be used to evaluate the strength of association rules (Ünvan 2020; Berry & Linoff 2004). According to Berry & Linoff (2004, 296-299), support is a measure used in market basket analysis to indicate the frequency with which a particular itemset appears in the transactions of a dataset. It is typically expressed as a percentage of the total number of transactions containing the itemset and can be calculated using the following formula: Support = (Number of transactions containing the itemset) / (Total number of transactions). A high support value for a particular itemset indicates that the items in the set are frequently purchased together. Confidence is defined as the quotient of the count of transactions that confirm the rule to the count of transactions in which the antecedent of the rule occurs. It can be calculated using the formula: Confidence = (Number of transactions confirming the rule) / (Number of transactions with the antecedent). It can also be expressed as the ratio of the number of transactions containing all the items in the rule to the number of transactions containing only the items in the antecedent. Mathematically, it can be represented as: Confidence = (Number of transactions containing all the items in the rule) / (Number of transactions containing only the items in the antecedent). The generated rules from the association rule mining process can be categorized into three types: useful, trivial, and inexplicable. Useful rules are those that reveal a relationship that was previously unknown or unexpected. Trivial rules confirm relationships that are already known or should be known. Inexplicable rules, on the other hand, lack a logical explanation and do not make sense. Such rules typically have weak support. (Berry & Linoff 2004, 296-299.)

As per Berry & Linoff (2004, 313), determining the optimal minimum support in association rule mining is contingent upon the specific data set and context. It is also feasible to adjust the minimum support during the mining process. One approach is to utilize different support levels at different stages of the analysis, which can facilitate the discovery of infrequent associations among popular items (by reducing the support threshold in subsequent stages), or relatively common associations among rare items (by raising the support threshold). (Berry & Linoff 2004, 313.)

In compliance with Aggarwal (2015, 148), association rule mining was developed to address the primary task of market basket analysis. This type of analysis can be highly advantageous for retailers, who can utilize the discovered patterns to inform their decision-making processes. Specifically, rules that are considered intriguing or surprising are especially valuable in the context of market basket analysis. Consequently, numerous conventional and alternative models for market basket analysis have been designed with these types of insights in mind. (Aggarwal 2015, 148.) Berry & Linoff (2004, 303-308) emphasize that collecting and utilizing data is an essential aspect of implementing market basket analysis, which heavily relies on the selection of items for analysis. Selecting the appropriate level of granularity is a crucial factor in the analysis. To facilitate the analysis, it is beneficial to have a hierarchical categorization of the items under consideration. By selecting the optimal levels in the hierarchy, the generalized items are expected to appear with equal frequency in the data, resulting in enhanced analysis outcomes. Nevertheless, the quality of the data utilized in market basket analysis can be not of superior quality. (Berry & Linoff 2004, 303-308.) Moreover, Vindevogel et al. (2005, 584) caution that the presence of associated products does not always imply a positive cross-price elasticity. In fact, research indicates that consumers tend to purchase multiple items from the same category in a single shopping session, a phenomenon known as "horizontal variety seeking." This behavior can lead to the formation of association rules among substitute products, which are expected to exhibit negative cross-price elasticities. Therefore, even though these products have a relationship,

implementing a price promotion may have an adverse effect on the sales of the associated product. (Vindevogel et al. 2005, 584.)

2.3   Evaluation and control

Ultimately, upon formulating the strategy, it is crucial to establish unambiguous performance metrics to monitor progress, ensure the attainment of objectives, and maintain adherence to the plan. Throughout the process, control mechanisms are in place to ensure that the plan is flexible and responsive to changing circumstances.

Smith (Chapter 1: Situation Analysis) underlines that the summary of efforts can be represented by KPIs, which provide objective measures of performance. It is important not to view numbers in isolation, particularly when assessing results. Context is necessary to determine if there is a trend over time and to compare performance with that of competitors. Therefore, the analysis of KPIs requires a comparison of results with historical data and benchmarking against the industry. (Smith 2021, Chapter 1: Situation Analysis.)

According to Chaffey & Smith (2017, 570-571), the performance analysis, like the competencies analysis, examines KPIs to identify areas of underperformance and excellence in the business. KPIs may include unique visitors, conversion rates, total numbers of sessions or visits, repeat visits, duration, most popular pages or products, clickthrough rates, and social media engagement. These KPIs can be quantified and used as objectives that can be constantly measured. For example, doubling or quadrupling the conversion rate can have a huge impact on revenue and marketing costs. It is important to track these metrics to understand how to improve the digital marketing strategy.

To gain further insight into engagement patterns over time, additional KPI ratios can be obtained for any website that utilizes a web analytics system. For instance, a report can be generated for a specific period, detailing the number of page impressions. Reports can also provide information on the average page views per visit and the average number of visits per visitor, allowing for analysis

of the impact of site improvements and marketing campaigns at various times. (Chaffey & Smith 2017, 570-571.)

3   DATA COLLECTION AND ANALYSIS

3.1   Research/development process

The present study employs a mixed method approach to explore the research problem in depth. According to Leavy (2017, 168), mixed methods researchers often employ both quantitative and qualitative approaches in their studies, drawing upon the different assumptions guiding each approach. Unlike other research methods, mixed methods research does not adhere to a particular philosophical belief system or theoretical framework. While there is ongoing debate within the mixed methods research community, the prevailing norm tends to be a pragmatist position. (Leavy 2017, 168.) Hence, the current research is guided by the philosophical stance of pragmatism. This chapter details the data collection and analytics techniques employed.

3.1.1   Qualitative research

Qualitative research in this study utilizes the semi-structured interview method along with several qualitative techniques, including SWOT analysis of the e-marketplace, digital marketing competencies analysis, and PEST analysis.

As claimed by Zikmund et al. (2009, 151), semi-structured interviews are a common research tool that involves presenting respondents with a set of open-ended questions in written format, typically in the form of short essay-style responses. Respondents have the freedom to provide as much or as little information as they desire, and the questions are often divided into sections, with probing questions following the opening question in each section. When conducted in person, semi-structured interviews offer the opportunity for less structured follow-up questions. One of the primary advantages of this approach is its ability to address specific issues in depth. Responses to semi-structured interviews are often easier to interpret than those obtained through other qualitative methods. As the questions can be prepared in writing ahead of time,

and if administered in writing, without the presence of an interviewer, this method can be cost-effective for researchers. (Zikmund et al. 2009, 151.) Brinkmann (2013, 21) argues that semi-structured interviews allow for more flexibility in following up on important topics and the interviewer can play a greater role in producing knowledge. Qualitative interviews are staged to produce knowledge and are not an end in themselves. The objective is to acquire descriptive accounts from the interviewee rather than reflections or theoretical interpretations. (Brinkmann 2013, 21.) Kallio et al. (2016, 2954) identify five distinct phases of development of a semi-structured interview guide: (1) identification of the prerequisites required for utilizing semi-structured interviews; (2) retrieval and integration of prior knowledge; (3) formulation of the preliminary semi-structured interview guide; (4) pilot testing of the guide; and (5) presentation of the complete semi-structured interview guide. Brinkmann (2013, 21) highlights that a semi-structured qualitative research interview can be strategically crafted to elicit detailed descriptions of an interviewee's lived experiences, aiming to unravel the underlying significance of the phenomena being discussed. The key elements of this definition are the purpose of the interview, obtaining descriptions, exploring the life world of the interviewee, and interpreting the meaning of the phenomena being described (Brinkmann 2013, 21).

In this thesis, the semi-structured interview was chosen since it allows the interviewer to have a set of predetermined questions and prompts, while also allowing for flexibility in the order and wording of questions, as well as the ability to probe further based on the participant's responses. Furthermore, the semi-structured interview method provides the researcher with the opportunity to explore complex and nuanced issues and to gather detailed information that may not be obtained through other research methods. The management responsibilities of Sumashop.fi are divided among its owners. One owner oversees service and accounting, while Petri Suomalainen focuses on IT maintenance and development, marketing, and overall online business growth. Given his relevant expertise, a semi-structured interview was conducted with Petri Suomalainen as the representative of the company. The selection of SWOT analysis of the e-marketplace, digital marketing analysis, and PEST analysis was

motivated by their inclusion in the situation review component of the SOSTAC® framework. Additionally, the decision to utilize these techniques in the research was driven by their recognized significance and effectiveness in obtaining relevant information during the situational review phase. The previous chapters, specifically Chapter 2.1.3, 2.1.4, and 2.1.6, have already discussed these techniques in detail.

3.1.2 Quantitative research

As conveyed by Zikmund et al. (2009, 134-135), quantitative business research refers to the empirical evaluation of research objectives through numerical measurement and analytical methods. In contrast, qualitative research requires less interpretation and can stand on its own. Quantitative research is particularly useful in situations where the research objective involves a managerial action standard. In quantitative research, researchers devote a substantial portion of their efforts towards measuring concepts using scales that generate numeric values, either directly or indirectly. These numeric values are subsequently used in statistical analyses and hypothesis testing. The process involves comparing numbers in various ways. (Zikmund et al. 2009, 134-135.) Leavy (2017, 92) indicates that quantitative research questions are deductive and focus on understanding the relationships between variables, their impact on different groups, and their definitions. Walliman (2011, 114) outlines that user-friendly computer packages, such as Excel and SPSS, can perform statistical calculations and presentations for individuals who do not have a strong mathematical background. However, it is important to understand the relevance and function of statistical tests and displays to their specific data sets. One should consider the number of cases available when selecting appropriate statistical tests, as tests are generally more reliable with a larger sample size. While some tests can work with less than twenty cases, typically more than twenty cases are required for meaningful analysis. To facilitate data manipulation, it is essential that data is compiled in a format that is easy to read and interpret. (Walliman 2011, 114.)

As defined by Kaushik (2010, 5), web analytics refers to the systematic examination of both qualitative and quantitative data from a website and its competitors. The purpose of this analysis is to facilitate an ongoing enhancement of the online experience for existing and potential customers, ultimately leading to the achievement of desired outcomes both online and offline (Kaushik 2010, 5).

Sponder & Khan (2018, 84) outline that web and data analytics are instrumental in providing both qualitative and quantitative data that sheds light on the behavior of customers and monitored websites. It is important to note that web and digital analytics should not be conflated with the broader concept of "Big Data" because in the context of web analytics, raw data collected from a visitor's web browser is structured into reporting suites, which are considered part of an organization's first-party data. These reporting suites provide easy access and usability for analysts and stakeholders seeking to extract insights from the data. (Sponder & Khan 2018, 84.)

Furthermore, Sponder & Khan (2018, 31) state that the analysis of internal search engine query logs enables stakeholders to develop need assessments and identify gaps in website content that would improve the experience of customers and potential customers. One significant benefit of implementing and running an internal site search on a website is that it enables the site owner to gain insight into the unmet needs of visitors. External search engine referral traffic, which only accounts for users who clicked on a search engine result leading to the website page, does not provide a complete picture. Additionally, searches where the website was displayed as an impression, or a link that was viewed but not clicked, are typically not captured by standard web analytics tools. However, platforms like the Google Search Console can capture these search impressions and integrate them with Google Analytics, if they are configured appropriately. (Sponder & Khan 2018, 31.)

Transactional point-of-sale data serves as the primary source for conducting RFM analysis and market basket analysis. This data is obtained in the form of records, capturing the details of individual transactions made by customers from

embedded database. According to Chaffey & Smith (2017, 460), within a database, there exist two categories: historical data and predictive data. Smith and Zook (2011 cited in Chaffey & Smith 2017) describe historical data, also referred to as "transactional" or "back" data, encompass various details such as names, addresses, recency and frequency of purchases, responses to offers, and the value of purchases. On the other hand, predictive data serves the purpose of identifying specific groups or subgroups that are more likely to respond to a particular offer. This is accomplished through the utilization of statistical scoring, wherein customer attributes (e.g., house type, business type, past behavior, etc.) are assigned scores to indicate their potential future behavior. (Chaffey & Smith 2017, 460.)

3.2   Data collection

Consistent with Chaffey & Smith (2017, 213- 214), in the realm of research techniques, there are two primary forms of data collection: primary and secondary. The former involves gathering original data, while the latter entails utilizing published research. Within the domain of primary research, there are two main categories: traditional marketing research methods and web analytics utilizing either server-based or browser-based techniques. Web analytics, in particular, offer unprecedented visibility into customer behavior. By analyzing clickstreams and page impressions, web analysts can gain insight into customers' interests and preferences and assess the efficacy of online campaigns. Moreover, digital body language analysis can be employed to construct useful customer profiles and gauge their readiness for more in-depth information, which can be delivered via email. Finally, data-mining software can be utilized to identify patterns and profiles in different online behaviors. (Chaffey & Smith 2017, 213-214.)

Table 1 provides a comprehensive summary of the various sources of data utilized in the study, including their nature, method of data collection, and the specific purposes for which they were used.

Table 1. Data collection summary

Sources of data	Qualitative/ quantitative	Primary/ secondary	Purpose
Google Analytics	Quantitative	Secondary	Digital performance analysis
Facebook Business Insights	Quantitative	Secondary	Digital performance analysis
Shopify Admin Panel	Quantitative	Secondary	Digital performance analysis
Shopify Admin Panel (point-of-sale data)	Quantitative	Primary	RFM analysis
Google Search Console	Quantitative	Secondary	Digital performance analysis
SQL data extraction from the company database (MySQL database)	Quantitative	Primary	Market basket analysis
Semi structured interview	Qualitative	Primary	To gain in-depth insights into Sumashop experiences, perspectives, and opinions related to the business.
SWOT analysis of e-marketplace	Qualitative	Secondary	Competitor analysis
PEST	Qualitative	Secondary	Market trends analysis
Digital marketing analysis	Qualitative	Secondary/ Primary	Analysis of digital internal competencies and resources

Quantitative data, which is measurable and objective, was derived from various tools such as Shopify Admin Panel, Google Analytics, and Facebook Business Insights. Therefore, web analytics served as the primary source for collecting quantitative data. For gathering qualitative data, the study employed techniques such as semi-structured interview, PEST analysis, SWOT analysis, and assessment of digital marketing competences. These methodologies enabled the acquisition of dependable and timely information directly from the company's proprietor or by collecting existing data pertaining to the company's aims,

objectives, present and potential clientele, intermediaries, rivals, and projected marketing and digital strategies that could influence the company's digital assets.

3.2.1 Qualitative research data collection

Semi-structured interview

Prior to conducting the interview, the research problem was scrutinized, and a set of three domains of interest with 21 corresponding questions was formulated and sequenced accordingly. These domains include strategic planning, strategy formulation and implementation, and evaluation and control. The interview was scheduled for 1.5 hours and was conducted face-to-face on 25 May 2023, at the company's offline premises. Since the research utilized the SOSTAC® method developed by PR Smith (2021), the areas of interest reflect the planning process of this method. The semi-structured interview guide was subsequently submitted to the thesis supervisor for validation. Although it is generally recommended to conduct a pilot test of the interview guide to identify any potential issues, the preliminary version of the interview guide was not sent to the intended participant, given that only one participant was available for the study. The complete guide formulated and posed during the interview can be found in Appendix 1. The interview was conducted in English.

SWOT analysis of e-marketplace

According to Varjonen (2021), currently, there are approximately fifty antiquarian bookshops in Finland. While some operate solely online, a significant number still maintain physical brick-and-mortar stores (Varjonen 2021). Initially, in order to analyze Sumashop's competitors, the specific key phrase "antikvariaatti netissä" (antiquarian online) encompassing the entirety of the business was utilized to conduct searches on Google and Bing browsers. The first two search results were then selected for the purpose of conducting a SWOT analysis. Subsequently, considering Sumashop's diverse categories, the primary competitors within the "books," "movies," "vinyl records," and "games" categories were identified based on the ranking of search results obtained from the following queries in sequential order: "osta käytetyt kirjat netistä " (buy used books online), "osta käytetyt elokuvat netistä " (buy used movies online), "osta käytetyt levyt

netistä" (buy used vinyl records online), and "osta käytetyt pelit netistä " (buy
used games online). The chosen search queries for the SWOT analysis of the
marketplace were selected based on their simplicity, but it should be noted that
there are numerous other user queries that could also be relevant for the
analysis. Certain competitors that had been included in the analysis through
previous search queries were excluded, leading to the selection of the
subsequent result. In total, seven companies were chosen for comparison with
Sumashop: antikvariaatti.net, antikvaari.fi, finlandiakirja.fi, kierratyskeskus.fi,
levykauppax.fi, vpd.fi, and vitosendivari.fi. The data was collected on 14 May
2023.

PEST and digital marketing competencies analysis

The PEST analysis conducted for Sumashop involved collecting secondary data
available on the Internet. This data collection process aimed to identify and
analyze relevant trends, opportunities, and challenges in the external
environment. Data for the analysis of Sumashop's digital marketing competencies
was obtained through a semi-structured interview with the owner of Sumashop,
during which specific questions were asked. Additionally, digital performance
analysis results were also used to gather relevant data for the analysis.

3.2.2 Quantitative research data collection

Web data collection

According to Nakatani & Chuang (2011, 172-173), web analytics tools collect
clickstream data and track users' navigation paths to process and present the
data as meaningful information. The purpose of web analytics is to understand
online customer behaviors, design actions that are influential to them, and
ultimately foster behaviors beneficial to the business, which can help achieve the
organization's goals.

Web analytics products and services can be categorized based on different data
collection methods, including web page tagging, web server log files, web
beacons, and packet sniffing. Page tagging involves collecting data with
JavaScript code embedded in web pages, which is then submitted to a data

collection center for analysis. Collecting data with web server log files is a low-cost method where the request-related data is recorded in a transaction log file and analyzed using web log analysis software. Web beacons are objects embedded in web pages that send requests to a data collection center and are used for tracking clickstreams and banner impressions. Packet sniffing is a network monitoring technique that captures and analyzes data in a packet. In practice, web analytics tools are mainly classified into page tagging and transaction log file analysis. (Nakatani & Chuang 2011, 172-173.)

As such, the present study is centered on the measurement of digital marketing performance, specifically as it pertains to digital analytics. The online metrics collection methods used in the research for accessing digital marketing channels, assets, and customer segments used by Sumashop and their effectiveness are server-based logfile analysis of site activity (Shopify Admin Panel and Facebook Business Insights tools) and browser-based site activity data (Google Analytics tool, Shopify Admin Panel tools). Google Search Console is utilized for collecting data about Sumashop.fi website performance. Point-of-sale data is obtained from the embedded reporting mechanisms within the Shopify e-commerce platform and directly from connected to Shopify MySQL database.

For the purpose of conducting a situational review of the current performance of digital marketing efforts, a specific timeframe from 1 April 2023 to 1 May 2023 was selected. The utilization of a one-month analysis enables a swift assessment of the ongoing digital marketing activities, providing a snapshot of recent endeavors and their impact on crucial metrics encompassing website traffic, conversions, engagement, and campaign performance. This real-time evaluation facilitates the identification of immediate areas that require improvement or optimization. Moreover, given the dynamic nature of the digital marketing landscape, as well as the ever-evolving trends and consumer behaviors, a one-month analysis permits timely decision-making and the implementation of necessary adjustments. Furthermore, the chosen period encompasses the Easter holidays, allowing for the examination of customer behavior during the extended

weekend, along with the assessment of their engagement on normal working days.

RFM model data collection

The data utilized for conducting the RFM analysis encompassed a specific timeframe from 13 March 2022 to 16 May 2023. This timeframe was chosen as it coincided with the company's migration from the Prestashop platform to Shopify, making it the only available data source for analysis purposes.

To retrieve the necessary data for the RFM analysis, an export of orders was performed within the Shopify Admin Panel. The data was exported in CSV format, and subsequently converted to the xlsx format to facilitate data analysis within an Excel worksheet. The initial data file consisted of 25,210 rows, encompassing all transactions. However, transactions without any financial results or payment data were removed from the dataset, as they held no value for the analysis. Additionally, test orders conducted by the owners, as well as customers lacking email addresses and personal information, were excluded from the dataset.

Following the data clearance process, a total of 9,334 rows remained available for analysis. Thereafter, a pivot table was created to facilitate the subsequent RFM analysis. Figure 3 presents a snapshot of the generated pivot table.

Customer ID	Max of Paid at	Count of Order ID	Average of Total
1	16.05.2023	2	16,65
2	16.05.2023	6	19,00
3	16.05.2023	1	9,90
4	16.05.2023	1	17,80
5	16.05.2023	1	6,90
6	16.05.2023	9	8,08
7	16.05.2023	3	15,80
8	16.05.2023	1	10,90

Figure 3.Snapshot of pivot table prepared for RFM analysis

Since the original table did not possess unique customer identifiers, simple ID numbers were generated based on the customers' email addresses, ensuring the protection of personal data while still providing a unique means of identification.

Market basket analysis data collection

In order to perform market basket analysis, the dataset used for analysis was obtained from the MySQL Database using SQL script as the standard Shopify report lacked the necessary information. The dataset utilized for analysis covered a specific timeframe ranging from 13 March 2022 to 20 May 2023. As Berry & Linoff outline (2004, 287), a single basket represents the purchases made by a customer at a specific instance. Moreover, a comprehensive compilation of all customers' purchases offers a more extensive dataset, revealing crucial insights into the retail industry by highlighting the merchandise customers are purchasing and the corresponding timeframes (Berry & Linoff 2004, 287). Therefore, the analysis employed transaction-level data instead of individual customer data. Each transaction represents a single purchase made by a customer and includes information about the items bought together in that specific transaction.

Initially, the dataset consisted of 22,175 entries. Entries that did not contain a product type or product tag were removed from the dataset, as they did not hold any value for the analysis. Some smaller product categories were merged into larger ones, such as combining "hooded sweatshirt" into the category of "vaatteet" (clothes). After completing the data cleansing process, a total of 17,447 orders were made available for analysis. These orders encompassed 8 distinct product types, namely "Elokuva" (Movie), "Kirja" (Book), "Mug," "Musiikki" (Music), "Muut" (Other), "Peli" (Game), "Sarjakuva" (Comic book), and "Vaatteet" (Clothes).

The data was further processed by transforming it into a pivot table in Excel, which was then converted into a matrix format containing 8,113 rules, as illustrated in Table 2.

Table 2. Market basket matrix sample

Transaction ID	Elokuva	Kirja	Mug	Musiikki	Muut	Peli	Sarjakuva	Vaatteet

4,44055E+12	T	F	F	F	F	F	F	F
4,44315E+12	T	F	F	F	F	F	F	F
4,44319E+12	T	F	F	F	F	F	F	F
4,4433E+12	T	F	F	F	F	F	F	F

This matrix served as the foundation for conducting market basket analysis using machine learning and data visualization software called Orange. The matrix represents a table with all the selected product categories for analysis, where a "T" (true) is marked if an item was purchased, and blank cells without any purchase are labeled as "F" (false).

3.3 Data analysis

3.3.1 Qualitative data analysis

Semi-structured interview analysis

In Miles et al. perspective (2014, Chapter 1: Our View of Qualitative Data Analysis), analysis comprises three parallel streams of activity, namely data condensation, data display, and conclusion drawing/verification. In the context of qualitative data analysis, data condensation refers to the process of selecting, simplifying, abstracting, transforming, and/or focusing the data that are present in the full corpus of empirical materials such as written-up field notes, interview transcripts, and documents. In the process of analysis, the second major flow of activity is data display. In a generic sense, a display refers to an organized and concise arrangement of information that enables the drawing of conclusions and taking of action. The examination of displays enables us to comprehend the situation and respond accordingly by either conducting further analysis or taking appropriate action based on our understanding. The third component of the analysis process is the drawing and verification of conclusions. Beginning from the onset of data collection, the qualitative analyst interprets the meaning of the data by identifying patterns, causal relationships, explanations, and propositions. The skilled researcher maintains a sense of openness and skepticism towards these conclusions, which initially may be ambiguous but progressively become more explicit and supported by evidence. Documentation of the qualitative

analysis process is crucial to facilitate learning and ensure transparency. (Miles et al. 2014, Chapter 1: Our View of Qualitative Data Analysis.)

The data for analysis were coded with descriptive codes to summarize data segments. According to Miles et al. (2014, Chapter 4: Fundamentals of Qualitative Data Analysis), in qualitative data analysis, a descriptive code is used to assign labels to data for the purpose of summarizing the basic topic of a passage. Typically, a noun or a short phrase is used to represent the key theme conveyed by the data (Miles et al. 2014, Chapter 4: Fundamentals of Qualitative Data Analysis). Therefore, all questions are labeled with either main themes or key topics of the situation review. These themes include strategic planning, customer analysis, content and web performance analysis, partners and intermediaries' analysis, competencies, market trends, strategy formulation and implementation, and evaluation and control. Each data label represents a specific aspect of the analysis, providing insights into the company's current situation, customer behavior, strengths and weaknesses, market opportunities and threats, and the implementation of strategies.

The verbal content of the face-to-face interview was transcribed into written form and organized into a matrix for ease of analysis (Appendix 2). Miles et al. (2014, Chapter 5 - Designing Matrix and Network Displays) defines matrix as a tabular format that facilitates the collection and organization of data for convenient viewing in a single location, enables in-depth analysis, and lays the foundation for subsequent cross-case analysis with other similar cases or sites.

According to Miles et al. (2014, Chapter 11: Drawing and Verifying Conclusions) during the analysis, the majority of the conclusions drawn are substantive and based on the content of the data. When conducting analysis on textual data or initial displays, it is common to observe recurring patterns, themes, or "gestalts" that unify multiple separate pieces of data. Typically, patterns of variables involve similarities and differences among categories, while patterns of processes involve connections in time and space within a specific context. (Miles et al. 2014, Chapter 11: Drawing and Verifying Conclusions.) Hence, the primary approach

used to derive meaning and draw conclusions from the semi-structured interview was identifying patterns and themes.

SWOT analysis of the e-marketplace

The key areas of focus for the SWOT analysis of the e-marketplace encompassed the website and its design, the social media platforms utilized, as well as the implementation of backlinks and SEO elements. Appendix 3 provides a comprehensive SWOT analysis of the e-marketplace.

Digital marketing competencies analysis

The digital marketing analysis was conducted to evaluate the digital marketing competencies of Sumashop across five stages, using a scoring system ranging from one to five, as explained in subchapter 2.1.5. The assessment covered seven aspects such as strategic approach, evaluation and performance improvement, management buy-in, resourcing and structure, data and infrastructure, integrated customer communications, and integrated customer experiences.

PEST analysis

A PEST analysis was conducted for Sumashop to assess the external factors impacting its business environment (Table 3).

Table 3. PEST Analysis for Sumashop

PEST Analysis	Factors to Consider
Political	Possible changes in regulations related to the sale of second-hand goods.
	EU and Russian restrictions on international trade affecting Russian customers and delivery to Russia.
	Unpredictability of the new Finnish government, leading to potential changes in taxation due to significant government loans.
Economic	Challenging economic conditions.
	Higher-than-expected inflation rate.
	Continued growth in unemployment levels.
	Changes in consumer spending patterns as customers prioritize saving money for regular bills, such as electricity expenses.
Social	Growing social trends of circular economy, sustainability, and recycling.
	Limited interest from elders in online shopping.

	Shift in consumer preferences from buying to subscribing.
	Increasing momentum of ethical consumption practices.
Technological	Integration of technological advancements, such as AI, in e-commerce.
	Challenges associated with the introduction of Google Analytics 4.
	Digital marketing trends for cookieless Internet.
	Technology adoption within Sumashop.

The analysis involved examining the political, economic, social, and technological factors that could influence Sumashop's operations and strategic decisions.

3.3.2 Quantitative data analysis

In order to provide comprehensive insights into website traffic and user behavior, tools such as Google Analytics, Facebook Business Insights and the Shopify Admin Panel were employed. Furthermore, the Google Search Console was used to monitor the presence of the Sumashop website in search engine results and to address any technical concerns that could arise. Table 4 summarizes all the reports, metrics, and their purposes for the research.

Table 4. Digital analytics reports, metrics and their purpose within the context of the research

Report	Metric	Purpose
Facebook Business Insights Report	Reach refers to the number of unique Accounts Centre accounts that viewed the ads at least once. It is distinct from impressions, which can include multiple views from the same account. Reach is an estimated metric and is reported in the time zone of the ad account. (Meta Business Help Centre 2023a.)	Displays the outcome of marketing endeavors, providing insights into the reach and effectiveness of paid advertising on Facebook.

Google Analytics Acquisition Report	Top Customer Acquisition Channels: Organic search, Google Ads, direct search, and referrals. Ecommerce Conversion Rate: Conversion rates for different acquisition channels. Revenue Per User (LTV): Value of revenue per user over a specific time period. (Google Analytics Help Center 2023a; Google Analytics Help Center 2023b.)	Reveals the performance and effectiveness of various customer acquisition channels, identifies conversion rates, and analyzes revenue generation from different sources.
Google Analytics Audience Behavior Site Content Report	Most Frequently Visited Pages. Average Time Spent on Pages: Measures the average duration of user visits to specific pages. Bounce Rate: Indicates the percentage of users who leave the website after viewing only one page. (Roy 2021.)	Analyzes user engagement, identifies popular pages, measures time spent on pages, and assesses bounce rates to evaluate the effectiveness of content and user experience.
Google Analytics Acquisition	Revenue by Traffic Source/Medium: Determines the revenue	Evaluates the revenue generated and conversion rates associated with various

Campaign Cost Analysis Report	generated from different traffic sources. Conversion Rate by Traffic Source/Medium: Measures the percentage of conversions from different traffic sources. (Google Analytics Help Center 2023d.)	traffic sources, providing insights for optimizing marketing campaigns.
Google Analytics Audience Demographics Report	Gender Distribution: Percentage of males and females in customer base. Age Distribution: Percentage of customers in different age groups. Age Group Insights: Breakdown of the largest age groups and their respective percentages. (Google Analytics Help Center 2023c.)	The report provides insights into the demographic composition of Sumashop's customer base, including gender distribution, age distribution, and language preferences. This information can be used to develop targeted content, campaigns, and personalized recommendations to engage customers across different age segments and languages.
Google Analytics Audience Geo Report	Country Distribution: Percentage of sessions originating from different countries. Language Setting: Most prevalent language	The report offers an overview of the geographical distribution of Sumashop's customer base, highlighting the majority country and language preferences. This information

	settings in users' browsers. (Google Analytics Help Center 2023b.)	can inform localization strategies and help prioritize marketing efforts in different regions.
Google Analytics Audience Interests Report	Affinity Categories (Reach): Percentage of users within specific affinity categories. In-Market Segments: Percentage of users belonging to specific in-market segments. (Google Analytics Help Center 2023c.)	The report analyzes users' interests and in-market segments, identifying the most relevant categories and segments based on user percentages. These insights can be leveraged for customer segmentation, content creation, campaign optimization, collaborations with relevant brands or influencers, and personalized customer experiences.
Google Analytics Audience Technology and Mobile Report	Device Usage: Percentage of customers using mobile devices, desktops, and tablets. Browser Usage: Percentage of customers using different browsers. Mobile Device Brands: Percentage of customers using specific mobile device brands.	The report provides insights into customers' device preferences and browser usage, which can guide the development of a mobile-friendly website, optimization of marketing campaigns for different devices and browsers, and targeted advertising strategies based on popular device brands.

	(Google Analytics Help Center 2023b.)	
Google Analytics Audience Behavior Report	New Users vs. Returning Customers: Percentage of new users and returning customers. Revenue Contribution: Percentage of revenue contributed by returning customers. Sessions and Pageviews: Number of sessions and pageviews in different instances. Session Duration: Distribution of sessions by duration. Session Quality: Percentage of sessions concluding with a transaction. (Roy 2021.)	The report focuses on user engagement metrics, highlighting the proportion of new users, the contribution of returning customers to revenue, session performance across different instances, session duration analysis, and session quality insights. These findings can inform customer acquisition and retention strategies, website optimization, and conversion rate optimization efforts.
Google Search Console Performance Report	Clicks: The number of times users clicked on the website's links in the search results. Impressions: The number of times the website's links appeared in the search results, regardless of whether they were clicked or not.	The report provides data and insights to optimize Sumashop website's presence in Google search results. It helps to understand how users are interacting with Sumashop, which queries are driving traffic, and how Sumashop website's visibility is evolving over time. It serves as a

	Click-Through Rate (CTR): The percentage of impressions that resulted in clicks. It is calculated as clicks divided by impressions, multiplied by 100. Average Position: The average ranking position of the website's links in the search results. A lower position indicates higher visibility, as it means the website appears higher in the search results. (Search Console Help Center 2023a.)	source of data-driven decisions to improve Sumashop website's SEO.
Google Search Console Page Indexing	Indexed Pages: The number of pages from the website that are currently indexed by Google. These are the pages that Google has crawled and included in its search index. Not Indexed Pages: The number of pages that are not indexed by Google. These pages have not been included in the search index and	The Page Indexing report in Google Search Console serves as a tool for monitoring the status of Sumashop's website pages within Google's index. Its purpose is to identify any potential obstacles that might impede the indexing process or result in indexing errors for specific pages. By gaining insights into which pages are not indexed or encountering indexing difficulties, Sumashop can implement suitable

	are not visible in Google search results. (Search Console Help Center 2023b.)	measures to enhance their indexing status and ensure the availability of their website's content to users through Google search.
Shopify Marketing Analytics Report	Online Store Conversion Rate: Measures the percentage of website visitors who make a purchase. Percentage of Sales Driven by Marketing Efforts: Determines the proportion of sales attributed to marketing activities. (Shopify Help Center n.d.)	Assesses the conversion rate of the online store, evaluates the impact of marketing efforts on sales, and identifies the effectiveness of marketing campaigns

Performing quantitative data analysis of Google Analytics, Google Search Console, Facebook Business Insights, and the Shopify Admin Panel involves extracting data from these platforms and analyzing it using various statistical reports and metrics.

RFM analysis

In the RFM analysis, three key factors were considered: the latest transaction date, the number of orders, and the average amount of spending money. The analysis was performed in Excel and utilized 5 buckets to categorize customers. The PERCENTRANK.EXC formula was utilized with an adjusted calculation to assign values to customer groups. According to Microsoft 365 Support (2023), this formula calculates the rank of a value in a data set as a percentage, ranging from 0 to 1 exclusive. The group under analysis consisted of 6,792 customers, who were sorted in descending order based on their most recent purchase date. Customers with earlier purchases were listed at the top, while those with more

recent purchases were listed at the bottom. The frequency process followed the same coding process as the recency analysis. However, for sorting the customers, the average number of purchases made by each customer within the selected period was used. As per Kumar & Reinartz (2018, 104), the average amount spent by customers in the chosen period should be considered. The monetary value coding process mirrored the recency and frequency coding approaches. Consequently, after completing the three steps (R, F, and M), individual scores for recency, frequency, and monetary value were assigned to each customer. These scores were then adjusted using slicers to facilitate ease of use (Figure 4).

Customer ID	Max of Paid at	Count of Orders	Average of Total	R rank	F rank	M rank
1	45062,9249	2	16,65	5	4	3
2	45062,9039	6	19,00	5	5	3
3	45062,8489	1	9,90	5	1	2
4	45062,84	1	17,80	5	1	3
5	45062,77	1	6,90	5	1	1
6	45062,7361	9	8,08	5	5	2
7	45062,736	3	15,80	5	5	3
8	45062,7004	1	10,90	5	1	2
9	45062,6012	1	7,90	5	1	1
10	45062,532	1	24,90	5	1	3
11	45062,5103	2	8,40	5	4	2
12	45062,4932	2	33,05	5	4	4
13	45062,4859	1	3,90	5	1	1
14	45062,3267	1	4,90	5	1	1

Figure 4. Snapshot of RFM analysis table

According to Narkhede (2023), one approach for customer segmentation is the utilization of the RFM matrix, as illustrated in Table 5.

Table 5. RFM matrix (Narkhede 2023)

Customer segment	Scores	Description
Champions	555, 554, 544, 545, 454, 455, 445	Customer segment with recent purchases, frequent transactions, and high spending.
Loyal Customers	543, 444, 435, 355, 354, 345, 344, 335	Customers who consistently spend a significant amount on the products and are responsive to promotions.

Potential Loyalist	553, 551, 552, 541, 542, 533, 532, 531, 452, 451, 442, 441, 431, 453, 433, 432, 423, 353, 352, 351, 342, 341, 333, 323	Customers who have made recent purchases, spent a substantial amount, and made multiple transactions (more than one).
Recent Customers	512, 511, 422, 421, 412, 411, 311	Customers with the most recent purchases, but infrequent transactions.
Promising	525, 524, 523, 522, 521, 515, 514, 513, 425, 424, 413, 414, 415, 315, 314, 313	Customers who have recently made purchases but have not spent a significant amount.
Customers Needing Attention	535, 534, 443, 434, 343, 334, 325, 324	Customer segments with higher-than-average recency, frequency, and monetary values. However, their most recent purchase may not have been very recent.
About to Sleep	331, 321, 312, 221, 213	Segments exhibiting lower-than-average recency, frequency, and monetary values. Immediate reactivation is necessary to retain these customers.
At Risk	255, 254, 245, 244, 253, 252, 243, 242, 235, 234, 225, 224, 153, 152, 145, 143, 142, 135, 134, 133, 125, 124	Customer segments characterized by high spending and frequent purchases, although their most recent purchase occurred a significant time ago.
Can't Lose Them	155, 154, 144, 214, 215, 115, 114, 113	Customer segment characterized by making substantial purchases in the past, yet they have not engaged with

		the company or made any subsequent purchases for an extended period.
Hibernating	332, 322, 231, 241, 251, 233, 232, 223, 222, 132, 123, 122, 212, 211	Customer segment with a considerable time gap since their last purchase. They exhibit low spending behavior with a limited number of orders.
Lost	111, 112, 121, 131, 141, 151	Customer segment with the lowest scores in terms of recency, frequency, and monetary value.

The present study employed this matrix for the purpose of segmenting customers.

Market basket analysis

Market basket analysis was conducted in Orange. According to the Orange website (Orange, n.d.a), Orange is an open-source machine learning and data visualization tool developed by the University of Ljubljana, it incorporates a graphic user interface, enabling users to perform exploratory data analysis without the need for coding. The utilization of the Orange software for market basket analysis has been acknowledged in scholarly literature. Martinez & Escobar (2021), for instance, employed the Orange software in their study on market basket analysis, specifically in the context of a home goods sales company, for the purpose of association rule mining.

The dataset was imported into the software, and the relationships between data entities were established using association rules (Figure 5).
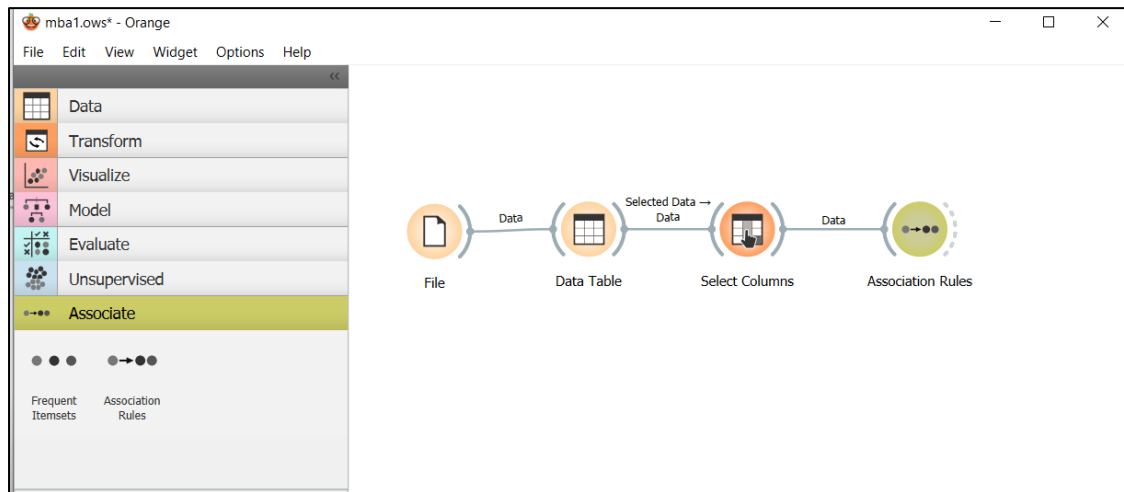
Figure 5. Market basket analysis in Orange - establishing connections and rules between data entities

According to Orange (n.d.b), the Association Rules widget in Orange software utilizes the FP-growth frequent pattern mining algorithm with bucketing optimization to effectively analyze conditional databases containing a small number of items. As per Aggarwal (2015, 119-121), the FP-growth algorithm is a recursive method that expands suffixes of frequent patterns. Like any other recursive approach, it involves a tree-like structure known as the recursion tree, along with a dynamic recursion stack that stores the variables relevant to the current recursion path. It is important to note that pattern-growth techniques, including FP-growth and Apriori, can be categorized as enumeration-tree methods due to their reliance on these recursive structures. (Aggarwal 2015, 119-121.) As indicated by Aggarwal (2015, 129), data analysis relying on association rules commonly follows a two-phase framework. In the initial stage, all patterns that meet the minimum support criterion are identified. In the subsequent phase, rules that meet the minimum confidence threshold are derived from the patterns. (Aggarwal 2015, 129.)

As reported by Orange (n.d.b), the Association Rules widget considers the complete itemset and excludes rules that do not align with the specified class values when generating classification rules. Users have the ability to establish criteria for rule induction by defining the minimal support, minimal confidence, and maximum number of rules. The minimal support denotes the percentage of the entire dataset covered by both the antecedent and consequent of a rule,

while the minimal confidence represents the proportion of instances that satisfy the right side (consequent) relative to those that satisfy the left side (antecedent). The max. number of rules parameter enables users to restrict the number of rules generated by the algorithm to prevent significant performance degradation. Additionally, users can apply filters to the generated rules based on the antecedent and consequent components. (Orange n.d.b.)

The FP-Growth algorithm used in Orange has six parameters support, confidence, coverage, strength, lift, and leverage. According to Orange3-Associate, support is measured as the absolute number of instances. It represents the frequency of a specific rule or itemset occurring in the dataset. Confidence is expressed as a percentage and is calculated by dividing the total support by the support of the left-hand side (lhs) of the rule. It measures the likelihood of the consequent right-hand side (rhs) occurring given the antecedent (lhs). Coverage is calculated by dividing the support of the lhs by the total number of examples in the dataset. It indicates the extent to which the lhs occurs in the dataset. Strength is determined by dividing the support of the rhs by the number of examples associated with the lhs. It quantifies the extent to which the rhs is influenced by the lhs. Lift is calculated as the product of the total support, the number of examples, and the reciprocal of both the lhs support and the rhs support. It measures the extent to which the occurrence of the lhs influences the likelihood of the rhs occurring, while taking into account the baseline support. Leverage is computed by subtracting the product of the lhs support and rhs support from the product of the total support and the number of examples, and then dividing by the square of the number of examples. It assesses the difference between the observed support and the support expected under independence. (Orange3-Associate 2016.)

Citing the Tech Business Guide (2020), an important business implication of market basket analysis is the utilization of the lift metric. Lift enables companies to evaluate whether combining one product with another enhances the likelihood of a successful sale. Additionally, it allows researchers to identify association rules that have no impact or, worse, have a negative effect. Since lift is a ratio, it

can take values greater or less than 1, indicating whether the model performs above or below the average prediction. Therefore, if the lift value is greater than 1, the target response is more likely compared to the average response. Consequently, the association rule improves the chances of achieving the desired outcome. If the lift value is below 1, the target response is less likely compared to the average response. This indicates that the association rule diminishes the likelihood of achieving the desired outcome. A lift value of 1 indicates that the model or association rule has no effect on the outcome. (Tech Business Guide 2020.)

As highlighted by Martinez and Escobar (2021, 8), a confidence threshold of 1% can be employed to ensure that potentially interesting rules were not disregarded. Therefore, the minimum confidence value was established at 1%. Moreover, the minimum support value was set at 0.1% as it was found that only in this case did the results exhibit a lift value exceeding 1. Figure 6 presents the snapshot of outcomes of the market basket analysis conducted using these selected metrics.

Figure 6. The snapshot of outcome of market basket analysis performed in Orange tool

The outcomes in the snapshot highlight key patterns, associations, and relationships among items within the dataset, contributing to a deeper understanding of consumer behavior and product affinities.

4   RESULTS

This chapter presents the outcomes derived from a semi-structured interview conducted with the proprietor of Sumashop, accompanied by the results obtained from a situational review performed for the same enterprise. The situational review encompasses various aspects, including an analysis of the digital performance, an examination of customer understanding through the creation of customer personas and profiles, a SWOT analysis pertaining to the marketplace, an evaluation of partners and intermediaries, an analysis of Sumashop's digital marketing competencies, and a PEST analysis of market trends. Furthermore, the chapter incorporates customer segmentation achieved through RFM analysis, along with the identification of cross-selling opportunities based on market basket analysis.

4.1   Semi-structured interview

The first identified theme pertained to strategic planning, encompassing the company's mission, vision, and utilization of digital performance metrics. Suomen Pelikauppa Oy is a Finnish company that was founded in 2012 in Imatra by two brothers who share responsibility for its operations. Initially, Suomen Pelikauppa Oy focused on offline retail of new and second-hand games, videos, and music. However, the company's operations underwent a significant transformation due to the digitalization disruption. As a result, in 2014 the owners established a new digital channel, the online store, Sumashop.fi.

The company's strategic planning revolves around delivering a customer experience that caters to both online and in-store shoppers. Although Sumashop lacks a formal written strategy, its overarching goal is to improve customer experience and leverage technology-driven and data-driven solutions. Currently, Sumashop focuses on key metrics such as customer acquisition, customer retention, sales conversion rates, and customer feedback. Sumashop attracts customers through several channels, encompassing online platforms such as Google and social media, localized newspaper advertisements, and word-of-mouth referrals.

The second set of data obtained from the interview was categorized as customer analysis, unveiling insights into the customer persona concept, customer acquisition process, as well as customer pains and gains. According to the owner of Sumashop, their ideal customer persona is an avid buyer who frequently purchases products like vinyl records, books, and comic books. The persona is open to discovering new products, appreciating collectibles, and is willing to support niche companies like Sumashop.

Sumashop, due to its small business status, can capitalize by offering personalized services, good level of customer support, competitive pricing, and a diverse range of unique products. Additionally, Sumashop provides exclusive deals such as books, games and movies exchanges, as well as flexible discounts. Nevertheless, the company faces challenges related to limited customer service due to its small team size and resource constraints. Moreover, the management of physical and online inventory poses difficulties in fulfilling customer orders promptly.

Anticipating future customer needs, Sumashop recognizes the importance of providing more personalized services, tailored product recommendations, advanced search functionalities, faster delivery times, and a continuous stream of new items for sale.

Regarding the analysis of content and web performance, categorized under the label "Content and web performance analysis", Sumashop currently relies on regular newsletters to inform customers about discounts and new product offerings. Nevertheless, the company acknowledges the need to improve customer engagement through social media platforms like Facebook and Instagram, by consistently posting content and promptly responding to customer inquiries.

The fourth discussed theme pertained to the analysis of partners and intermediaries. Sumashop has established valuable partnerships and

intermediaries, including Kirjavalitys.fi, the largest book wholesaler in Finland, multiple wholesalers supplying vinyl, CDs, DVDs, and Blu-rays, a major video game product supplier, and a closely connected father's bookstore. These partnerships enhance Sumashop's product offerings and ensure a steady supply of inventory.

The fifth dataset was associated with the examination of competencies, encompassing an assessment of the company's strengths and weaknesses. While Sumashop faces challenges such as managing a vast product catalog and a limited workforce, the company leverages its strengths in sourcing rare items and handling IT-related issues independently without hiring dedicated professionals.

In relation to market trends, categorized under the label "market trends", Sumashop recognizes the opportunities for growth by expanding digital marketing channels, such as social media, and broadening their customer base. Furthermore, exploring partnerships with larger second-hand online sellers could provide additional opportunities for market penetration. Nevertheless, Sumashop remains cautious of threats posed by evolving customer preferences, such as the increasing preference for subscription-based services in movies and games. Moreover, inflation negatively impacts customer spending power, affecting Sumashop's revenue.

The final identified theme encompassed the formulation and implementation of strategies, focusing on areas such as digital marketing improvement, upselling, and cross-selling. To achieve their strategic objectives, Sumashop formulates and implements strategies to enhance customer service, improve shipping and response times, optimize product placement, and elevate the online presence. The owner aims to attain a prominent position in customers' online store searches, engage customers through social media interactions, segment customers for targeted marketing campaigns, and employ upselling and cross-selling techniques to boost sales. Utilizing Shopify as their ecommerce platform, Sumashop plans to incorporate onsite technologies, including product

recommendations and personalized suggestions, to enhance the customer experience.

Sumashop currently utilizes tools such as Shopify Reports, Google Analytics Ads Reports, and Izettle Cashier System. These tools enable them to track key website traffic, conversion rates, and customer reviews. Moreover, Sumashop plans to further refine their understanding of customer behavior by implementing customer segmentation and profiles, as well as generating comprehensive reports on marketing campaign performance.

4.2 Situation review

4.2.1 Digital performance

Applying the performance objectives analysis of the 5Ss framework for digital marketing, the primary aim of transitioning to online business was to increase sales. At present, Sumashop can be classified as a 'Clicks-and-mortar' organization with a multichannel selling approach. Initially, a direct online revenue contribution target was set at 25% of total sales transactions. However, the metric for tracking indirect online revenue contribution - the proportion of sales influenced by digital communications - was not established. Nevertheless, the Facebook Business Insights report displays the outcome of the marketing endeavors during the selected period indicating a paid reach of 36,065 unique impressions and 110,528 paid impressions displayed on screen.

In order to conduct a situational analysis of Sumashop's digital performance, a specific timeframe ranging from 1 April 2023 to 1 May 2023 was chosen.

Acquisition channels

The Google Analytics Acquisition Overview Top Channels Report reveals that Sumashop's top four customer acquisition channels are organic search (accounting for 42.9% of customers), Google Ads (38.6% of customers), direct search (11.9% of customers), and referrals (3.5% of customers) (Figure 7).
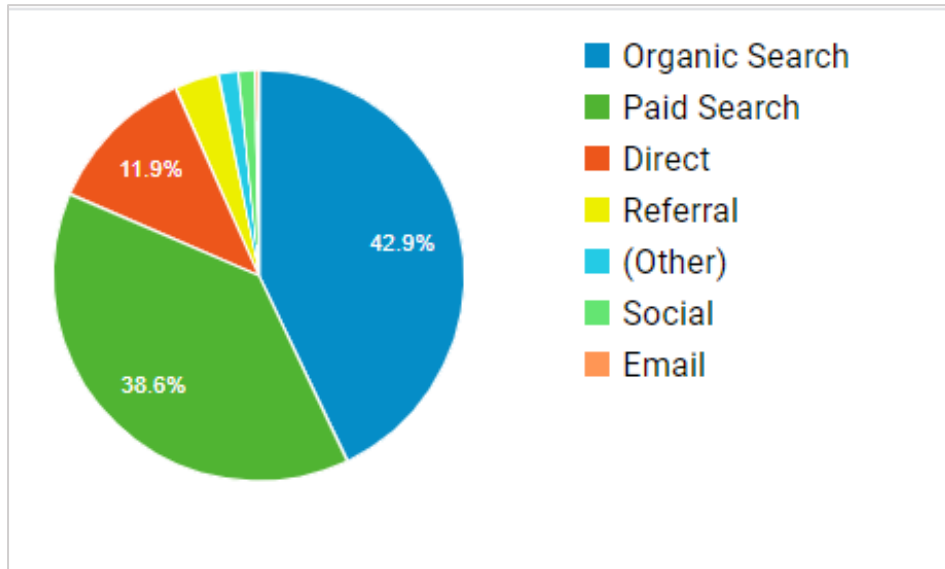
Figure 7. Google Analytics Acquisition Overview Top Channels Report for the period from 1 April 2023 to 1 May 2023

Notably, referrals have the highest ecommerce conversion rate of 34.12%, while other channels have rates of 1.07% or less (Figure 8).

	Acquisition			Behavior			Conversions
	Users ↓	New Users ↓	Sessions ↓	Bounce Rate ↓	Pages / Session ↓	Avg. Session Duration ↓	Ecommerce Conversion Rate ↓
	16,647	14,492	27,252	1.30%	9.03	00:02:41	2.43%
1 ■ Organic Search	7,712			1.10%			0.88%
2 ■ Paid Search	6,933			1.17%			0.93%
3 ■ Direct	2,130			2.24%			1.07%
4 ■ Referral	628			1.14%			34.12%

Figure 8. Google Analytics Acquisition Overview for the period from 1 April 2023 to 1 May 2023

User acquisition via email exhibits the highest bounce rate at 12.5%. In the first 90 days after acquisition, the Revenue Per User (LTV) exhibits a minimum value of 0.67 euros, gradually increasing to reach a maximum of 0.93 euros. Among the various acquisition channels, Paid search stands out as the most valuable channel, contributing 41.41% of the revenue generated (Figure 9). It is followed by Organic search, which accounts for 35.29% of the revenue, and Direct search with 19.77%. The remaining channels generate revenue ranging from 0.32% to 1.31%.

Acquisition Channel	Users	Revenue Per User (LTV)	Revenue (LTV)
	14,080 % of Total: 100.00% (14,080)	€0.93 % of Total: 100.00% (€0.93)	
1. Organic Search	6,139 (43.88%)	(80.42%)	(35.29%)
2. Paid Search	5,516 (39.43%)	(105.01%)	(41.41%)
3. Direct	1,833 (13.10%)	(150.90%)	(19.77%)
4. (Other)	196 (1.40%)	(56.98%)	(0.80%)
5. Social	157 (1.12%)	(28.92%)	(0.32%)
6. Referral	133 (0.95%)	(114.63%)	(1.09%)
7. Email	15 (0.11%)	(1,224.14%)	(1.31%)

Figure 9. Google Analytics Lifetime Value Acquisition Channel Report for the period from 1 April 2023 to 1 May 2023. The disclosure of commercial information is withheld at the request of the owner.

Customer engagement

Upon analyzing the Sumashop website, it can be observed that call-to-action elements are present, which mostly feature current marketing campaigns. The company does not offer discounts or pop-ups to encourage customers to make their first purchase. However, subscribing to newsletters is promoted with a 5-euro discount.

Another objective of digital marketing is to add value or provide service to customers. Sumashop stocks over 10,000 products, categorized into five main sectors: books, movies, games, music, and other products such as clothes, stickers, mugs, and mouse pads. Each of these categories has more than 20 subcategories, offering users a convenient selection of entertainment options. All the categories and their respective subpages on Sumashop.fi are clearly differentiated and user-friendly, making them easy to locate and access. The integration of a service chatbot for tracking orders and facilitating communication with users who encounter common issues or wish to sell items to Sumashop can be regarded as a value-adding component of the company's service strategy.

The measurement of online customer engagement serves as an important indicator of the effectiveness of Sumashop's service and communication strategies towards its online audience. Based on the data obtained from the Google Analytics Behavior Report during a selected timeframe spanning from 1

April 2023 to 1 May 2023, the search pages, main page, cart overview, and movies collections are the most frequently visited pages (Figure 10).

Page		Pageviews ↓	Unique Pageviews	Avg. Time on Page	Entrances	Bounce Rate	% Exit	Page Value
		246,024 % of Total: 100.00% (246,024)	104,480 % of Total: 100.00% (104,480)	00:00:20 Avg for View: 00:00:20 (0.00%)	27,245 % of Total: 100.00% (27,245)	1.30% Avg for View: 1.30% (0.00%)	11.07% Avg for View: 11.07% (0.00%)	€2.23 % of Total: 100.00% (€2.23)
1. /a/search		17,880 (7.27%)	3,816 (3.65%)	00:00:17	160 (0.59%)	2.53%	6.69%	€0.92 (41.00%)
2. /		14,501 (5.89%)	5,267 (5.04%)	00:00:16	4,278 (15.70%)	0.91%	9.64%	€0.48 (21.68%)
3. /cart		6,036 (2.45%)	1,430 (1.37%)	00:00:22	164 (0.60%)	4.43%	5.52%	€3.84 (172.13%)
4. /a/search?page=2		4,465 (1.81%)	1,312 (1.26%)	00:00:16	22 (0.08%)	0.00%	5.62%	€1.36 (61.10%)
5. /a/search?page=3		2,144 (0.87%)	694 (0.66%)	00:00:12	15 (0.06%)	6.67%	4.66%	€1.94 (86.92%)
6. /collections/elokuvat		1,759 (0.71%)	693 (0.66%)	00:00:19	117 (0.43%)	0.85%	4.49%	€0.70 (31.21%)
7. /checkout/contact_information		1,611 (0.65%)	1,166 (1.12%)	00:00:56	34 (0.12%)	60.61%	10.30%	€6.25 (279.73%)
8. /pages/tietoa-meista		1,434 (0.58%)	609 (0.58%)	00:00:46	99 (0.36%)	2.04%	20.78%	€0.48 (21.69%)
9. /a/search?page=4		1,228 (0.50%)	442 (0.42%)	00:00:14	2 (0.01%)	0.00%	3.99%	€2.31 (103.40%)
10. /checkout/shipping		1,183 (0.48%)	924 (0.88%)	00:00:47	18 (0.07%)	47.06%	8.45%	€8.49 (380.42%)

Figure 10. Google Analytics Behavior Site Content Report for the period from 1 April 2023 to 1 May 2023

However, the online value proposition of Sumashop, which highlights the unique benefits offered to online customers, is solely stated on the main page. Moreover, the average time spent by users on these pages is less than 23 seconds, suggesting a lack of engagement with the content. The low bounce rate on the search page indicates that users are finding relevant information on the website. However, the third search result page shows a 6.67% bounce rate, highlighting the need to improve the quality of search results. The highest bounce rates are observed during the checkout process, specifically on the contact information (60.61%) and shipping (47.06%) pages. Hence, Sumashop should prioritize identifying and resolving the issues contributing to the high bounce rates during the checkout process, particularly on the shipping pages, to enhance the user experience and boost the conversion rate.

Based on the data retrieved from the Google Search Console Performance Report for the period between 1 April 2023 and 1 May 2023, Sumashop.fi received a total of 71 clicks and had a total of 3.39K impressions (Figure 11).
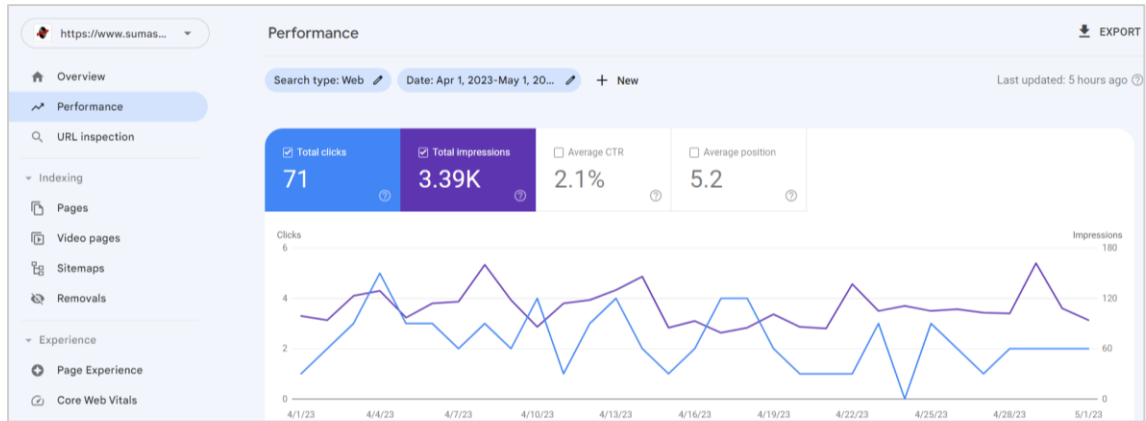
Figure 11. Google Search Console Performance Report for the period from 1 April 2023 to 1 May 2023

The average click-through rate (CTR) for the website is 2.1%. The average position of Sumashop.fi in search results, based on its highest position whenever it appeared, is 5.2. Analyzing the distribution of clicks over time, it is notable that the highest number of clicks (5) occurred on 4 April 2023, followed by 4 clicks on 10 April 2023 (a holiday), and 3 clicks on 8 April 2023 (the day before the holiday). These trends suggest that holidays and related events may have a positive impact on user engagement and website traffic. Developing holiday-themed campaigns, promotions, or special offers can attract more visitors and potentially increase conversions.

The top queries that drove traffic to the website were primarily branded queries, including "sumashop" with 42 clicks, "suma shop" with 6 clicks, and "antikvariaatti Lappeenranta" with 4 clicks (Figure 12).

Figure 12. Google Search Console Performance Report for the period from 1 April 2023 to 1 May 2023

The presence of branded queries indicates brand and customer recognition. Interestingly, the query "sumashop dvd-elokuvat" (DVD movies) also generated 2 clicks, indicating potential interest in specific product categories, Sumashop could consider optimizing its product offerings and marketing efforts to target and cater to this specific category, potentially expanding its selection or implementing targeted promotions.

The main page of Sumashop.fi, located at https://www.sumashop.fi/, received the highest number of clicks, which aligns with expectations (Figure 13).
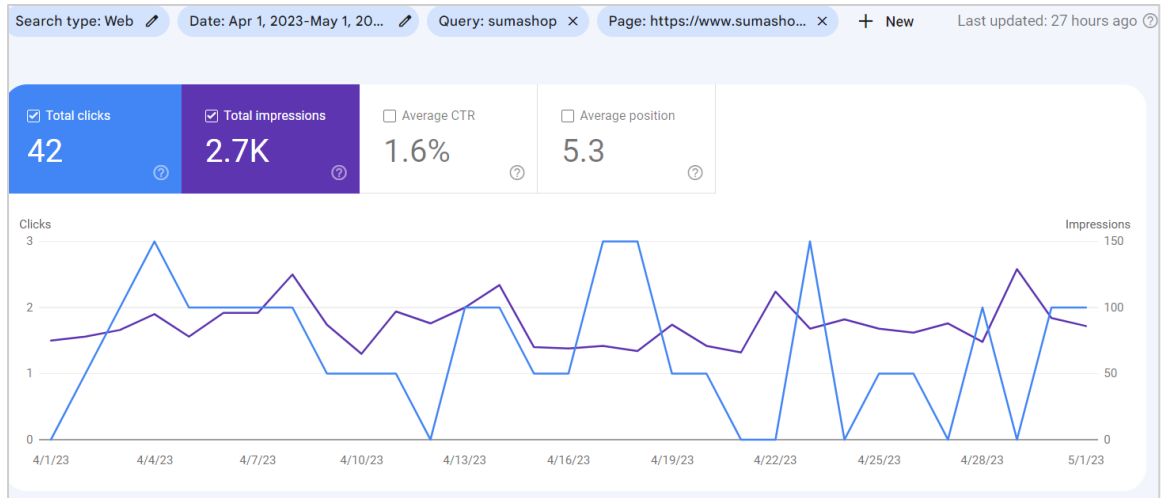
Figure 13. Google Search Console Performance Report for the main page of Sumashop for the period from 1 April 2023 to 1 May 2023

All queries were made from Finland, with the majority of clicks coming from mobile devices (22 clicks) and desktops (17 clicks), while only 3 clicks originated from tablet devices.

The Page Indexing Report indicates that 37 pages of Sumashop.fi have been indexed, while 21.1K pages remain unindexed. Among the unindexed pages, a significant number are pages with redirects (3870) and pages with a 404-error code (7558). Additionally, 9035 pages have been crawled but not indexed. This information suggests the presence of indexing issues and potential opportunities for improving the website's crawlability and indexability. Google Search Console Link report shows no data, it typically means that there are no external links detected by Google for the website being analyzed. Sumashop should consider implementing effective SEO strategies to attract backlinks from relevant and authoritative websites.

Communication channels

Sumashop employs several communication channels to enhance its brand awareness, influence customer opinion, and promote special offers, such as Facebook and Instagram business pages. However, currently, only Facebook utilizes digital marketing tools and campaigns, including paid advertisements. Sumashop's Facebook page has a rating of 4.4 stars with 28 reviews, and the number of followers has reached 1,800. Paid media includes Google Ads, such as paid search and display ads in Google Shopping, and Facebook promotion posts. In contrast, owned media encompasses the company's website and social media presence on Facebook and Instagram. LinkedIn, Google+, Twitter, and YouTube are not utilized for customer communication. Antikvariaatti Suma, an offline store with the same range of products and services, is a partner with a good level of word-of-mouth. Sumashop employs Google Shopping Ads as a type of search engine marketing (SEM) to display product images, descriptions, and prices at the top of Google's search results pages. To analyze the effectiveness of Sumashop's SEM for product items, three queries were conducted on Google in Finnish language related to popular movies: "osta 8 miles netistä" (buy 8 miles online), "osta Valamiehet netistä" (buy Jurors online), and "osta Sodan Kasvot

netistä" (buy Faces of War online). All queries returned Sumashop as the first result on the search results pages. Sumashop does not use opt-in emails on third-party e-newsletters.

Marketing performance

The Shopify Marketing Analytics Report indicates that Sumashop's online store conversion rate is 1.87% (Figure 14).
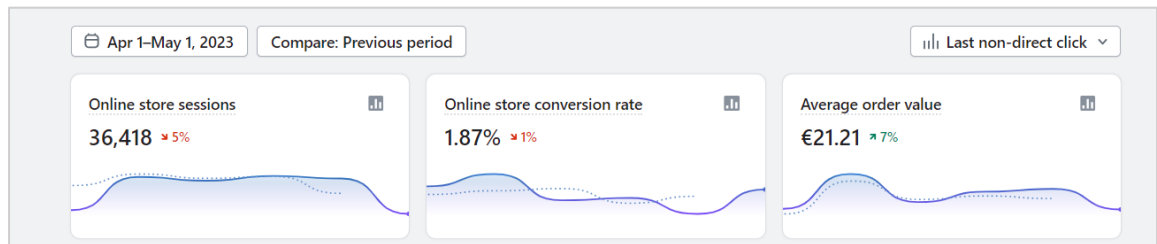

Figure 14. Shopify Marketing Analytics Report for the period from 1 April 2023 to 1 May 2023

According to Chaffey (2023), the average global e-commerce conversion rate for the industry is around 5.2%. Nevertheless, marketing efforts are responsible for driving 46% of the total sales.

Based on the Google Analytics Acquisition Campaigns Cost Analysis Report, it was found that the majority of Sumashop's revenue for the chosen period, specifically 90.85%, was generated by traffic from a paid search campaign on Google Ads, with a corresponding conversion rate of 0.93%.

Figure 15. Google Analytics Acquisition Campaigns Cost Analysis Report for the period from 1 April 2023 to 1 May 2023. The disclosure of commercial information is withheld at the request of the owner.

Google Shopping ads or Google Image search accounted for 3.4% of the revenue with a conversion rate of 0.47%. Moreover, the source/medium "abandoned_cart/email" in Google Analytics, which is typically utilized to track the effectiveness of email campaigns aimed at recovering abandoned shopping carts on an e-commerce website, contributed 5.69% of the total revenue with the highest conversion rate of 4.7%. The cost per 1,000 impressions (CPM) for Facebook advertising is $3.10, indicating a reasonably favorable cost with potential opportunities for optimizing the marketing budget. Nevertheless, Facebook paid ads and Sumashop newsletters have only attracted two new users for the company, without generating any revenue thus far.

Brand augmentation

Chaffey and Smith (2017, 41) outline that the Internet provides novel avenues to construct and reinforce a brand, thereby augmenting its appeal. This process involves offering additional benefits or value-added services to the customer, which extend the customer experience and elevate the brand image (Chaffey & Smith 2017, 41). Sumashop utilizes the service chatbot to assist customers with tracking their orders, resolving various issues, and selling their products online by providing only a few photos.

4.2.2 Customer understanding

According to the demographic data from the Google Analytics Audience Demographics Report (Figure 16), Sumashop's customer base is comprised of 56.8% males and 43.2% females.
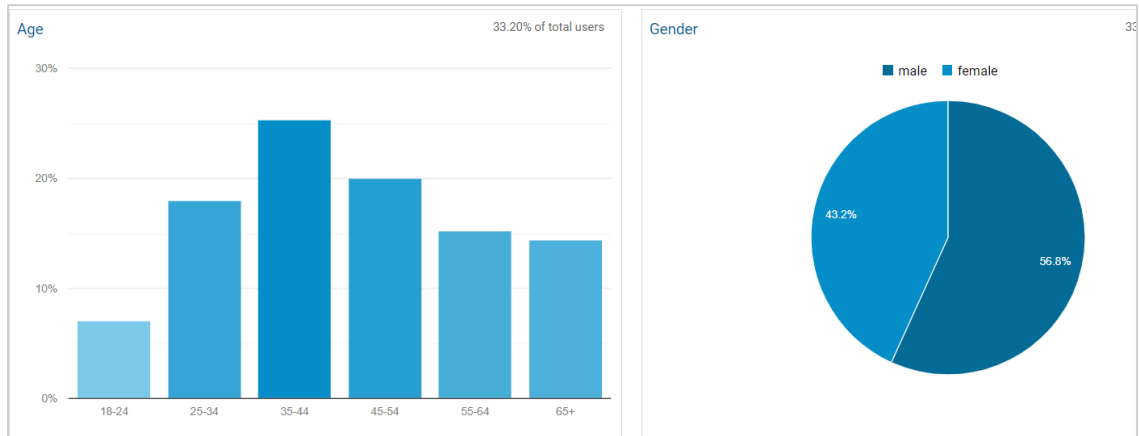
Figure 16. Google Analytics Audience Demographics Report for the period from 1 April 2023 to 1 May 2023

The largest age group consists of users aged 35-44 years, accounting for 25.28% of the total. The second and third largest age groups are 25-34 years old (approximately 18%) and 45-54 years old (19.99%) respectively. It is noteworthy that the combined group of customers aged 55 to 65+ years represents 29.67% of Sumashop's customer base, while users below 24 years old constitute a minority at 7.06%.

In terms of geographical distribution, the majority of sessions originate from Finland, accounting for 95.84% of the total (Figure 17).

Country	Acquisition	
	Users ↓	New Users
	16,647 % of Total: 100.00% (16,647)	14,502 % of Total: 100.07% (14,492)
1. Finland	15,957 (95.84%)	13,844 (95.46%)
2. United States	172 (1.03%)	168 (1.16%)
3. Germany	71 (0.43%)	68 (0.47%)
4. Sweden	55 (0.33%)	52 (0.36%)
5. United Kingdom	36 (0.22%)	36 (0.25%)

Figure 17. Google Analytics Audience Geo Location Report for the period from 1 April 2023 to 1 May 2023

The United States, Germany, Sweden, and the United Kingdom are the next four countries with the highest number of sessions, although their percentages are relatively small (ranging from 0.22% to 1.03%). Considering the customer base is primarily from Finland, it is not surprising that the most prevalent language setting in users' browsers is Finnish, followed by English as the second most popular language.

The Google Analytics Report on Interests: Affinity Categories (reach) reveals that 12.9% of the total user base falls within the specific affinity category under consideration. Similarly, the In-Market Segment report shows that 30.67% of users belong to the specific in-market segment being analyzed whereas 31.81% are classified under other user categories.

The highest affinity category observed is Media & Entertainment/Comics & Animation Fans (33.68%), followed by Technology/Mobile Enthusiasts (23.93%), cooking enthusiasts (Food & Dining/Cooking Enthusiasts) - 23.9%; Shoppers/Shoppers by Store Type – 8.15% and other various segments (Vehicles & Transportation – 1.7%; Banking & Finance – 1.63%, Beauty & Wellness – 1.33%; Travel – 1.15%) (Figure 18).

Affinity Category (reach)		12.90% of total users
33.68%		Media & Entertainment/Comics & Animation Fans
23.93%		Technology/Mobile Enthusiasts
23.90%		Food & Dining/Cooking Enthusiasts
8.15%		Shoppers/Shoppers by Store Type
1.70%		Vehicles & Transportation
1.63%		Banking & Finance
1.33%		Beauty & Wellness
1.15%		Travel
0.96%		Food & Dining
0.89%		Food & Dining/Frequently Dines Out/Diners by Meal

Figure 18. Google Analytics Report on Interests: Affinity Categories (reach) for the period from 1 April 2023 to 1 May 2023

The top five categories in the In-Market Segments Report are Autos &
Vehicles/Motor Vehicles (3.37%), Real Estate/Residential Properties (3.23%),
Apparel & Accessories (2.17%), Apparel & Accessories/Women's Apparel
(1.94%), and Travel/Trips by Destination/Trips to Europe (1.85%) (Figure 19).
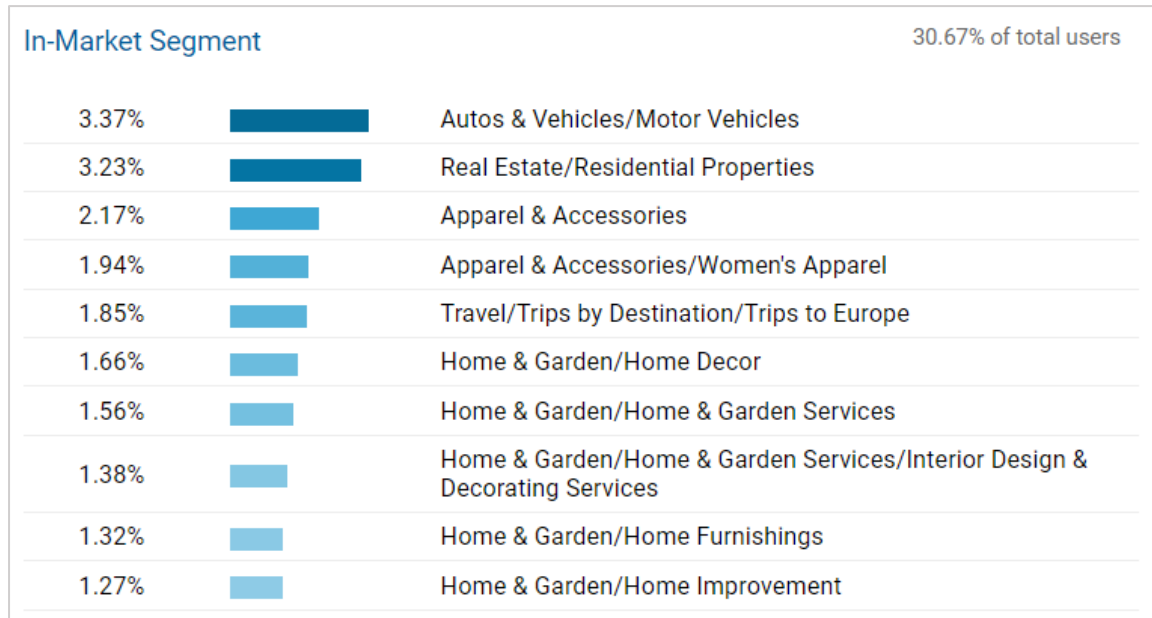
Figure 19. Google Analytics Report on Interests: In-Market Segment for the period of from 1 April
2023 to 1 May 2023

The Arts & Entertainment/Celebrities & Entertainment News segment, with a
proportion of 5.10%, emerged as the largest observed segment in the Other
Category Report. It was followed by the News/Newspapers segment at 4.27%
and the Sports/Team Sports/Hockey segment at 3.0%. All other categories
recorded percentages below 3%. The presented data is depicted in Figure 20.
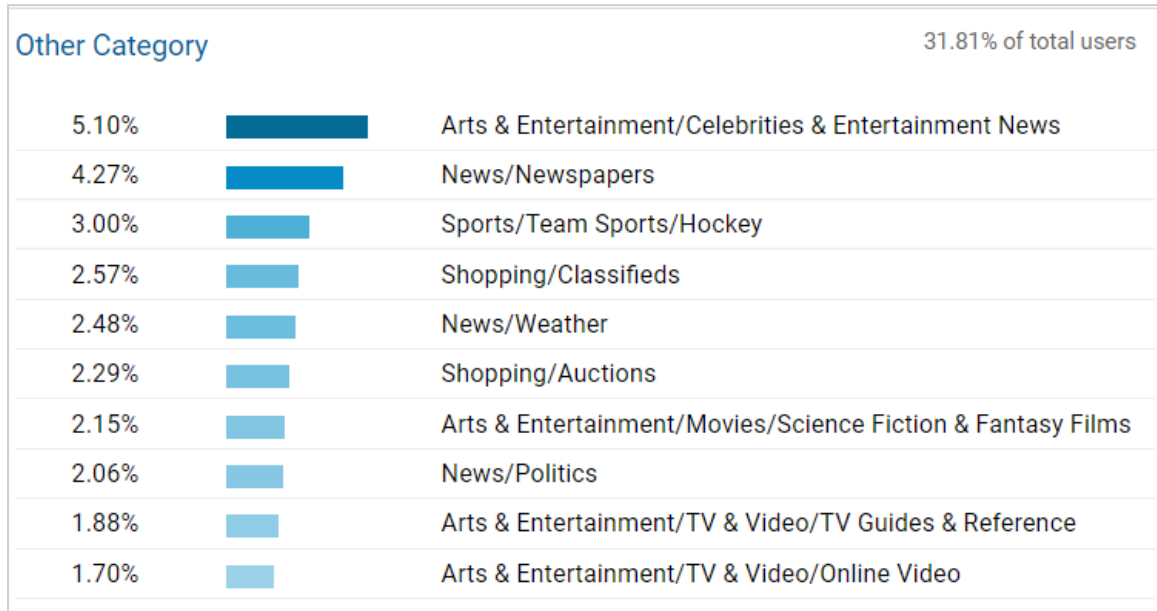
Figure 20. Google Analytics Report on Interests: Other Category for the period from 1 April 2023 to 1 May 2023

According to the Google Analytics Audience Mobile Report for the period of 01.04.2023 to 01.05.2023, the majority of Sumashop's customer base (66.67%) utilizes mobile devices for their interactions with the webstore, while 29.95% of users prefer desktop devices and only 3.38% opt for tablets (Figure 21).
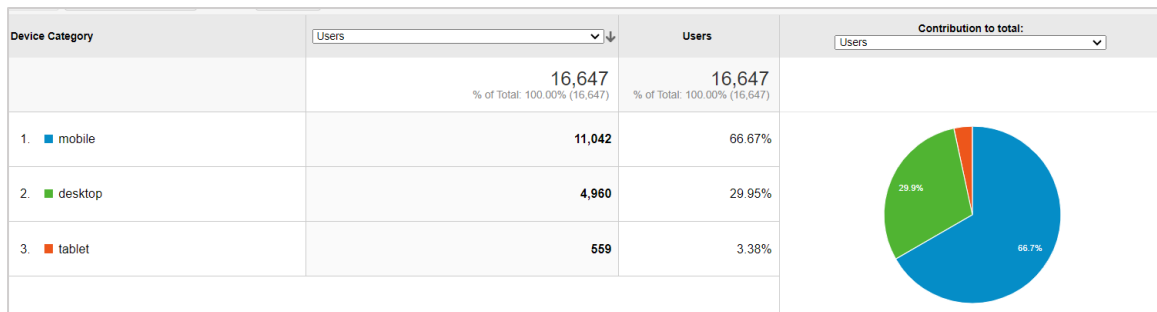
Figure 21. Google Analytics Audience Mobile Report for the period of 01.04.2023 to 01.05.2023

Chrome emerges as the most popular browser among customers, accounting for 60.41% of users, followed by Safari with a 20.29% user share. Firefox and Samsung Internet exhibit comparable usage rates at 5.93% and 5.86% respectively. Edge browser secures a position among the top five browsers and operating systems with a share of 3.87%, while all other browsers collectively account for less than 2.5%. Figure 22 depicts the report from which the data was obtained.

Browser	Users ⌄ ↓	Users	Contribution to total: Users
	16,647 % of Total: 100.00% (16,647)	16,647 % of Total: 100.00% (16,647)	
1. ■ Chrome	10,021	60.41%	
2. ■ Safari	3,365	20.29%	
3. ■ Firefox	984	5.93%	
4. ■ Samsung Internet	972	5.86%	
5. ■ Edge	642	3.87%	
6. ■ Android Webview	360	2.17%	
7. ■ Opera	204	1.23%	
8. ■ Safari (in-app)	30	0.18%	
9. ■ YaBrowser	3	0.02%	
10. ■ Internet Explorer	2	0.01%	
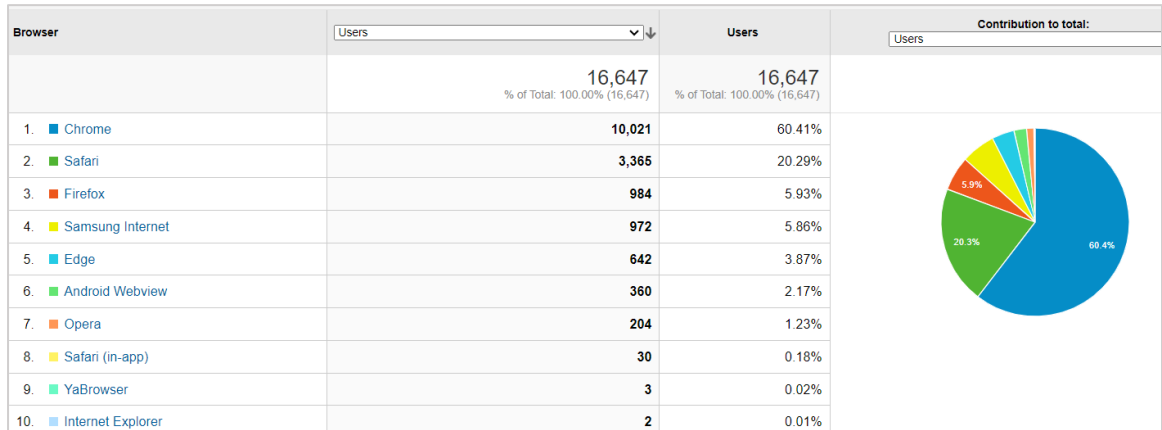
Figure 22. Google Analytics Audience Technology Browser & OS Report for the period from 1 April 2023 to 1 May 2023

In the context of mobile devices, Apple devices exhibit dominance, comprising over a quarter (25%) of the mobile customer base, whereas Wiko K-KOOL and Samsung devices trail behind with shares of 8.37% and 1.99% respectively. Other mobile device brands are represented by shares below 1.5%. Figure 23 illustrates the source report from which the aforementioned data was extracted.

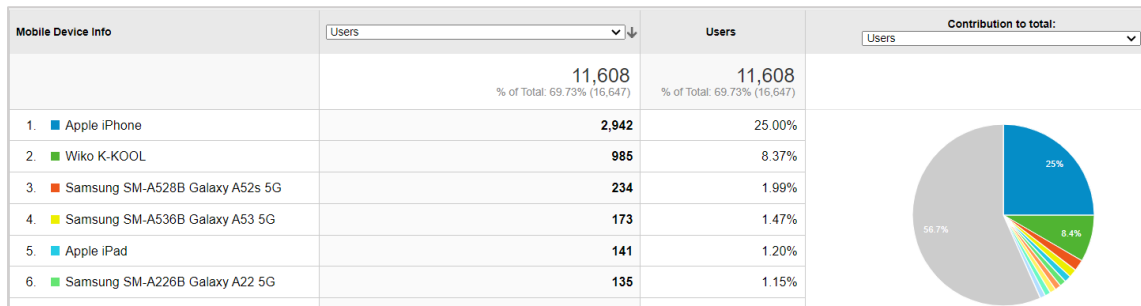| Mobile Device Info	Users ⌄ ↓	Users	Contribution to total: Users
	11,608 % of Total: 69.73% (16,647)	11,608 % of Total: 69.73% (16,647)	
1. ■ Apple iPhone	2,942	25.00%	
2. ■ Wiko K-KOOL	985	8.37%	
3. ■ Samsung SM-A528B Galaxy A52s 5G	234	1.99%	
4. ■ Samsung SM-A536B Galaxy A53 5G	173	1.47%	
5. ■ Apple iPad	141	1.20%	
6. ■ Samsung SM-A226B Galaxy A22 5G	135	1.15%	

Figure 23. Google Analytics Audience Technology Mobile Devices Report for the period from 1 April 2023 to 1 May 2023

Based on the Google Analytics Audience Behavior New vs Returning Report, during the selected period, Sumashop experienced a higher proportion of new users (75.49%) compared to returning customers (24.51%) (Figure 24).

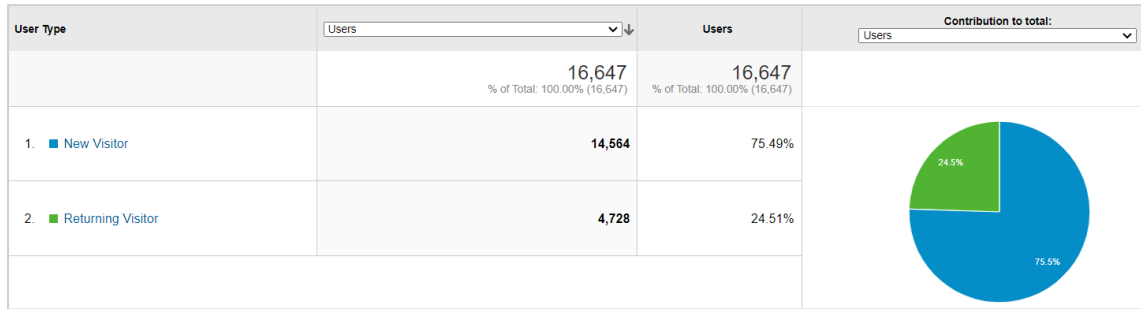| User Type	Users ⌄⬇	Users	Contribution to total: Users ⌄
	16,647 % of Total: 100.00% (16,647)	16,647 % of Total: 100.00% (16,647)	
1. ■ New Visitor	14,564	75.49%	
2. ■ Returning Visitor	4,728	24.51%	

Figure 24. Google Analytics Audience Behavior New vs Returning Report for the period from 1 April 2023 to 1 May 2023

However, it is noteworthy that the returning customers contributed significantly to the total revenue, accounting for 85.21%.

According to the Google Analytics Audience Behavior Frequency & Recency Report, the total number of sessions (14,501) and pageviews (96,809) indicate that the majority of customers interact with Sumashop.fi during their initial session. The second session shows a notable decrease in performance, with 3,234 sessions and 28,980 pageviews. It is also worth mentioning that sessions ranging from 9 to 50 account for a combined total of 3,305 sessions and 46,559 pageviews. The 8th session instance performed the weakest, with only 341 sessions and 3,666 pageviews. Figure 25 represents the source report from which the aforementioned data was derived.

Count of Sessions	Sessions	Pageviews
1	14,501	96,809
2	3,234	28,980
3	1,547	15,388
4	956	8,936
5	684	7,232
6	533	7,049
7	427	5,864
8	341	3,666
9-14	1,287	15,765
15-25	1,042	15,285
26-50	976	15,509
51-100	694	9,370
101-200	355	6,743
201+	675	9,428

Figure 25. Google Analytics Audience Behavior Frequency & Recency Report for the period from 1 April 2023 to 1 May 2023

In terms of session duration, the highest number of sessions (17,438) falls within the 0-10 seconds range, while the 1801+ seconds range acquired the highest number of pageviews (70,617) (Figure 26).

Session Duration Bucket	Sessions	Pageviews
0-10 seconds	17,438	36,844
11-30 seconds	1,648	8,091
31-60 seconds	1,546	10,042
61-180 seconds	2,492	24,992
181-600 seconds	2,186	43,081
601-1800 seconds	1,387	52,357
1801+ seconds	555	70,617

Figure 26.Google Analytics Audience Behavior Engagement Report for the period from 1 April 2023 to 1 May 2023

The information from the Session Quality Report is depicted in Figure 27.

Sessions	Sessions with Transactions	Sessions without Transactions
27,252	657	26,595
% of Total: 100.00% (27,252)	% of Total: 100.00% (657)	% of Total: 100.00% (26,595)

Figure 27. Google Analytics Audience Behavior Session Quality Report for the period from 1 April 2023 to 1 May 2023

The report reveals that out of 100% of sessions, only 2.4% of sessions concluded with a transaction.

4.2.3 Customer segmentation

The RFM analysis reveals several distinct customer segments for Sumashop, each representing a specific percentage of the customer base (Figure 28).

Customer segments

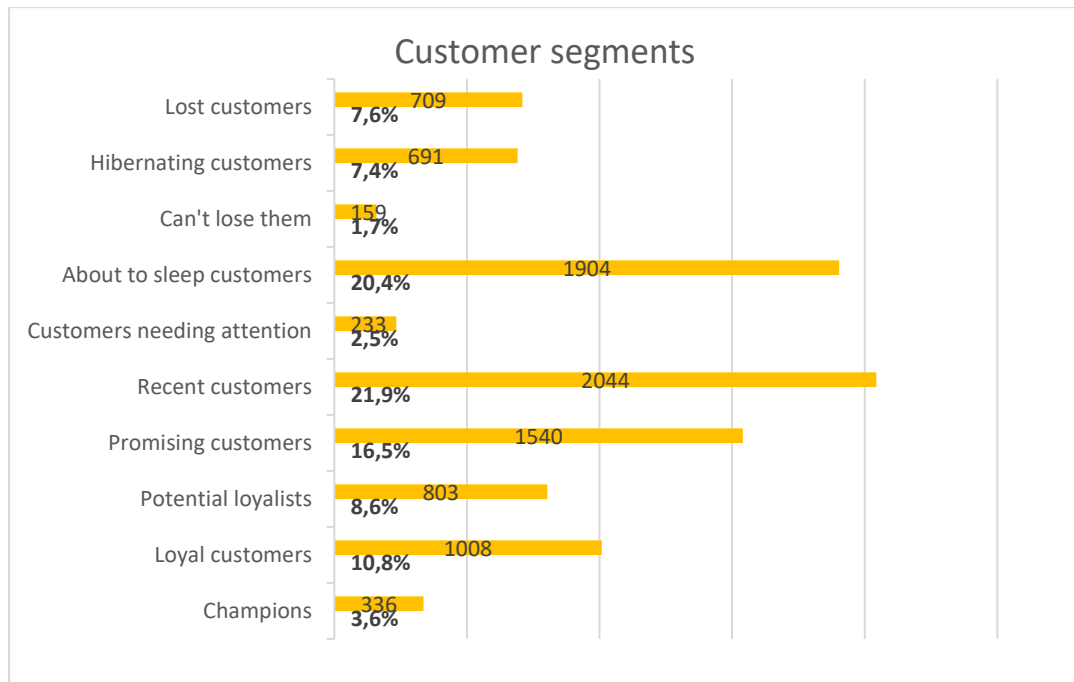| Segment	N	%
Lost customers	709	7,6%
Hibernating customers	691	7,4%
Can't lose them	159	1,7%
About to sleep customers	1904	20,4%
Customers needing attention	233	2,5%
Recent customers	2044	21,9%
Promising customers	1540	16,5%
Potential loyalists	803	8,6%
Loyal customers	1008	10,8%
Champions	336	3,6%

Figure 28. Customer segmentation chart bar according to RFM analysis

In terms of segment size, the largest segment observed is Recent customers (21.9%, N=2044). These customers have recently made their first purchase from Sumashop, indicating the effectiveness of the company's marketing efforts in attracting new customers and expanding its customer base.

Following this, the Promising customers (16.5%, N=1540) segment consists of customers who exhibit potential for increased engagement and higher spending. The Loyal customers (10.8%, N=1008) segment comprises customers who consistently engage with the brand and make repeat purchases. Their loyalty demonstrates the effectiveness of Sumashop's customer retention strategies and the positive experiences they have had with the brand. The Potential loyalists (8.6%, N=803) segment represents customers who show potential for becoming loyal customers.

The Hibernating customers (7.4%, N=691) segment includes customers who have become less engaged or inactive. Similarly, the Lost customers (7.6%, N=709) segment comprises customers who have disengaged or stopped making purchases.

The Champions (3.6%, N=336) segment consists of customers who demonstrate high levels of engagement, loyalty, and spending. They have established strong relationships with Sumashop, making them valuable assets to the company.

The Customers needing attention (2.5%, N=233) segment requires special attention due to issues or concerns they may have encountered. The About to sleep customers (20.4%, N=1904) segment includes customers who may be at risk of disengagement. Lastly, the Can't lose them (1.7%, N=159) segment represents highly valuable customers who have shown signs of reduced engagement.

4.2.4 Customers persona and profile

Based on the characteristics and preferences of customers obtained from the semi-structured interview, RFM analysis and Google Analytics report customer persona Mika Karhunen was created. He offers insights into the characteristics, preferences, and challenges of a specific segment within Sumashop's customer base.

Demographic Profile
Age: Mika falls within the age group of 35-44 years, which constitutes the largest segment of Sumashop's customer base.
Gender: As a male customer, Mika represents the majority of Sumashop's customer base.
Location: Mika resides in Finland.
Language: Mika primarily uses Finnish language.

Behavioral Profile
Mika falls into the "Champions" segment, which represents a small but valuable portion of Sumashop's customer base. He exhibits high levels of engagement, loyalty, and spending, indicating a strong relationship with the brand. Mika's interests align with media and entertainment, and technology. He prefers to explore various categories and is open to recommendations based on his

previous purchases, but he shows affinity towards categories such as Media & Entertainment/Comics & Animation Fans and Technology/Mobile Enthusiasts. Mika prefers to interact with Sumashop using a mobile device, and he utilizes the Chrome browser for his browsing activities. He values quality in packaging and prioritizes fast delivery of the products he purchases. He is ready to buy a new or secondhand item. Mika represents a returning customer. This highlights his loyalty and the importance of customer retention strategies. Mika is more likely to make a purchase during his first session, so it is important to capture his attention and provide a seamless shopping experience. He values entertaining products and appreciates personalized recommendations based on his interests and purchase history.

4.2.5   SWOT analysis of e-marketplace

Sumashop's position on search engine result pages (SERPs) for various queries indicates its relative visibility and competition within the market. For the query "antikvariaatti netissä" (antique shop online), Sumashop ranks 9th on Google and 5th on Bing. However, antikvariaatti.net and antikvaari.fi hold the top positions in SERPs due to their organic traffic and extensive backlinks as they operate as a marketplace for other stores. Despite this, Sumashop surpasses both competitors in website design, user experience (UX), and social media presence. While Sumashop provides detailed product descriptions, antikvariaatti.net and antikvaari.fi use real photos of each item, while Sumashop obtains official pictures from the original product. This difference in imagery may mislead customers regarding the actual quality of the used and new products.

Regarding the query "osta käytetyt kirjat netistä" (buy used books online), Sumashop's rank of 18th on Google and 22nd on Bing poses a threat to its visibility and customer acquisition in the book market. Finlandiakirja.fi emerges as a strong competitor in selling secondhand books, benefiting from an established brand, a user-friendly web store, excellent customer service, and promotion of the circular economy model for books - an appealing concept to the majority of Finnish customers. Finlandiakirja.fi effectively utilizes high-quality visual content to build a customer base on Facebook and Instagram, which contrasts with the

less refined visuals of Sumashop's posts. However, Finlandia Kirja lacks value-added features such as chatbots and order trackers. It is worth noting that kierratyskeskus.fi, a non-profit governmental organization, has a significant online presence and likely captures a significant portion of regular customers from antique online stores.

In terms of the query "osta käytetyt levyt netistä" (buy used records online), Sumashop ranks 10th on Google, while levykauppax.fi secures the best rank. Levykauppa Äx stands out with a website tailored to its main audience and infused with humor, setting it apart from other competitors. The inclusion of a weekly ranking of songs and a lively company blog contributes to their SEO strategy. With a Facebook following of 34K, Levykauppa Äx regularly engages users through irregular but humor-filled posts. On Instagram, the company has over 7K followers, and their visually appealing content generates significant views, with some posts surpassing 1K views.

For the query "osta käytetyt pelit netistä" (buy used games online), Sumashop ranks 9th on Google and is not found entirely on Bing, whereas vpd.fi achieves the best rank on both browsers. Vpd.fi differentiates itself by offering a range of products such as games, consoles, movies, accessories, computers, and merchandise. Their game exchange service and option to pre-order new games cater to the needs of game enthusiasts. Customers can sell their games or consoles by emailing the company along with photos. With over 1K Instagram followers and 18K Facebook followers, Vpd.fi maintains an active presence on social media, regularly sharing visually appealing content.

Sumashop's position on the query "osta käytetyt DVD-elokuvat netistä " (buy used DVD movies online) ranks 17th on Google and 2nd on Bing. Notably, vitosendivari.fi emerges as one of the strongest competitors in this category. Vitosendivari.fi specializes in selling, buying, and exchanging DVDs, Blu-rays, TV boxes, and collectible movies. One of their notable strengths is the inclusion of short movie trailers in their product cards, allowing customers the convenience of watching them on YouTube. However, vitosendivari.fi exhibits weaknesses in

website design and social media presence. While Sumashop ranks 2nd on Bing search engine, there remains a potential threat from competitors who may attempt to outrank them or offer similar products at competitive prices.

4.2.6 Partners and intermediaries

Currently, Sumashop utilizes two online affiliates, namely huuto.net and tori.fi. As highlighted by Rouhiainen (2016), these platforms are recognized as the leading marketplaces in Finland specifically catering to the buying and selling of used items. Additionally, Sumashop has also established a presence on antikvaari.fi, although no products have been listed for sale on this platform. Discogs.com, a renowned music database and marketplace, serves as a platform where rare music records are occasionally sold. The association between Sumashop and Antikvaariatti Suma (Saimaan Kirja ja Levy Kommandiittiyhtiö) can be classified as a marketing marriage or strategic alliance, as both entities share a common database and occasionally collaborate on campaign costs. Antikvaariatti Suma serves as a valuable referral source and link partner for Sumashop. The Sumashop owner believes that customers who make offline purchases at Antikvaariatti Suma are likely to also make purchases on the Sumashop webstore. It is important to note that Sumashop does not currently engage with influencers, syndication partners, or advertising partners. Moreover, intermediaries such as price comparison sites or aggregators are not incorporated into Sumashop's business model.

4.2.7 Internal competencies and resources

Digital marketing competencies analysis displays that the marketing and brand strategy of Sumashop is in the initial stage, receiving a score of 1. Similarly, the digital marketing strategy lacks a dedicated approach (score of 1). In terms of Data and Insights, the company scored 1 out of 5, indicating the absence of KPIs and customized analytics. Regarding content marketing strategy, Sumashop's performance can be classified as limited, with a score of 2. While the company has implemented some elements of search engine optimization (SEO) and SEM, there is room for improvement. The digital experience offered by Sumashop

accomplished a score of 1, although the company utilizes AI-based personalization through the Shopify platform.

In terms of digital messaging, Sumashop achieved a score of 2. The company employs basic email and newsletter promotions, along with a simple welcome strategy. However, given the limited resources, monitoring digital performance and developing a consistent social media presence and visual content are challenging for Sumashop. Currently, the company only has two permanent employees, both of whom are owners. Consequently, time constraints hinder their ability to devote sufficient attention to these areas.

Nevertheless, Sumashop exhibits notable digital strengths, as the company has developed and customized its own warehouse management system, chatbots with exclusive features, and a tracking system. These efforts contribute to the overall high level of digital competence displayed by Sumashop.

4.2.8 Market trends

PEST analysis reveals several business implications for Sumashop's digital marketing strategy. Firstly, it is crucial for Sumashop to remain updated on potential regulatory changes pertaining to the sale of second-hand goods. This necessitates close monitoring of government policies and a readiness to adapt their digital marketing approach to ensure compliance and mitigate any adverse consequences. By doing so, Sumashop can safeguard their operations and avoid legal issues.

The digital marketing strategy of Sumashop is impacted by EU and Russian restrictions on international trade, which in turn affects Russian customers and the delivery process to Russia.

Given the challenging economic conditions, higher inflation rates, and rising unemployment levels, Sumashop should tailor their digital marketing campaigns accordingly. Communicating the affordability and value of their products is essential, considering the shifting consumer spending patterns where customers

prioritize regular bills. Furthermore, Sumashop can explore subscription-based models to align with evolving customer preferences and enhance customer retention.

The growing social trends of circular economy, sustainability, and recycling present an opportunity for Sumashop to incorporate these values into their digital marketing strategy. By highlighting their commitment to environmental sustainability and ethical consumption, Sumashop can resonate with socially conscious customers and differentiate themselves in the market.

The digital marketing strategy of Sumashop involves the integration of technological advancements, such as AI, in e-commerce. The introduction of Google Analytics 4 poses certain challenges that need to be addressed within Sumashop's digital marketing strategy. These challenges may include adapting to new features and functionalities, ensuring data accuracy and compatibility, and effectively utilizing the updated platform to gather meaningful insights for decision-making. Additionally, the evolving landscape of digital marketing trends, particularly the shift towards a cookieless Internet, necessitates a strategic approach to adapt and capitalize on these changes.

4.3 Cross-selling opportunities

An analysis of market basket data was conducted to identify cross-selling opportunities for Sumashop. The focus was on understanding customer purchasing behavior through the exploration of association rules. In addition to actionable insights, some interesting but not directly actionable rules were also examined to gain a deeper understanding of customer behavior. Table 6 presents a summary of the findings obtained from the market basket analysis.

Table 6. Market basket analysis findings

Rule	What it means	Confidence Value	Support Value	Strength of Association

Elokuva=F, Kirja=F, Mug=T, Musiikki=F, Muut=F, Sarjakuva=F → Vaatteet=T	When customers did not purchase movies, books, music, or other items but bought a mug, they were likely to also purchase clothes.	0.500	0.002	7.559
Mug=T → Vaatteet=T	If a customer purchased a mug, there was a 42% probability of them also acquiring clothes.	0.420	0.003	5.140
Vaatteet=T → Mug=T	When customers owned clothes, there was an 8.2% likelihood of them also owning a mug.	0.082	0.003	0.195
Kirja=T → Sarjakuva=T	Purchasing a book was weakly associated with acquiring a comic.	0.010	0.001	0.050
Sarjakuva=T → Kirja=T	Buying a comic was weakly but positively associated with having a book.	0.204	0.001	20.000
Elokuva=T → Muut=F	If a person owned a movie, they did not have other items.	1.000	0.673	1.478
Elokuva=T → Vaatteet=F	If a person owned a movie, they were very likely not to have clothes.	0.994	0.668	1.440
Elokuva=F, Kirja=F, Mug=F, Musiikki=F, Peli=F, Sarjakuva=F, Vaatteet=F → Muut=T	The absence of several items (movies, books, mugs, music, games, comics, and clothes) was strongly associated with the presence of "Muut" (other items).	1.000	0.005	1.091

Among the identified rules, the strongest association was found between the purchase of mugs and clothes. Specifically, the rule "Elokuva=F, Kirja=F, Mug=T, Musiikki=F, Muut=F, Sarjakuva=F → Vaatteet=T" suggests that when customers did not purchase movies, books, music, or other items but bought a mug, they were likely to also purchase clothes. This association was supported by a confidence value of 0.500, indicating a 50% likelihood of clothes being present

when the listed items were absent. Nevertheless, it is important to note that this rule applied to only a small portion of the dataset, as indicated by a support value of 0.002. The strength of the association was moderate (7.559), and the lift value of 15.784 indicated a strong positive association between the absence of the listed items and the presence of clothes. These findings suggest that the absence of certain items significantly increases the likelihood of clothes being purchased compared to the baseline.

Another valuable finding was the association between purchasing a mug and acquiring clothes. The rule "Mug=T → Vaatteet=T" suggested that if a consumer possessed a mug, there existed a 42% probability of them also procuring clothes. Nonetheless, this correlation applied to a comparatively limited segment of the dataset, as evidenced by a support value of 0.003. The strength (5.140) and lift (13.259) of the association denoted a positive association, with a slight deviation from what would be anticipated if the antecedent and consequent were independent (leverage of 0.002).

On the other hand, the association between buying clothes and buying a mug was relatively weak. The rule "Vaatteet=T → Mug=T" suggested that when customers owned clothes, there was only an 8.2% likelihood of them also owning a mug. This rule had a support value of 0.003, covering a small portion of the dataset. The strength (0.195) indicated a weak relationship, but the lift value of 13.259 suggested a strong positive association between owning clothes and owning a mug. The leverage of 0.002 indicated a small deviation from independence.

The analysis also revealed a weak association between purchasing a book and obtaining a comic, as indicated by the rule "Kirja=T → Sarjakuva=T". Nevertheless, this correlation pertained to merely an exceedingly minute segment of the dataset (support of 0.001). The confidence measure of 0.010 implied that only 1% of the instances when an individual possessed a book, they also possessed a comic. The strength was weak (0.050), and the lift value of 1.690

indicated a marginally positive association between owning a book and owning a comic.

Similarly, the rule "Sarjakuva=T → Kirja=T" suggested a weak but positive association between buying a comic and having a book. The support value of 0.001 indicated a very small portion of the dataset where this association applied. The confidence value of 0.204 indicated that 20.4% of the time when a person owned a comic, they also owned a book. The strength of the association was relatively strong (20.000), but the lift value of 1.690 indicated only a slightly positive association.

Ultimatelly, some interesting but not actionable rules were identified. The rule "Elokuva=T → Muut =F" suggested that if a person owned a movie, they did not have other items. This rule had a high confidence value of 1.000, indicating that every time a person owned a movie, they did not have other items. The support value of 0.673 suggested that this rule applied to a large portion of the dataset. The strength of the association was 1.478, indicating a moderate relationship, and the lift value of 1.006 indicated a positive association between owning a movie and not having other items.

Similarly, the rule "Elokuva=T → Vaatteet=F" shows that if a person owned a movie, they were very likely not to have clothes. The confidence value of 0.994 suggested that 99.4% of the time when a person owned a movie, they did not have clothes. This rule applied to a large portion of the dataset, as indicated by a support value of 0.668. The strength of the association was 1.440, indicating a moderate relationship, and the lift value of 1.026 indicated a positive association.

Furthermore, the rule "Elokuva=F, Kirja=F, Mug=F, Musiikki=F, Peli=F, Sarjakuva=F, Vaatteet=F → Muut=T" indicated a strong association between the absence of several items (movies, books, mugs, music, games, comics, and clothes) and the presence of "Muut" (other items). Simply put, the rule implies that the customer didn't buy anything else except "Muut." The confidence value of 1.000 suggested that whenever all other items were absent, "Muut" was always

present. However, this rule applied to a small portion of the dataset (support of 0.005). The strength of the association was 1.091, indicating a moderate relationship, and the lift value of 169.021 indicated a significant positive association between the absence of the listed items and the presence of "Muut".

It is important to note that among the itemsets where more than one item was bought, no significant positive associations were found. The phenomenon of "horizontal variety seeking" was not observed.

5   DIGITAL MARKETING STRATEGY PROPOSAL

Digital performance

The findings from the acquisition channels analysis highlight the importance of paid and organic search, and Google Ads as key channels for customer acquisition. These channels should continue to be prioritized and optimized to attract and convert potential customers effectively. Additionally, referrals demonstrate a high ecommerce conversion rate, indicating the value of word-of-mouth marketing and customer recommendations. Sumashop can consider implementing referral programs or incentives to encourage satisfied customers to refer others, thereby boosting both customer acquisition and revenue. Moreover, paid search emerges as the most valuable channel, followed by organic search and direct search. This information can guide budget allocation decisions, allowing Sumashop to allocate more resources to the most effective channels and optimize their performance. Nevertheless, the high bounce rate associated with email acquisition suggests the need for improvement in email marketing campaigns. Sumashop should focus on optimizing email content, subjects, and targeting to enhance engagement and reduce bounce rates.

Based on the data retrieved from the Google Search Console Performance Report, Sumashop should continue to prioritize and reinforce its brand visibility to maintain and grow its customer base.

Through an analysis of communication channels, the company should consider expanding its use of digital marketing tools beyond Facebook, Instagram, and

Google Ads, to reach a wider audience and increase the effectiveness of its campaigns. Since Sumashop.fi has a high rating and number of followers on Facebook, the company should also focus on building its presence on other social media platforms to increase its brand awareness and engage with a wider range of potential customers. The success of Sumashop's use of Google Shopping Ads as part of its SEM strategy suggests that the company should continue to invest in this area to maintain its high visibility in search engine results pages and drive traffic to its website.

A low conversion rate from the Shopify Marketing Analytics report indicates that there is room for improvement in the website's design and content, which could potentially increase user engagement and drive more sales. Moreover, the fact that almost half of the total sales are attributed to marketing efforts suggests that investing in effective marketing campaigns can have a significant impact on the company's revenue. Therefore, Sumashop should consider allocating more resources towards optimizing their website for conversions and expanding their marketing efforts to reach a larger audience.

Investing in Google Ads campaigns is a crucial part of the company's digital marketing strategy and should continue to be a focus for the future. The findings suggest that the utilization of Google Shopping Ads and Google Image search can contribute to Sumashop's revenue, albeit accounting for a small percentage. Additionally, the source/medium "abandoned_cart/email" in Google Analytics appears to be a significant contributor to revenue, indicating the effectiveness of email campaigns in recovering abandoned shopping carts and driving conversions. This suggests that Sumashop should continue to invest in email marketing campaigns that target customers who have abandoned their shopping carts, as they have proven to be effective in generating revenue. The analysis reveals that the CPM for Facebook advertising is relatively favorable, indicating potential opportunities for optimizing the marketing budget. However, it is noteworthy that the effectiveness of Facebook paid ads and Sumashop newsletters in attracting new users and generating revenue has been limited thus

far. This proposes that these channels may need to be reevaluated and potentially adjusted or discontinued in the future.

The company has already implemented a chatbot service to enhance order tracking and facilitate communication with users. However, the company could enhance its brand recognition by implementing a virtual assistant to recommend books or movies based on previous orders, or by introducing a specialized "watch assistant" for collectors seeking rare and specific items.

Customer understanding

The age distribution data from Google Analytics Audience Demographics Report highlights the importance of engaging with customers across various age groups. Sumashop can develop targeted content and campaigns to meet the needs and preferences of different age segments. For instance, personalized recommendations for older customers or promotional offers for younger demographics can help enhance customer engagement.

The findings derived from the Google Analytics Report regarding user interests and market segments can be leveraged to segment customers based on significant user percentages. This segmentation can facilitate the creation of compelling content pertaining to media & entertainment, cooking, technology, and other themes that resonate with the identified segments. Additionally, these insights can inform campaign optimization strategies, foster collaborations with relevant brands, influencers, or websites that align with the identified affinity categories, and enable personalized customer experiences.

Since the majority of customers use mobile devices, it highlights the importance of having a mobile-friendly website and optimizing marketing campaigns for mobile platforms. The popularity of Chrome and Safari browsers suggests the need to prioritize website compatibility and performance for these browsers. Additionally, the dominance of Apple and Samsung devices among mobile users may influence advertising strategies and targeting options.

The predominant portion of customers are new users, indicating a continuous need to attract and engage new customers. Nevertheless, despite their smaller percentage, returning customers contribute significantly to the total revenue, highlighting the importance of customer retention strategies. The data also shows that the first session is crucial in capturing customer attention and generating pageviews, while subsequent sessions tend to have lower engagement. This suggests the need for enhancing the user experience and incentivizing repeat visits. Furthermore, the analysis of session lengths indicates that there is room for improvement in terms of session duration, as a significant number of sessions are very brief. Lastly, the low percentage of sessions ending with a transaction suggests potential challenges in converting sessions into actual sales, emphasizing the need to optimize the conversion process and improve the overall session quality.

Customer segmentation

The RFM analysis reveals that Sumashop has a small but valuable segment of "Champions," representing 3.6% of customers. These customers exhibit high levels of engagement, loyalty, and spending, indicating that Sumashop has been successful in cultivating strong relationships with this segment. Furthermore, the presence of "Loyal customers" comprising 10.8% of the customer base indicates that Sumashop has effectively retained a substantial number of customers who consistently engage with the brand and make repeat purchases. This highlights the strength of Sumashop's customer retention tactics and the positive customer experiences it delivers. The segment of "Potential loyalists" (8.6%) suggests that there is an opportunity for Sumashop to further nurture and convert this group into loyal customers. Focusing on targeted marketing initiatives, personalized incentives, and tailored communication can help capitalize on this potential. The segment of "Promising customers" (16.5%) indicates that Sumashop has a significant proportion of customers who show potential for increased engagement and higher spending.

Based on the findings from RFM analysis, the largest segment, "Recent customers," representing 21.9% of the customer base, indicates that Sumashop

has been successful in attracting new customers. This highlights the effectiveness of its marketing efforts in driving customer acquisition and expanding its customer base.

However, there are areas where Sumashop's digital position may need improvement. The presence of "Customers needing attention" (2.5%) suggests that a subset of customers requires special attention due to issues or concerns they may have encountered. Addressing these concerns promptly and providing personalized support can help improve their overall experience and retain their loyalty. The presence of a sizable segment of "About to sleep customers" (20.4%) shows that some customers may be at risk of disengagement. To prevent them from transitioning into less active segments, Sumashop should focus on performing targeted re-engagement campaigns, exclusive offers, and personalized incentives to reignite their interest and encourage continued purchases.

Additionally, the presence of a small "Can't lose them" segment (1.7%) implies the need for proactive measures to retain these highly valuable customers who have shown signs of reduced engagement. Implementing personalized offers, proactive customer support, and exclusive perks can help rekindle their interest and prevent them from transitioning into less engaged segments.

Furthermore, Sumashop should pay attention to the segments of "Hibernating customers" (7.4%) and "Lost" customers (7.6%). These segments indicate customers who have disengaged or stopped making purchases. Implementing targeted reactivation campaigns, personalized offers, and customer surveys can help understand the reasons for their disengagement and potentially regain their loyalty.

E-marketplace analysis
Sumashop faces varying levels of competition across different product categories. While it demonstrates strengths in website design, user experience, and product descriptions, there are areas where competitors excel, such as

organic traffic, backlinks, and social media engagement. To maintain and improve its market position, Sumashop should consider enhancing its visibility in search engine results, exploring opportunities for collaboration with other stores, and further refining its social media strategy to engage and attract customers effectively.

Partners and intermediaries

In order to optimize its digital marketing strategy, Sumashop should consider exploring additional online affiliates beyond huuto.net and tori.fi. This expansion would allow Sumashop to maximize its market reach and effectively target diverse customer segments. By partnering with reputable marketplaces that specialize in specific product categories or niche markets, Sumashop can enhance its visibility and attract a wider customer base. Furthermore, Sumashop should address the absence of influencers in its current marketing strategy. Collaborating with influential bloggers, journalists, and social media personalities can significantly impact brand awareness and customer engagement. By identifying relevant influencers within the industry, Sumashop can leverage its reach and credibility to effectively promote its products and connect with a broader audience. In addition, Sumashop should consider collaborating with syndication partners, such as media outlets. By leveraging these partnerships, Sumashop can increase its online visibility and expand its market reach. Through the distribution of compelling content via syndication channels, Sumashop can attract new customers and drive traffic to its webstore. Sumashop should also explore the potential of establishing long-term advertising partnerships with reputable websites or online platforms that align with its target audience such as local sport and games events organizations. By sharing ad space with relevant partners, Sumashop can enhance brand exposure and attract potential customers who frequent these platforms. Strategic advertising collaborations also present opportunities for cross-promotion and accessing new customer segments. Although Sumashop currently does not utilize intermediaries such as price comparison sites or aggregators, it is important to periodically assess the potential benefits of incorporating these channels into the digital marketing strategy.

Market trends

Sumashop must navigate the challenges posed by EU and Russian restrictions on international trade. Exploring alternative strategies and diversifying their customer base to other countries could help minimize the impact of these restrictions. Such proactive measures will enable Sumashop to sustain their business and expand their reach in the face of trade limitations.

Leveraging technological advancements, such as artificial intelligence (AI), is critical for Sumashop's digital marketing success. By harnessing AI, Sumashop can enhance their marketing strategies, optimize customer experiences, and drive customer engagement. Moreover, staying updated on digital marketing trends, including the introduction of Google Analytics 4 and the shift towards a cookieless internet, is vital. Investing in training and resources to effectively utilize these tools will enable Sumashop to adapt their marketing strategies and stay at the forefront of the digital landscape.

Cross-selling opportunities

Cross-selling opportunities for Sumashop include association between purchasing a mug and buying clothes, indicating that customers who bought a mug were likely to also purchase clothes, along with weaker associations between buying books and comics, buying movies and not buying other items, and purchasing clothes and a mug, which contribute to a better understanding of customer purchasing behavior and can aid in targeted marketing efforts.

Digital marketing strategy proposal

This proposal outlines a comprehensive digital marketing strategy for Sumashop to maximize its online presence, attract a wider customer base, and drive revenue growth. The strategy incorporates the elements of the digital marketing mix, including product, price, place, promotion, and people, process, and physical evidence. This proposed digital marketing strategy focuses on optimizing various aspects of Sumashop's digital presence, including its product offerings, pricing strategies, distribution channels, promotional techniques, and customer relationship management.

Sumashop specializes in the buying and selling of used items, offering customers a convenient platform to find quality pre-owned products. To further enhance its product offerings and improve customer experience, Sumashop can consider implementing an advanced search feature, improving the quality of product images to accurately depict the condition of second-hand items and addressing any potential misunderstandings. Additionally, Sumashop could consider diversifying its product range by sourcing rare items that align with customer interests of different customers' segments. Moreover, Sumashop can leverage customer feedback and data analytics to identify product improvements and introduce new features that meet different customer segments' needs and preferences.

Sumashop should evaluate new pricing models and strategies. This could involve implementing dynamic pricing based on market demand and customer behavior, offering personalized pricing incentives, and exploring bundling options to encourage cross-selling. Furthermore, Sumashop should monitor economic factors, such as challenging economic conditions and higher inflation rates, to ensure competitive and sustainable pricing.

Sumashop's distribution strategy should be optimized in the context of digital marketing. This includes ensuring a mobile-friendly website and optimized mobile marketing strategies, considering the predominant use of mobile devices by customers. Moreover, Sumashop should focus on localized marketing efforts in Finland, the primary customer base, to enhance customer engagement and satisfaction.

To leverage new online promotional techniques, Sumashop should expand its presence beyond Facebook and Instagram. While these platforms have high ratings and followers, exploring other social media platforms can increase brand awareness. Additionally, Sumashop should invest in SEO strategies to address indexing issues and improve search engine performance. Effective SEO practices, including backlink generation, will enhance visibility and organic traffic

to the website. The potential impact of holiday-themed campaigns on user engagement should be capitalized upon through targeted promotions during festive periods.

Sumashop should focus on customer relationship management and managing its digital presence through its people, processes, and physical evidence. This involves delivering personalized support, implementing re-engagement campaigns, and offering exclusive offers to retain valuable customers and prevent disengagement. By prioritizing customer retention strategies, personalized marketing efforts, and ensuring an enjoyable shopping experience, Sumashop can foster strong customer relationships and loyalty. By implementing strategies such as upselling, cross-selling, and personalized recommendations, Sumashop can further increase customer value.

These proposed KPIs will serve as quantifiable metrics to assess the effectiveness of Sumashop's digital marketing strategy over a one-year period:

1. Sales and Revenue:

Achieve a 15% increase in overall sales and revenue from online channels.

Attain a 20% growth rate in online sales compared to previous periods.

2. Website Performance:

Increase website traffic and unique visitors by 25%.

Decrease bounce rate by 10% and increase average time spent on the website by 20%.

Improve conversion rate by 15%.

3. Customer Acquisition and Engagement:

Increase the number of new customers acquired through digital channels by 30%.

Foster growth in customer engagement metrics, including a 20% increase in social media followers on Facebook and Instagram, as well as a 25% increase in likes, comments, and shares.

Expand the email subscriber base by 25% and improve open and click-through rates by 20% and 15%, respectively.

4. Brand Awareness and Reach:

Enhance brand mentions on social media platforms by 30%.

Improve positive sentiment on social media platforms by 15%.

Achieve top 5 rankings in search engine results for relevant keywords.

Increase the number of backlinks to Sumashop's website from authoritative sources by 25%.

     5. Customer Satisfaction and Loyalty:

Increase the repeat purchase rate by 20%.

Increase positive customer reviews by 15%.

Enhance email open rates by 20% and click-through rates by 15%.

Nonetheless, achieving the aforementioned KPIs required the hiring of additional personnel and the resolution of issues pertaining to timely order completion and fulfillment. Failure to address these concerns may lead to challenges in fulfilling and shipping orders, ultimately resulting in customer dissatisfaction and detrimental effects on the company's brand reputation.

6   CONCLUSION

Digital marketing has had a profound impact on consumer behavior, influencing the way people shop, research products, and make purchasing decisions. By leveraging social media, online reviews, and other digital channels, e-commerce businesses can build trust and credibility with potential customers and provide the information and resources that they need to make informed buying decisions (Chaffey & Smith 2017; Kotler et al. 2020; Ryan 2021). This chapter presents the key results and findings of quantitative and qualitative data analysis, along with discussions on managerial implications, reliability, and future development.

6.1 Key results and findings

The present research analysis has yielded significant insights that contribute to the fulfilment of the research objectives set for Sumashop. These objectives encompass two fundamental questions:

1. What are the current digital marketing channels, assets, and customer segments used by Sumashop and how effective is the current digital marketing strategy of Sumashop?

2. What are the cross-selling opportunities for Sumashop and how can they be leveraged to achieve the business goals?

Regarding the first objective, the findings reveal the current digital marketing channels, assets, and customer segments used by Sumashop. The research identifies organic search, Google Ads, direct search, and referrals as the primary customer acquisition channels employed by Sumashop. It is observed that referrals demonstrate the highest ecommerce conversion rate, indicating their effectiveness in driving sales. Paid search, on the other hand, is identified as the most valuable revenue-generating channel. These findings shed light on the current digital marketing channels and assets utilized by Sumashop.

In terms of website performance and SEO, the analysis reveals that mobile devices and desktops are the primary sources of website traffic, while tablet devices contribute to a lesser extent. This information highlights the importance of optimizing the website experience for mobile and desktop users to ensure a seamless browsing and purchasing experience. Additionally, the presence of clicks related to holidays suggests that holiday-themed campaigns have the potential to positively impact user engagement, emphasizing the effectiveness of targeted marketing initiatives during festive periods. Furthermore, the analysis identifies issues with indexing and emphasizes the significance of implementing effective SEO strategies and generating backlinks. These measures are crucial for enhancing website visibility, improving search result rankings, and driving organic traffic to the Sumashop website.

Regarding communication channels, the research findings indicate that Suomen Pelikauppa Oy primarily relies on Facebook and Instagram for its digital marketing efforts. Although the company enjoys a high rating and a substantial number of followers on Facebook, expanding to other social media platforms is recommended to enhance brand awareness and reach a wider audience. Additionally, the effectiveness of Google Shopping Ads underscores the importance of employing SEM strategies to maximize visibility and attract potential customers. The Shopify Marketing Analytics report reveals opportunities for enhancing the website's conversion rate, suggesting the necessity of

optimizing design and content to improve user experience and drive more successful conversions.

As for the effectiveness of Sumashop's current digital marketing strategy, the findings suggest areas for improvement. Enhancing search result quality, addressing high bounce rates during checkout, and increasing the average time spent by users on key pages are identified as potential strategies for improving user engagement and website optimization. Additionally, the presence of branded queries indicates brand recognition and customer awareness, highlighting the effectiveness of Sumashop's marketing efforts in attracting and retaining customers. These insights provide an evaluation of the current digital marketing strategy of Sumashop.

Addressing the second research question, the demographic data analysis provides insights into the customer base of Sumashop. The majority of customers are males aged between 35 and 44 years old, primarily located in Finland. Furthermore, the market segment analysis identifies affinity categories such as media and entertainment, cooking, and technology/mobile enthusiasts. These segments present valuable opportunities for targeted content creation and collaboration, enabling Sumashop to effectively engage with specific customer interests and preferences.

In terms of customer segments, the research identifies several distinct segments based on the RFM analysis, including Recent customers, Promising customers, Loyal customers, Potential loyalists, Hibernating customers, Lost customers, Champions, Customers needing attention, About to sleep customers, and Can't lose them. Each segment represents a specific percentage of the customer base and provides insights into their behavior and potential value to the company.

Regarding the second objective, the research identifies cross-selling opportunities for Sumashop and explores how they can be leveraged to achieve the business goals. The analysis reveals associations between different product

categories, such as the purchase of mugs being linked to the purchase of clothes.

6.2   Managerial implications

The research findings address the main research problem by providing insights and recommendations to overcome the challenges faced by Sumashop in attracting and retaining customers, understanding their audience, and developing a comprehensive digital marketing strategy.

Firstly, Sumashop should focus on leveraging their primary customer acquisition channels effectively. Referrals have been identified as the most successful channel in terms of ecommerce conversion rate, indicating the value of word-of-mouth marketing. Therefore, implementing referral programs and incentivizing satisfied customers to refer their friends and family can be an effective strategy to attract new customers.

Additionally, paid search has been identified as the most valuable revenue-generating channel. To maximize the potential of this channel, Sumashop should continuously optimize their paid search campaigns, ensuring relevant keywords, compelling ad copy, and effective landing pages to drive conversions and generate revenue. To overcome the challenges of attracting new customers and boosting sales, Sumashop should prioritize optimizing their paid search campaigns.

Furthermore, Sumashop needs to prioritize optimizing the user experience for mobile and desktop users. With mobile devices and desktops being the predominant sources of website traffic, investing in responsive web design and mobile optimization will ensure a seamless browsing and purchasing experience for customers, ultimately leading to higher conversions and customer satisfaction.

The presence of clicks related to holidays indicates the potential influence of holiday-themed campaigns on user engagement. Sumashop should capitalize on this by planning and executing targeted marketing initiatives during festive

periods. Holiday-themed promotions, exclusive offers, and engaging content can help attract and retain customers during these peak seasons.

Improving SEO is another crucial aspect highlighted in the research. Sumashop should address the identified indexing issues and implement effective SEO strategies, including keyword optimization, metadata optimization, and generating quality backlinks. These measures will enhance the website's visibility, improve search result rankings, and drive organic traffic to the site.

Expanding the communication channels beyond Facebook and Instagram is recommended to enhance brand awareness and reach a wider audience. Sumashop should consider leveraging other social media platforms based on their target audience's preferences and behavior. This diversification will help increase brand exposure and attract new customers.

The research also emphasizes the effectiveness of Google Shopping Ads and SEM strategies. Sumashop should continue to invest in SEM to maximize visibility and attract potential customers actively searching for their products. Regular monitoring and optimization of Google Shopping Ads campaigns will ensure optimal performance and maximize return on investment.

The demographic data analysis highlights the importance of localized marketing efforts. Sumashop should tailor their marketing strategies to suit the preferences and behaviors of their predominantly customer base. By understanding the specific characteristics and needs of their target audience, Sumashop can develop personalized marketing campaigns that resonate with their customers and drive engagement.

Utilizing the market segment analysis is crucial for targeted content creation and collaboration opportunities. Sumashop should leverage the identified affinity categories, such as media and entertainment, cooking, and technology/mobile enthusiasts, to create relevant and engaging content. Collaborating with

influencers or partnering with brands in these categories can help expand their reach and attract customers who align with these interests.

The RFM analysis provides valuable insights into customer segments and their behavior. Sumashop should focus on customer retention strategies, particularly for the Champions and Loyal customers segments. Personalized marketing initiatives, loyalty programs, and exceptional customer service can help nurture and strengthen these relationships, ultimately driving repeat purchases and long-term customer loyalty.

Additionally, the identification of cross-selling opportunities presents a valuable managerial implication for addressing the research problem. To leverage cross-selling opportunities effectively, Sumashop can implement strategies aimed at promoting complementary products to customers. The findings reveal associations between different product categories, such as the purchase of mugs being linked to the purchase of clothes. This insight allows Sumashop to strategically position related products to customers, encouraging them to make additional purchases and increasing the average order value. To capitalize on cross-selling opportunities, Sumashop should employ various tactics, including personalized product recommendations based on customers' past purchases and browsing behavior. By leveraging customer data and implementing recommendation algorithms, Sumashop can provide tailored suggestions that align with customers' preferences and increase the likelihood of cross-selling success.

Developing a digital marketing strategy for small e-commerce enterprises, such as Sumashop, necessitates the utilization of cost-effective tactics, website optimization for enhanced user experience, and continuous adaptation to the dynamic digital landscape. Sumashop encounters limitations concerning budgetary constraints, personnel availability, and technological resources. The company faces challenges in allocating sufficient funds for digital marketing endeavors, encountering difficulties in recruiting specialized personnel, and investing in advanced marketing tools and technologies. Furthermore, the

absence of a dedicated marketing team or individuals well-versed in digital marketing strategies, tactics, and best practices impedes the formulation and execution of effective digital marketing campaigns. Additionally, establishing brand awareness poses significant obstacles for small e-commerce companies, particularly when contending against larger, more established brands, such as Finlandiakirja in the case of Sumashop.

To overcome these challenges, Sumashop can consider seeking external expertise from cost-efficient sources, such as engaging students or trainees. Furthermore, forging strategic partnerships, collaborations, and harnessing the power of social media and micro-influencer marketing can augment brand awareness and expand the reach to a broader audience.

The dissemination of the study's findings holds vital importance for practical relevance. The results and recommendations should be shared with key stakeholders within Sumashop. By effectively disseminating the study's findings and recommendations, Sumashop can ensure the efficient and proficient implementation of the digital marketing strategy.

6.3   Reliability discussion and future development

In terms of reliability, this study employed a mixed-methods approach, combining quantitative data analysis and qualitative insights from the interview with a company owner and qualitative techniques used. According to Zohrabi (2013, 254), using various procedures to obtain data through multiple methods or sources enhances the dependability and trustworthiness of the data and its interpretation, thereby strengthening the overall reliability of the study. The quantitative data was gathered from reliable sources such as Google Analytics, Google Search Console, Facebook Insight, and Shopify Admin Panel, ensuring accuracy and consistency.

Nevertheless, there are a few potential limitations to consider. The primary methodological limitation is that the study's findings are based on a snapshot of data collected at a specific point in time. Longitudinal data, collected over an

extended period, could provide insights into trends and changes in the effectiveness of Sumashop's digital marketing strategy. Without longitudinal data, it is challenging to assess the sustainability and long-term impact of the proposed recommendations. Additionally, the research relies on data obtained from a single company, Suomen Pelikauppa Oy, and its online store, Sumashop.fi. The findings and conclusions drawn from this limited sample may not be generalizable to other businesses or industries. A larger and more diverse sample would enhance the representativeness of the study.

Moreover, a customer survey could be conducted to deepen the understanding of customers. Moreover, this study focused primarily on the digital marketing aspects of Sumashop. However, exploring the customer journey in more depth, from initial contact to post-purchase experience, could provide valuable insights into areas for improvement and enhancing customer satisfaction. Analyzing touchpoints across various channels, both online and offline, and identifying pain points or areas of opportunity could inform future marketing strategies. While this study briefly touched upon competition, conducting a comprehensive analysis of Sumashop's competitors could yield valuable insights. Examining their digital marketing strategies, identifying successful tactics, and understanding their unique value propositions could help Sumashop refine its own strategies and gain a competitive edge. A potential area for further research in the context of Sumashop's digital marketing strategy is a more in-depth investigation into SEO strategy. While the current study acknowledged the importance of SEO in driving organic traffic to the website, delving deeper into specific aspects of SEO could provide valuable insights and inform more targeted optimization efforts. Furthermore, market basket analysis can be replicated using more advanced data mining tools and alternative algorithms, such as ECLAT.

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LIST OF FIGURES

SEMI-STRUCTURED INTERVIEW QUESTIONS

Main theme	Questions
Strategic planning	**Basic strategy** 1. What is Sumashop's general strategic direction? 2. What do you want to measure and control in your business? **Customers analysis** 3. Who is the ideal customer for Sumashop? 4. How do customers usually find out about Sumashop? 5. What are your customer's gains? 6. What are the challenges/problems of Sumashop customers? 7. What your customers might need in the future? **Content and web performance analysis** 8. How would you describe Sumashop's content strategy? 9. What do you do to improve customer engagement with your content? **Partners and intermediaries' analysis** 10. Who are your partners? 11. Who are your intermediaries? **Competencies** 12. What competencies does Sumashop have? 13. What are Sumashop's weaknesses? **Market trends** 14. What are the opportunities that Sumashop can capitalize on? 15. What can be defined as threats for Sumashop?
Strategy formulation and implementation	16. What is the future direction of Sumashop? 17. How do you plan to achieve that direction? 18. Do you have any planned actions, such as implementing new technology or switching to another web platform?
Evaluation and control	19. What KPIs do Sumashop currently use? 20. What KPIs does Sumashop consider important? 21. What kind of report would be useful for Sumashop?

SEMI-STRUCTURES VERBAL CONTENT MATRIX

Data label	Transcribed content	Patterns
Strategic planning	As the owners of the small company, our general strategic direction should be to focus on creating that kind of customer experience that meets the customer's needs both online and in-store. But we don't have any strategy in a written form with all our goals formulated as it usually done in big companies. We would like to improve our presence online by using digital marketing and engaging with customers in better ways. We are also interested in technology-driven and data-driven solutions.	Mission and vision (current)
Strategic planning	Our main interests are customer acquisition and retention, sales conversion rates, customer feedback. We should track our marketing campaigns and our expenses.	Metrics
Customers analysis	Our ideal customer would buy products such as vinyl records, books, and comic books. He must buy a lot and often. He must be open to discovering new products, love collectibles, and be open to buying from a niche company like Sumashop.	Customer persona and profile
Customers analysis	People find us on Google, social media, local newspaper ads, and, of course, through word-of-mouth.	Customer acquisition

Customers analysis	As a small company, we can offer customers personalized services, and maybe better customer support. Also, we have smaller prices and lots of different products which can't be found in the supermarket next to your house. We also have exclusive deals like a book and other products exchange. We can give discounts to customers whenever we want.	Customer gain
Customers analysis	One of the main challenges of using Sumashop is the lack of customer service due to having only two workers (owners). Delivery is also a challenge because of the limited resources available. All our products are stored in a physical store as well as in an online store, if customers move items inside our store, it is very difficult to find them and deliver them in promised time to our online customers.	Customer pain
Customers analysis	My customers might need more personalized services in the future and maybe product recommendations based on their interests. We have a huge range of different items; it can be a challenge to find out something interesting quickly. Of course, our customers need faster delivery and more and more new items on sale.	Customer needs
Content and web performance analysis	Right now, our only content strategy is sending newsletters to customers from time to time, offering them discounts or new products.	Content strategy

Content and web performance analysis	We have our pages on FB and Instagram, but we have no time to post and answer, so it is difficult to say we are engaging with our customers. Of course, it must be improved somehow.	Customer engagement
Partners and intermediaries' analysis	We have Kirjavalitys.fi, the largest book wholesaler in Finland as our partner; two wholesalers that supply us with vinyl and CDs; three companies that supply us with DVDs and Blu-rays; and one large supplier of video game products. We are also very much connected with our father's bookstore.	Suppliers and partners
Partners and intermediaries' analysis	Now we are selling to individuals directly before we used Tradetracker.com	Intermediary (past)
Partners and intermediaries' analysis	We are selling on huuto.net and tori.fi. Some rare vinyl can be sold via discogs.com but not so often. For books, we have an agreement with antikvaari.fi but we haven't put any items there on sale yet.	Intermediary (current)
Competencies	Our biggest weakness is the difficulty in managing a large product catalog containing thousands of different items. It is very difficult to keep them in order in our database. The lack of people to work for us is also our big problem. We are selling second-hand items and have many competitors.	Weaknesses
Competencies	We are good at picking up rare things for our customers. We also don't need to hire IT professionals to help us with for example problems with the website.	Strength

Market trends	We should develop our digital marketing channels such as social media and expand our customer base. Partnering with a bigger second-hand online seller can be good.	Opportunities
Market trends	Customer preferences can change again, now people prefer subscriptions for movies and games. Inflation already reduces our revenue because customers do have not as much money to shop as before.	Threats
Strategy formulation and implementation	We should improve our customer service by speeding up shipping times and response times to customer requests.	Process improvement
Strategy formulation and implementation	We are also looking for solutions that will make it easier to find products and ensure that they are placed on the correct shelves.	Process improvement
Strategy formulation and implementation	We should develop our online presence to be always at least 5th in customers' searches for online stores. Our customers should be engaged in social media, and they should interact with us so we can serve them better. We would like to segment our customers and offer them something interesting to increase our sales via newsletters.	Digital marketing improvement, SEO strategy improvement, future goals
Strategy formulation and implementation	We are currently using Shopify, one of the best e-commerce platforms. To get more sales, we plan to implement onsite technologies such as product recommendations and "you may also like this" options.	Digital marketing improvement, upselling, and cross selling

Evaluation and control	For the online store, we use Shopify Reports, and Google Analytics and Ads Reports. For the physical store, we use Izettle Cashier System to track and generate reports.	Current reports to track KPIs
Evaluation and control	I would say we are checking website traffic, conversion rate, and customer reviews regularly.	Current KPIs metrics
Evaluation and control	We would like to know more about our customers and their patterns.	Customer segmentation and profiles
Evaluation and control	Marketing campaign reports also would be nice to have with goals and metrics.	Marketing campaign performance
Evaluation and control	Conversion rates	Website performance
Evaluation and control	Customer reviews	Customer satisfaction

SWOT ANALYSIS OF E-MARKETPLACE

#	Company's name	Strength	Weaknesses	Opportunities	Threats
1	antikvariaatti.net	Ranked 1st in Google and 5th on Bing search results for the query "antikvariaatti netissä" (antique shop online). Wide selection of products such as books, music, coins, etc. It operates as a multi-merchant system, functioning like a marketplace for smaller antikvaari stores. Numerous backlinks are present. The search engine is fast. Product descriptions are detailed and include pictures. Established brand.	Website appearance is outdated. The embedded autotranslator from Google has a wide variety of languages but works inaccurately with partial translations. The list of products on the front page is automatically added, which is very irritating for some users. The UI is not very traditional for a webstore. The Facebook page has only 19 followers and 18 likes. The Instagram account was not found.	The website has a higher visibility and is more likely to attract organic traffic. The wide selection attracts customers with different interests and increases the chances of making sales. By functioning as a marketplace for smaller antikvaari stores, Antikvariaatti.net can benefit from a larger inventory without having to maintain physical stock. This allows for scalability and potentially higher variety of products available to customers. Beeing the first specialized market place provide the company the first mover advantage.	The outdated appearance of the website may give a negative impression to visitors, potentially leading them to question the credibility and professionalism of the platform. This could result in lost opportunities for sales.The inaccuracies in the autotranslator from Google could create communication issues for users who rely on translated content. Users may find it challenging to navigate the website or locate specific products, which could result in a higher bounce rate and reduced conversion rates.The limited social media presence can hinder its ability to reach and engage with a larger audience.
2	antikvaari.fi	Ranked 2nd in Google and 1st on Bing search results for the query "antikvariaatti netissä" (antique shop online). The company sells new and secondhand books exclusively. The search engine is fast and provides detailed results. Filters are available to refine searches. A list of options is provided for each selected book. Additionally, the website offers a search feature for book series. The Facebook page has 1.9K followers with a rating of 4.8 stars. The Instagram account has 144 followers and is filled with visually pleasing posts.	There is no choice of language available. The search box occupies the entire first landing page, potentially causing some users to overlook the book selections below. The product descriptions are incomplete as they lack the plot details. The Facebook page regularly posts content but lacks live customer discussions.	Increased visibility and the opportunity to attract more organic traffic to their website. Focusing exclusively on selling books allows Antikvaari.fi to establish a niche market and cater to book enthusiasts who are specifically looking for new and secondhand books. Enhanced by providing quick and relevant search results UX can lead to increased customer satisfaction and potentially higher conversion rates. aving 1.9K followers and a high rating on Facebook, as well as a visually appealing Instagram account, presents opportunities for Antikvaari.fi to engage with their audience, build brand loyalty, and potentially attract more customers through social media marketing.	The absence of a language choice option limits the accessibility of the website to users who do not understand Finnish language. This can lead to a loss of potential customers who prefer to browse and shop in their native language. The search box occupying the entire first landing page can result in a lower conversion rate and missed sales opportunities.The lack of live customer discussions on the Facebook page limits the opportunity for direct engagement and real-time interaction with customers. This may hinder the ability to address customer concerns, gather feedback, and build a sense of community.
3	finlandiakirja.fi	The company ranks 3rd on both Google and Bing search results for the query "antikvariaatti netissä" (antique shop online). They specialize in selling books, including rare ones, and vinyl records. The website has a nice and pleasant design that is familiar to the majority of users. The search engine is fast and precise, and it provides filters and options for selecting books. Language option is English only, but it is present and of good quality. Each product description includes a real photo of the item. User testimonials are utilized, and the website presents itself as a circular economy model for books, which can be appealing to many users. The pages about the staff are highly customized and provide extensive information about all the individuals involved in the company's business operations. Their Facebook page has 5.9K followers, and the overall rating is 5 stars. The company posts regularly, and users actively engage in discussions. The visual content is of high quality. Moreover, their Instagram account has 1K followers, they use their own tags, and user-generated content is also incorporated. The company also organized FREE BOOK DAY – a charity event where customers can take as many books as they want for free.	Not all information is translated into English. No any chatbox or tracking bots are in use, the only opportunity to find additional information is to connect via phone calls or email.	The company can explore opportunities to expand its market beyond Finland by translating more information into English. This would attract a wider audience of international customers interested in rare books and vinyl records. Adding language options other than English and Finnish to customer support would cater to customers who prefer different languages, further enhancing the user experience and attracting a diverse customer base. mplementing a chatbox or tracking bots on the website would provide customers with instant assistance and information, improving the overall user experience and increasing customer satisfaction.	The company currently ranks 3rd on search engine results, indicating strong competition in the market. They should monitor and adapt their SEO strategies to maintain and improve their search rankings against competitors. Relying solely on phone calls or email for customer inquiries may be inconvenient for some customers, potentially leading to missed sales opportunities or lower customer satisfaction. As the company presents itself as a circular economy model and organizes charity events like Free Book Day, customers may come to expect more sustainability initiatives or additional philanthropic efforts. Failing to meet these expectations could result in disappointment or negative feedback.
4	kierratyskeskus.fi	The company ranks 1st on both Google and Bing search results for the query "osta käytetyt kirjat netissä" (buy used books online). The webstore is a part of a larger online store that offers a wide range of products, including items suitable for re-selling, recycling, and their own recycled products. It operates under the Capital Region's Recycling Center, a non-profit company that is likely funded by the government. All products available on the website are donated by individuals and companies.The website has a simple and user-friendly design, with partial translation into English. It provides categories, filters, sufficient product descriptions, and real photos. The search engine functionality is satisfactory. Moreover, the website features a wealth of content in various formats, focusing on recycling and the circular economy. The company has a highly developed Instagram account with over 9K followers, showcasing a diverse range of user-generated content. Their Facebook page has gained an impressive following of 29K followers. Regular content updates on both platforms encourage active user engagement and stimulate discussions among the community.	The website offers customers individual findings rather than complete genre collections. The items available are highly diverse, ranging from low-value items to potentially valuable treasures. This aspect can be particularly appealing to collectors who enjoy the thrill of discovering hidden gems. However, there is currently no notification system in place to alert customers when interesting items become available. As a result, customers must manually check the website on a daily basis in order to unearth something valuable.	Being ranked 1st on both Google and Bing search results for the query "osta käytety kirja netissä" gives the company a significant competitive advantage. The company should leverage this position to further establish themselves as the go-to online store for buying used books and other recycled products. With a strong emphasis on recycling and the circular economy, the company can capitalize on the growing consumer demand for eco-friendly and sustainable products. The company's highly developed Instagram account and Facebook page with a large following present an opportunity to deepen customer engagement. They webstore can encourage user-generated content, run contests or campaigns, and actively respond to customer feedback to foster a sense of community and loyalty.	he absence of a notification system to alert customers when interesting items become available may result in missed opportunities. Customers who are unable to check the website regularly may overlook valuable items, potentially leading to dissatisfaction or loss of sales. As the popularity of buying used and recycled products grows, competition in the market is likely to increase. The company should stay vigilant and continuously innovate to differentiate themselves from competitors, ensuring their offerings and customer experience remain attractive. The lack of full translation may limit the reach and accessibility for international customers who are interested in their products. Stagnant or outdated content may impact the company's credibility and customer interest.
5	levykauppax.fi	The company ranks 1st on Google and 12th on Bing search results for the query "osta käytetyt levyt netistä" (buy used records online). They specialize in selling used and new CDs, LPs, cassettes, DVDs/Blu-rays, vinyl records, books, and merchandise for fans. The website is tailored to the main audience and infused with humor. All essential functionalities, including filters, search box, product descriptions, and photos, are present. A notable feature is the weekly ranking of songs, showcasing the top 10 most popular tracks. Additionally, books include plot descriptions. The company's blog is regularly updated, keeping customers informed. The language menu offers three options: Finnish, English, and Russian. Online customer support is provided via a chatbot. User testimonials are prominently featured. Levykauppa Äx boasts a Facebook following of 34K, with irregular but humor-filled posts that encourage user engagement. On Instagram, the company has over 7K followers, and their visually appealing content garners significant views, with some posts exceeding 1K views.	Photos of products can be deceptive since they are derived from the original new products, and small defects may come as a surprise to customers after purchase of an used item. The translation into Russian is not functioning properly. Additionally, customer testimonials are from 3 to 6 years ago.	Strong Online Presence provides a great opportunity to attract a large number of customers searching for used records online. The company should leverage this advantage to increase visibility and capture a larger market share. By offering a comprehensive selection of music, the company can attract a diverse customer base. The website's tailored design and infusion of humor create a unique and engaging user experience. Weekly song rankings and plot descriptions for books add value and entertainment for customers. These features can enhance customer satisfaction and encourage repeat visits.	The company should consider providing more accurate and detailed product descriptions to mitigate the threat of deceptive product photos.he malfunctioning Russian translation hinders the ability to effectively target and communicate with Russian-speaking customers. This can result in missed opportunities and a potential loss of customers from that market segment. Outdated customer testimonials may not accurately reflect the current customer experience and could potentially mislead potential buyers.
6	vpd.fi	The company ranks 1st on both Google and Bing search results for the query "osta käytetyt pelit netistä" (buy used game online). They specialize in selling games, consoles, movies, accessories, computers, merchandise, and various other product categories not directly related to games, such as trampolines and igniters. They also offer a game exchange service. The company provides the option to pre-order many new games, which is beneficial for game enthusiasts. Customers can sell their games or consoles by emailing the company with photos. The website is user-friendly, allowing easy navigation and game searching based on categories. The search function is quick and effective, and the product cards are information-rich, with hidden text for SEO purposes. With over 1K followers on Instagram, the company regularly posts content. Their Facebook account has 18K followers with a rating of 3.8 stars based on 141 user reviews. The visually appealing Facebook posts are updated regularly, but customer engagement in conversations with the store is limited.	It can be challenging to determine if a product is new or secondhand when browsing the website. Although the website utilizes a widget to showcase the newest items, it is not optimized for the screen and may not be useful for the majority of users. Additionally, the main page of the website lacks links to their Instagram and Facebook pages, limiting the visibility of their social media presence.	Due to the diversification of product categories the company has the opportunity to leverage its expertise in selling games and expand into other product categories. The game exchange service can attract customers looking to upgrade their gaming collection and create a loyal customer base. By offering pre-orders for new games, the company can tap into the market of avid game enthusiasts who want to be among the first to play the latest releases. This can generate early sales and build customer loyalty. The company has a significant following on Instagram and Facebook which can help increase brand visibility, attract new customers, and strengthen customer relationships.	The challenge of determining whether a product is new or secondhand on the website can potentially undermine customer trust. Customers may be hesitant to make purchases if they are uncertain about the condition of the items they are buying. The limited engagement and conversation with customers on the Facebook page could limit the effectiveness of social media as a marketing and customer interaction platform. The website's widget for showcasing new items not being optimized for screens poses a usability issue, potentially leading to a poor user experience. As the company ranks first in search results for buying used games online, they face the threat of competition from other online retailers and marketplaces. Competitors may offer similar products and services, potentially attracting customers away.The absence of links to their Instagram and Facebook pages on the main website page hinders the visibility of their social media presence. This can limit opportunities for cross-promotion and reaching a wider audience through various platforms.
7	vitosendivari.fi	The company ranks 2nd on Google and 6th on Bing search results for the query "osta käytetyt DVD-elokuvat" (buy used DVD movies online). They specialize in selling, buying, and exchanging DVDs, Blu-rays, TV boxes, and collectible movies. The website design is simple, but it includes all essential UX elements that are easy to locate. Some product cards even feature short movie trailers, providing the convenience of watching them on YouTube. The company's Facebook page has a following of 1.6K followers and receives weekly updates.	The main box featuring Mother's Day hides the movie selection, making it difficult to access. The overall appearance of the website does not convey a professional and polished design. Some elements lack refinement in terms of style and sizing. The absence of chatbots for customer service limits the convenience for users, as not everyone may prefer to make phone calls for assistance. However, their Instagram account only has 190 followers, and the frequency of posts is inconsistent.	Despite already ranking 2nd on Google and 6th on Bing, there is an opportunity to further optimize the website's SEO to increase visibility and attract more organic traffic. hile the company's Facebook page has a decent following, there is an opportunity to enhance their Instagram account by increasing the frequency of posts and engaging with the audience. This can help attract a larger audience and generate more interest in their products.The company can invest in improving the overall appearance and design of the website.This can include refining the style and sizing of elements, ensuring a cohesive visual experience, and making the movie selection more easily accessible.	As the company ranks 2nd on search engines, there is a threat from competitors who may try to outrank them or offer similar products at competitive prices. The absence of chatbots for customer service and relying solely on phone calls may limit the convenience for users who prefer alternative communication methods. This could result in potential customers seeking assistance elsewhere or experiencing dissatisfaction due to limited support options.The low number of followers and inconsistent posting frequency on Instagram could hinder the company's ability to effectively engage with customers and expand their online presence. It is important to establish a consistent social media strategy to maximize reach and engagement.
8	sumashop.fi	Sumashop ranked 9th on Google and 5th on Bing search results for the query "antikvariaatti netissä" (antique shop online). The company ranks 18th on Google and 22nd on Bing search results for the query "osta käytetyt kirjat netistä" (buy used books online). The company ranks 10th on Google and 3rd on Bing search results for the query "osta käytetyt levyt netistä" (buy used records online). The company ranks 9th on Google and is not found completely on Bing search results for the query "osta käytetyt pelit netistä" (buy used games online). The company ranks 17th on Google and 2nd on Bing search results for the query "osta käytetyt DVD-elokuvat" (buy used DVD movies online). The website design is familiar to users, with all UX elements present and very easy to locate. The search function is fast and effective. The product card has a minimalistic but provides all the necessary information. The chatbot is employed for tracking orders and resolving customer problems. The company's Facebook account has 1.8K followers and a rating of 4.4 stars.	Some website elements, such as banners, differ in sizes and shapes, which doesn't create a professional look for the website. Additionally, some product photos are very small compared to the size of the webpage. The product pages appear empty, and the available space could be utilized to provide something interesting for customers. The company's Facebook posts are irregular, and there is limited customer engagement in conversations with the company. Furthermore, the link to Instagram is broken, affecting the accessibility of their Instagram page. Currently, their Instagram account has 119 followers and only 9 posts.	Although Sumashop currently ranks well on Google for specific queries, there is an opportunity to improve rankings on Bing and increase overall visibility in search results. With a familiar website design and user-friendly experience, Sumashop has the opportunity to attract more users and increase market share by capitalizing on their existing strengths and optimizing their online presence. By addressing the irregularity of Facebook posts and fostering more active customer conversations, Sumashop can enhance customer engagement and build stronger relationships with their audience.Despite having a limited number of followers and posts on Instagram, there is an opportunity for Sumashop to leverage the platform and increase their presence by providing compelling content and improving the broken link.	Sumashop faces competition from other companies that rank higher in search results for specific queries. This poses a threat to their visibility and potential customer acquisition.The inconsistent sizing and shapes of banners, along with small product photos, may impact the professional look and feel of the website. This could potentially deter users and lead to a negative perception of the brand. The empty product pages and lack of engaging content in the available space may result in a subpar customer experience. This could potentially discourage users from exploring further or making purchases.he broken link to the Instagram page hinders accessibility and limits the potential reach and engagement on the platform. This can prevent Sumashop from fully leveraging the opportunities that Instagram offers.