

RESEARCH ARTICLE

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Designing and Explaining the Digital Marketing Model with the Approach of Customer Experience Management (CEM)

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This article deals with developing a model of digital marketing with a focus on customer experience and with the aim of optimizing the customer management process, increasing the quality and length of the customer journey (increasing loyalty), and improving the consequences of the marketing process in companies, and seeks to answer this question. What is the digital marketing model with the customer experience management approach and what components does it include? The research method is mixed (qualitative-quantitative) and since a model for this issue is not available in past research, the first part of the research explores model extraction through qualitative methods (here, foundation data analysis) and to determine Relationships within the model quantitatively explain the model using quantitative methods (here structural equations). The method of collecting information in the qualitative part, in addition to conducting library studies, in the form of in-depth interviews with experts in the fields of information technology, marketing, and commerce, information technology policy, and actually business managers and stores that provide services and products through channels and digital tools in this section, the statistical sample limit was carried out by the snowball method (saturation to the end of the problem) and the quantitative part of the research and explanation of the model was through data collection with questionnaire tools and closed interviews from the customers of several digital businesses, which was done with the method 385 people were randomly selected and available using Cochran's formula. In the end, the main conditions, background conditions, intervening conditions, phenomena, strategies, and consequences affecting the digital marketing model with the customer experience management approach were extracted and the relationships between them were determined.

Keywords: *Model, Digital marketing, Customer experience, Customer journey*

Introduction

The emergence of digital technologies and devices such as smartphones, smart products, Internet of Things (IoT), artificial intelligence and deep learning promises huge changes in the lifestyle of customers and consumers in the near future (Preniqi et al., 2020). These new trends require the company to adapt to fast-paced environmental changes, and the key to stability in the market, achieving success, increasing market share and profitability for any company depends on

a deep understanding of the effective structures resulting from these trends, on the marketing phenomenon (Hein et al., 2022). This is why the need to review marketing strategies with emphasis on emerging trends in information technology and the accurate understanding of these changes and developments in marketing, which is known as digital marketing, has become very important (Shah & Murthi, 2020). With these interpretations and the awareness that in today's era, digital marketing is no longer just

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about adding online channels to the media mix, but success in this matter depends on the integration of the digital concept with all aspects of marketing (Yogesh, 2021), comprehensive attention to all The dimensions of marketing and the systemic approach to the marketing phenomenon become very important. The integration of data and information resulting from the rapid processing of customer-related data in the digital age has faced the marketing process with new challenges and opportunities that must be taken into account in order to maintain and survive in the field of competition (Al-Hattami & Gomez Corona, 2021).

Considering the fact that it introduces the customer as the heart of marketing and the center of strategy development, and taking into account the fact that the development of effective marketing strategies requires a deep understanding of customer behavior and the factors affecting it; It can be pointed out that by taking advantage of developments in the fields of information, measuring and predicting customer behavior in the field of digital marketing, which is caused by feelings and decisions arising from previous customer experiences (Zambrano, 2022), by using tools based on Data and the growing trend of big data will be more effective than before, and with its help, more complex and efficient analysis can be achieved at the moment. These changes will change companies from paying attention to the customer's purchase experience to focusing on the process. It has led to changes in customer behavior, known as the customer journey (Cartwright et al., 2021).

Considering all the above-mentioned cases, it seems that determining an accurate model for formulating factors influencing successful marketing strategies in the digital arena, focusing on how customer experiences are formed in the form of customer journeys, can help companies to increase their competitiveness in the market and Gaining more success and profitability will help. Based on this, the subject of this research is to develop a model for digital marketing that

can raise the level of customer experience and bring a longer journey for each customer, which represents greater customer loyalty, according to the emerging approaches in the information technology industry.

Considering that one of the most important advantages of digital marketing is the acquisition of digital media and customers can use information anywhere and anytime. Now it is no longer possible to send one-sided and curated messages to contacts. Today, social media are growing at a very fast pace and are considered as the biggest source for various activities, including shopping, entertainment, and any type of social activity. The thing that should be given importance in digital marketing is that nowadays users are no longer satisfied with a limited source, and if you are the owner of a certain product, they prefer not to be satisfied with your words and research about your product and business from other sources (Verhoef et al., 2021). In today's age, using the Internet is an integral part of people's daily lives; So that most users spend a lot of time surfing the Internet during the day. Therefore, considering such conditions, the use of traditional marketing will not be as effective as before.

According to the mentioned cases, keeping up with the future trends and succeeding in future markets due to the changing lifestyle of customers in the age of information technology and with the help of various tools for measuring customer experiences and behavior based on cloud data, requires intelligent formulation of models. It is to get the best and most effective results with an accurate assessment of the future and determination of measurement and control methods and tools. Therefore, the necessity of focusing on the way marketing processes are shaped in the field of information technology and considering the extent of structures affecting marketing effectiveness is undeniable, and in the meantime, focusing on the way customer experiences are formed in estimating the success rate of the marketing model can play a significant role.

In this article, an attempt is made to address the structures of this model from an

integrated point of view and to extract indicators for measuring its effectiveness on marketing. To measure the model obtained from this research (explanation of the model), the model test will be done in one or more markets affected by information technology. Therefore, this research presents a digital marketing model with a customer experience management approach, seeking to fill the existing research and information gaps in this field, as well as increasing the awareness and knowledge of digital businesses regarding customer experience management in these platforms, and finally providing practical suggestions for development and improving customer experience through digital marketing. The goals of this research are:

1. Determining the components of the digital marketing model in order to promote and improve the final customer experience according to future marketing trends and the relationships between those components;
2. Validation and testing of the digital marketing model resulting from the research, in order to promote and improve the customer experience according to future marketing trends;
3. Presenting the final model of digital marketing in order to improve the customer experience (experiences during the customer journey).

Literature Review

Digital Marketing

The term "digital marketing" has evolved over time from a specific term to describe the marketing of products and services using digital channels to describe the integration of trends in the use of digital technologies to acquire customers and create customer preferences, promote brands, retain customers, and increase sales. , changed (Silbert Jose, 2021). According to the definition of the Central American Marketing Corporation (2015), digital marketing includes activities, foundations and processes that are used by digital technologies to create, communicate and provide value to customers and other stakeholders (Dabbous & Barakat,

2020). In another definition, digital marketing is defined as "the process of adapting to modern technologies through which companies, customers and partners work together to achieve goals such as creating, communicating, delivering and sustaining value for all stakeholders. Based on this Definition, all marketing processes from the stage of customer identification to sales and after-sales services, as well as all processes that lead to value creation, are considered under the title of digital marketing (Kundu, 2021). Therefore, a successful model for digital marketing should include all dimensions of this definition include in the field of digital environment.

The need to pay attention to digital marketing and effective strategies in it has been proven in all advanced industrial countries, so that the global growth share of marketing expenses in digital channels will significantly increase by 9.5% per year by 2019. It is predicted from non-digital channels (Talwar, 2020). This increase in growth will cause the amount of spending in digital channels to reach almost the amount of digital marketing in 2019, and after that year, it will surpass it at a very impressive speed. Therefore, it is necessary to pay attention to this important issue for the success of organizations in the coming ages.

In Iran, due to the increasing rate of users who use the Internet (more than 56 million people, according to the report of internetworldstats.com in 2017), there is a need to pay close attention to the phenomenon of digital marketing with the aim of increasing profitability and future success in Market competition is vital (Kokabi et al., 2020). Brands and businesses use online marketing tools to promote their business and branding, and tools such as website, email, SMS, mobile, social networks, video, search engines, digital advertising, etc. are also very important in Iran have helped to make the role of digital marketing in Iran more prominent over time (AshouriRoudposhti et al., 2020). In the meantime, digital marketing agencies have also been able to provide a lot of help for

branding and digital activities of a business and its development in the digital and internet space by gaining different experiences in this field.

To succeed in this task, it is very necessary to identify the future and future trends affecting digital marketing. Emerging trends such as the reality of added value, targeted advertising, content marketing, personalization of sales, integration of shopping experiences in the physical and online world, and finally, accurate and realistic interpretation of customer behavior changes (customer journey), are among the most important predicted trends that should be taken into consideration in formulating digital marketing strategies (Bayer et al., 2021). On the other hand, the development of digital technologies has enabled the possibility of integration, faster analysis, and determination of customer purchasing behavior in the future based on previous experiences and customer expectations, and the issue of customer purchase experience from one channel to customer purchase experience. It has changed from a brand (all service channels under the umbrella of a company or a brand name). These trends have made paying attention to the customer journey in the digital space more colorful than before (Dash et al., 2021). According to the Forbes report (2017), which was conducted from interviews with experts in the field of digital marketing and regarding the impact of information technologies on the marketing phenomenon, the following are of special interest (Molina et al., 2020):

A. Augmented reality: Augmented reality is one of the most influential innovations in the future of marketing, with the possibility of using it through mobile devices, compatible with social programs, and with the possibility of marketing and advertising commercial brands, for better communication with consumers, and it is predicted that the media Popular social media such as Instagram and Facebook will soon integrate this technology into their operating systems (Wang, 2020);

B. Content marketing: different types of content marketing with new formats aligned with the popularity of videos and video marketing, a new form of content marketing that previously only focused on texts and documents; have given. Voice search has changed content marketing strategies to make it easier to find featured pieces or deliver interactive tutorials. Content will become more interactive and compatible with other user interface features.

C. Personalization: Personalization in all stages of sales, the strategy of advanced companies and creating a personal connection between the customer and the vision and mission of the company, is vital for digital marketing in the coming years (Park & Mithas, 2020);

Customer Experiences: Integrating digital with offline and real-life experiences requires integrated strategies for marketing. This issue is being implemented on a trial basis in sports events (Martin et al., 2020);

D. Mass customization: Mass customization refers to the ability to produce customized goods for a mass market. Innovation in the way of providing service or producing goods can increase the flexibility and responsiveness of the company and increase the possibility of achieving economies of scale. In today's era, mass customization has become a necessity and is recognized as one of the leading strategies in obtaining customer satisfaction and increasing the company's survival (Faschan et al., 2020);

E. Customer journey: The true understanding of the customer in the marketing journey is a controversial and growing topic that has seen dramatic changes due to the emergence of developed tools based on data in the digital age. But how to transform and interpret this data in the customer journey and the success of digital marketing is important and vital. Identifying customer purchase path using metadata and adjusting customer retention strategies is one of the inevitable trends of the future (Homburg & Wielgos, 2022).

Customer Experience

For marketing success, the benefits of developing a customer-centric strategy are no secret. Based on customer-oriented strategies, greater customer satisfaction leads to increased customer loyalty, lower costs for service delivery, easier customer retention, and greater employee engagement (Niros et al., 2022). But the important issue in formulating such strategies is exactly how much customer experience (CX) leads to value creation (V) and exactly how much value it produces. In a 2016 McKinsey roundtable of top CMOs, less than half of the leaders who used previous customer-centric strategies at their company could articulate exactly how much customer experience led to value creation which makes the importance of formulating value measurement tools from experience more colorful. Many companies are trying hard to change the customer experience, and even senior managers are making bold and innovative moves to attract customers; but they often fail to measure the economic results resulting from changes in customer experiences, which is why their efforts to obtain clear costs and adverse long-term results fail. This importance highlights the need for a detailed formulation of strategy and control and measurement tools (Pole, 2021). Therefore, recent developments on the subject of customer experience require answering questions about business policies, mutual priorities, how to invest in innovation and how to measure the success rate in value creation, and paying attention to these dimensions in formulating an integrated strategy for marketing based. It is necessary to create value in the process of acquiring customer experience.

Customer Journey

It should be noted that when most companies focus on customer experience, they only focus on setting up the customer

experience at touchpoints. Although this issue is logical and shows the importance of the customer for the organization and the organization's responsibility, but in reality, companies only rely on the level of satisfaction and happiness of the customer from buying a product, a sales process, the behavior of sales staff and the like; have focused and with this focus on individual contact points, they have ignored the bigger and more important picture which is the final customer experience (Jhamb et al., 2020).

Customer journeys include many things that happen before, during, and after a product or service experience. Journeys can be long, spanning multiple channels and touchpoints, often lasting days or weeks. According to the McKinsey 2017 report, organizations that are unable to understand the overall framework of the customer journey and are content with managing point experiences; Faced with negative consequences from the customer, which dramatically leads to lost sales volume and lower employee morale (Paul, 2019). Conversely, those who provide the best customer experience from start to finish can achieve increased customer satisfaction, improved sales and customer retention, reduced service costs, and enhanced employee satisfaction. Having a customer journey approach helps the organization transform the customer experience into sustainable and higher market growth, and this excellence in providing the right service during the customer journey increases the organization's revenue, reduces costs, and improves employee engagement (Ahmadkhan et al., 2022). According to the McKinsey Group (2016) research, the final customer experience and customer satisfaction of the entire journey is a multiple of the experiences gained by the customer at each point of contact (Figure 1).

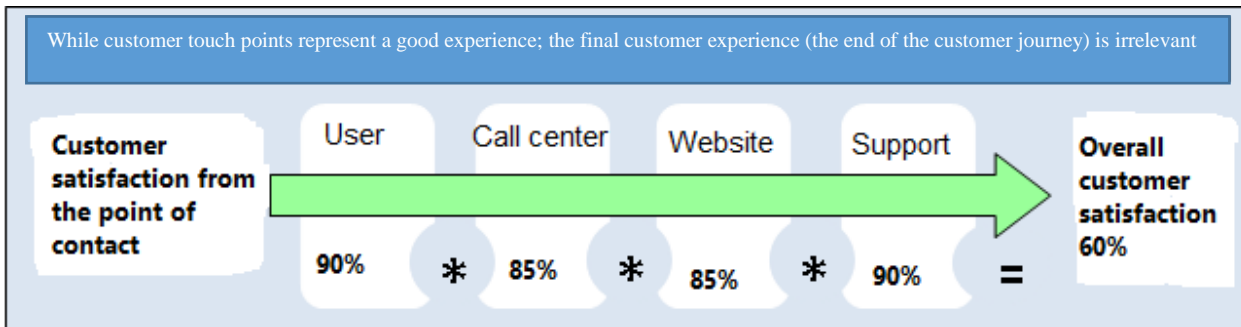


Figure 1. Customer satisfaction with experiences throughout the journey (McKinsey Group, 2016)

Another important issue that makes it undeniable to examine the digital context in marketing and customer experience is the growing trend towards digital as a kind of lifestyle. Therefore, company leaders will be forced to take this into account when evaluating the customer journey. According to McKinsey (2017), digital integration in the customer journey process requires the development of an operating model for the next generations, which itself requires a new way of thinking. Digital is changing the customer experience in almost every sector. Accordingly, companies must reproduce their customer experiences (Oscar & Louis, 2021). It starts with data mining and insight-based analysis of what really matters to customers, leading to suggestions for better customer service. On the other hand, the advancement of information analysis tools in the age of metadata can help facilitate this process (Zamani et al., 2022).

- Khosravilagh et al (2022) in research with title: "The Effects of Digital Marketing on Consumers' Buying Behavior (Case Study: Customers of the Digikala Online Store)" argued that digital marketing is a type of modern marketing that uses Internet-based tools to address the main function of marketing, which is effective and efficient sales on cyberspace platforms. In this new era, businesses are looking to maximize the influence and attraction of customers, instead of focusing on the traditional sale and presentation of goods and services with new and creative methods and the use of digital tools. Under these circumstances, traditional mass markets also give way to fragmented markets with many and varied segments in

which 'personalization' and customized products for different customers play a key role.

-Qureshi (2022) in an article with title: "Consumer empowerment in the digital media Marketing age: A comparative literature review and trends across selected count" argued that applied a semi-systematic comparative literature review about the elements of digital media that lead to consumer empowerment in the context of Pakistan, and compared them with China, South Korea, and Mexico, which are the highest spending countries in digital advertising in 2021. It was found that in comparison with China and South Korea, Pakistani and Mexican brands and organizations were not well equipped to meet the multifaceted challenges of digital transformation.

-Shafeian et al (2022) in an article with title: "Investigating Digital Marketing Pattern Using Foundation Data Approach in the Banking System (Case Study Tose'e Ta'avon Bank)" concluded that the digital marketing model presented from the grounded theory of the foundation for the Tose'e Ta'avon Bank is fully established and the small output of the model evaluation coefficients also confirms the model results.

-Asannejad et al (2022) in research with title: "A Model for Digital Marketing Based on Value Creation in Iranian Insurance Industry" argued that digital marketing based on value creation in the Iranian insurance industry by causal conditions (identifying digital marketing in the insurance industry, creating a digital marketing campaign, promoting the influence of insurance culture,

digital environment and developing the required infrastructure), background (Focus strategy, digital branding, implementation of digital marketing, responding to the needs and interests in the digital space and optimization of digital activities), interventionist (customer insights, environmental factors, digital capabilities, digital revolution, price transparency and organizational challenges), categories Axis (behavior-based branding, interactive approach, customer expectations of insurance services and customer experience), strategies (positioning promotion, communication channels promotion, value creation for customers through content production, E-WOM-based customer engagement and participation, development of digital technologies And digital innovation) and the consequences (increasing market share, organizational effectiveness, promotion and brand position (company), promoting e-brand equity and developing digital business) are realized.

-Kavosi (2022) in an article with title: "Understand the digital marketing environment with KPIs and web analytics in the healthcare environment. "concluded that indicators have been identified in the two sections of digital marketing and web analysis, and 16 key indicators have been presented. Using the opinions of 12 experts, these indicators have been evaluated, based on which all these indicators have been approved as key indicators.

-Marisamy (2021) in an article with title: "An over view of digital marketing trends" concluded that unlike traditional marketing, digital marketing is more affordable. The findings of the paper are expected to help us understand the concept of digital marketing and its Modern trends.

-Akrami & Hajialiakbari (2021) in an article with title: "Growing Bank Shahr's Participation, Trust and Consumer Value in the Context of Digital Content Marketing" concluded that digital has not had a significant effect on the two variables of consumer participation and consumer value ($p < 0.05$), but in relation to the role of digital marketing

on consumer trust, this rate is acceptable ($p > 0.05$).

-Rezaei soufi et al (2021) in an article with title: "The Impact of Corporate Social Responsibility Measures on Brand Love for Sport Teams" concluded that social responsibility actions had a significant effect on brand love. The digital marketing variable on the club site had a significant effect on brand love. The digital marketing variable on Instagram had a significant effect on brand love. The digital marketing variable on the Telegram site had a significant effect on brand love. The intervention variable of team fans had a significant effect on brand love.

By examining the research conducted in this regard, it seems that the importance of the role of customer experience in modern marketing (digital marketing) has been sufficiently proven and has been discussed from various dimensions. Also, the need to emphasize how digital trends are formed on marketing has been discussed by researchers and large research companies. But the integrated examination of these two issues and the presentation of an integrated model for digital marketing that can link the real world experiences of the customer with its virtual experiences and their influence on each other in formulating and controlling the marketing process and predicting the future expectations of the customer based on previous experiences in the process The formation of the customer journey has not been done so far and is seen as a study gap. In addition, the importance of this issue on the outputs and results of marketing in the digital age has not been addressed so far, and it is necessary to investigate and research the manner and amount of value obtained from each customer.

Methodology

This research aims to design and explain a model for digital marketing that emphasizes on promoting and improving the final customer experience. Since a model for this issue is not available in past researches, the first part of the research explores model extraction through qualitative methods (here,

foundation data analysis) and to determine the relationships within the model quantitatively, to explain the model using It deals with quantitative methods (here structural equations). Therefore, the research method is mixed (qualitative-quantitative) and in order to design the model, the qualitative research method will be used with reference to the contextual data theory method with the Strauss and Corbin approach. In the explanation and measurement section of the model in a statistical sample, using the method of structural equations, quantitative analysis of the relationships within the model has been done in the industry.

In addition to conducting library studies, the method of collecting information in the qualitative section is in the form of in-depth interviews with experts, subject matter experts and senior managers of digital businesses. In this part, the statistical sample limit is done by the snowball method (saturation to the end of the problem) and the quantitative part of the research and explanation of the model is through data collection with questionnaires and closed interviews of digital business customers.

In the qualitative part, the statistical community includes experts in the fields of information technology, marketing and commerce, information technology policymaking, and actually business managers and stores that provide services and products through digital channels and tools, to collect data. In the quantitative part, the target community is the customers of several digital businesses.

This research is conducted in the qualitative part, based on interviews with subject matter experts, and samples have been selected from among them to generalize to the society. Also, quantitative samples are selected from among the customers of digital businesses under review.

The method of selecting the statistical sample in the qualitative part is the snowball method, as much as the interview is necessary, and the sample size is also up to the theoretical saturation. In the quantitative

part, according to the scope of the intended business to explain the model emerging from the qualitative part of the research, the final number of the statistical population was determined by random and available selection method and using Cochran's formula, 385 people.

The data analysis in the qualitative section is based on Strauss and Corbin's data theory method using weighting tools and forms. In the quantitative part, hypothesis testing has been done with structural equation method and PLS and SPSS software.

Findings

In this section, the components of the research model developed based on qualitative studies are examined.

A) Causal conditions; Causal Conditions are events that create situations, topics and issues related to the phenomenon and explain to some extent why and how people and groups respond in certain ways. Conditions may be causal, intervening, and contextual (Strauss & Corbin, 2015). Causal conditions are events or happenings that affect the phenomenon. Based on the analysis of the conducted interviews, the conditions affecting the digital marketing phenomenon with the customer experience management approach are in accordance with Table 1.

Table 1.

Causal conditions

Row	Title
1	Brand satisfaction
2	Customer oriented
3	Business model
4	Complex competitive environment
5	Time Management
6	Cost management
7	Digital marketing development

B) Contextual conditions; the purpose of this section is to present specific sets of features that belong to the phenomenon of digital marketing with a customer experience management approach. The context is the conditions within which the strategies manage the phenomenon. The Contextual

conditions in this research include those presented in Table 2.

Table 2.

Context conditions

Row	Title
1	Brand trust
2	Technological readiness
3	Structural readiness
4	Cultural readiness

C) Intervening conditions; Intervening conditions affect the effect of the preceding conditions on the studied phenomenon, i.e. digital marketing with a customer experience management approach, and delay the implementation of strategies by facilitating and accelerating or as an obstacle. In this research, after examining the concepts and categories, the intervening conditions were identified as described in Table 3.

Table 3.

Intervening conditions

Row	Title
1	Purchase customer support
2	Legal and scientific factors
3	Environmental challenge
4	Individual challenge

D) Main phenomenon; Considering that the purpose of this research is to identify the components of digital marketing with a customer experience management approach, the main phenomenon under study is digital marketing with a customer experience management approach, which is presented in Table 4, concepts and categories related to this dimension.

Table 4.

Main phenomenon

Row	Title
1	Customer Experience Management
2	Creating brand-customer value
3	Implementation of digital marketing

E) Strategies and actions; the purpose of this part is to describe the main strategies and actions in implementing the digital marketing

process with the customer experience management approach. These strategies and actions are actually plans and actions that should be used for digital marketing with a customer experience management approach. Table 5 presents the concepts and categories related to this dimension of the model.

Table 5.

Strategies and actions

Row	Title
1	Comprehensive communication strategy
2	Systematic approach
3	New marketing strategies
4	Using digital technologies

F) Consequences; the purpose of this section is to identify the consequences of using digital marketing strategies with a customer experience management approach. These consequences include visible and invisible consequences that are created for the path of growth and improvement of digital marketing with a customer experience management approach. The concepts and categories related to this dimension of the model are presented in Table 6.

Table 6.

Consequences

Row	Title
1	Brand affiliation
2	Gain value
3	New competitive advantage
4	Global Communications
5	Digital business development
6	Entrepreneurship Development

And finally, according to the mentioned components, the final model of the research is obtained as diagram 1:

Discussion

The use of the Internet and social media has changed the behavior of consumers and the way companies do business and how they communicate with their customers. Digital marketing offers organizations significant opportunities by reducing costs, improving brand awareness and increasing sales. In addition, digital marketing can have a higher

effect in managing the customer experience and improving it through creating a direct relationship with customers. Considering the changes in consumer behavior and their greater presence in social networks and virtual spaces compared to physical spaces compared to the past, it can be said that the advertisements that were carried out in the past in the traditional platform are no longer effective and in order to succeed in acquiring and work, presence in social networks and use of digital media is considered a necessity, therefore, digital marketing is one of the powerful tools that businesses can use to gain a competitive advantage, and since in our country, businesses lack They are an integrated and relatively comprehensive model regarding digital marketing with a customer experience management approach, the current research was conducted with the aim of presenting a digital marketing model with a customer experience management approach.

Among the goals that have been set for this research, achieving the first research goal of determining the components of the digital marketing model in order to promote and improve customer experience management according to the future trends of marketing, by analyzing interviews and identifying the components; Achieving the second goal of the research is to determine the relationships between the components of the digital marketing model in order to promote and improve the customer experience according to the future trends of marketing, by presenting the research model; Achieving the third objective of the research to determine the logic between the components of the digital marketing model in order to promote and improve the customer experience with regard to future marketing trends and the fourth objective of the research is to validate and test the digital marketing model in order to promote and improve the customer experience with regard to The future trends of marketing have been realized through quantitative data analysis and statistical analysis of the research model and hypothesis testing.

Customer experience shapes the brand image in his mind. It is this experience that motivates positive or negative word-of-mouth advertising in the customer. That's why businesses are trying to turn people into brand advocates by focusing on customer experience. The customer's satisfaction with the user experience can even reduce his price sensitivity. In addition to all this, the brand can be distinguished from its competitors by providing a special and unique customer experience. Overall, improving the customer experience with a positive impact on customer life cycle value will ensure sustainable growth for the brand. Digital brands and especially startups, due to their special conditions and limited financial resources, should pay special attention to customer experience and constantly evaluate and improve it.

Customer experience includes everything from the user entering the site to making a purchase and even the customer's interactions with the brand after the purchase. In other words, all parts of the customer journey are part of the customer experience. While customer service happens only after making a purchase. Sometimes a customer does not need to use customer service, and as a result, his feeling towards the brand will be determined by things such as the ease of working with the site, the possibility of tracking purchases, and the side features of the site or application. In fact, it can be said that customer service is one of the subsets of customer experience, and strengthening it is necessary to create a memorable customer experience, but it is not enough. In order to improve the customer experience, all dimensions of the customer's relationship with the brand (from the arrangement of goods in the store to the website graphics) should be considered and improved, and customer service is one of these dimensions.

Many top executives and management experts globally have identified user experience as the biggest differentiator in 2021. This means that in order to compete in today's world, it is important to improve the customer experience; but how? First, let's

look at what makes a good customer experience. Characteristics of a good customer experience include:

1. Integration: if a value such as "updated brand" is to be shown to the customer, it is better to put signs of it in all contact points or stations of the customer's journey (such as site, application, store, etc.). The presence of continuity and integration between different components of the customer's journey conveys a good feeling and improves the customer's mental image of the brand;

2. Suitability to customer needs: What are the additional features required by our application? Do we need a blog section on the site? And dozens of other questions, the answers to which require more and better understanding of the customer's needs. In fact, until we understand what additional facilities and information the customers of this particular product or service need, it will be very difficult to enhance the customer experience and even the change we apply may lead to customer dissatisfaction;

3. Continuous optimization: Improving the customer experience is a constant requirement for businesses, and lack of consistency in this work will bring bad results. You must constantly look for ways to empower the customer and make his life easier, so that in return, the customer trusts you and forms a meaningful relationship with the brand. In this regard, it is necessary to constantly monitor customer feedback and optimize customer experience according to them;

4. Seeing from the customer's point of view: It is very important for today's businesses to put themselves in the customer's place and see their products, services and work routines from their point of view. Today's successful brands are always one step ahead of the customer and predict what challenges and needs he will face when dealing with the product. Solving these challenges and problems conveys the message to the customer that his needs and opinions are important for the brand, and conveying this message will create a positive feeling in the customer. Establishing emotional

communication: Things like birthday greetings, asking the customer's opinion and paying attention to his challenges in using the product, create an emotional and two-way connection between the brand and the customer. A relationship that, if continued, will eventually lead to customer loyalty. Paying attention to the emotional dimensions of each person and personalizing messages according to their unique characteristics is possible through tools such as marketing automation. In an automation platform, you can use the collected data to better understand your customers and their needs and improve the customer experience accordingly. Pay special attention to • Feedback from customers: The best source for getting the necessary information about areas that need improvement are the customers themselves. Ask them in the form of questionnaires or direct phone calls to tell their opinions about the product and the way it is presented. Paying attention to these feedbacks, in addition to helping to improve work flows and product features and facilities, also conveys a good feeling to the customer; because it shows him that this brand considers his opinions valuable and valid;

5. Providing information to the customer: Transparency always has a positive effect on the minds of customers, and the customer feels better when he sees himself as a partner in improving the brand's products and services. In this regard, it is better to inform the customer of the changes made to solve his problem after receiving feedback;

6. Differentiation in experience: A detailed examination of the performance of competitors in the field of customer experience will help the brand to leave them behind. On the other hand, in today's business world, digital marketing has become the main tool for managing customer experience.

Suggestions

✓ *Attention to innovation in market data analysis and business maturity*; one of the most important pillars of a winning digital marketing strategy is data. Data and metrics should influence every decision and action a

marketing team takes. In today's market, this means digging into data to understand where potential customers spend their time (on which social platforms and websites) and then targeting them with specific content. Whereas marketing teams traditionally take an approach that casts a wide net and hopes. For the best case, advances in big data and machine learning have made it possible to dig deeper and influence the market at an individual level. By targeting specific demographic segments and audiences with specific types of content, incentives, or product recommendations, marketers can drive a customer's decision to purchase.

✓ **Time management and strategy;** while it may be tempting to shoot for short-term wins, marketers should always consider long-term value when making strategic decisions. Before pouring resources into a one-time campaign for a particular social media platform, marketers are wise to do their due diligence to make sure the investment will pay off in the long run. This mindset also applies to tools and solutions. When driving the buying process, marketers need to make sure the solutions are positioned to help the team succeed long-term, not just solve short-term problems. While it's not necessary to nail down every detail of a multi-year strategy, it's a good idea to have a plan for growth and understand how a tool will help make that plan a reality. With technology changing at an exponential rate, there will always be ideas and trends that are "in" or the "hot new thing" in the industry. Before making any decisions that could affect long-term growth or revenue, marketers should take care to understand how best to position the brand to take advantage of these trends;

✓ **Continuity and innovation in services;** Double the customer service. Digital marketers may wonder, "What does customer service have to do with me?" Although it is sometimes easy to forget, every interaction a customer has with a brand affects their opinion of that brand and is therefore considered "customer service". This is even more important for digital companies that must replicate brand-aware customer service

tactics across multiple platforms and channels. This is a critical component to achieving success with omnichannel marketing, which means ensuring that a customer has a seamless and seamless shopping experience regardless of platform or channel. Even though the concept of customer service is a more fundamental concern for brick-and-mortar stores than online retail, many brands today have demonstrated the importance of excellent service in e-commerce experiences. Digital marketers play a key role in building a customer-centric reputation for the brand. Whether it's through personalized emails, welcome pages or customized product recommendations, this personal touch can make a big difference in the eyes of the customer. In fact, 56% of consumers are more likely to buy from a brand they know by name. Customers expect personalization because they expect superior customer service;

✓ **Attention to social media;** Create the ultimate purchase journey as it becomes easier for marketers to gain a deeper understanding of consumer audiences, it is also possible to refine processes and create the ultimate purchase journey. Digital marketers can see exactly what content is most successful with consumers and then strategically build on that momentum for maximum returns. For example, if a brand knows that most customers come to their website through social media, they can boost social campaigns and design smoother workflows to get customers from point A to point B. help. Creating the ultimate shopping journey for customers also means optimizing their online and mobile shopping experiences. As online shopping moves, and online shopping moves to mobile, brands need to make sure their site is well-presented, meets brand guidelines, and makes it easy for shoppers to find what they're looking for. After all, the smoother the shopping journey, the more likely it is to convert;

✓ **Process improvement management;** while it's easy to talk about refining processes, it's a little more difficult for

marketers to actually get their hands dirty. If a workflow or process isn't working, it may be time to step back and reassess where it went wrong. This is also a great opportunity to A/B test different campaigns and strategies. Marketing itself is a constantly changing landscape and digital marketing is one of its most dynamic features. Marketers need to keep an eye on metrics and data to learn about processes that are working and where it might be time to tweak;

✓ **Attention to communication management and communication channels;** without stating the obvious ("these are uncertain times," "the pandemic is a global challenge," etc.), it's important for consumers to know whether your business can still meet their needs. Focus on the sales channels that are operational and be sure to review all of your digital marketing messages to make sure they focus on them and don't mislead customers into a channel that isn't open;

✓ **Creating value in sharing content;** it's important that a company's marketing stands out for people to pay attention to against the flood of advertising that fills the digital landscape. Regardless of whether your content is created or curated, make sure it's share-worthy so it's organically spread and remembered. Using different content to target specific segments in this effort is more effective than most one-size-fits-all campaigns;

✓ **Attention to new technologies;** the rules of direct digital marketing haven't changed in years, although new technologies continue to evolve and improve techniques. I suggest finding someone in your organization who is knowledgeable and passionate about digital/direct and empower them to push your company's practices forward in innovative ways. Support your newly appointed digital guru as they raise your company's game;

✓ **Customer behavior;** A user-centric marketing approach is the way to long-term success. This requires analyzing user behavior on your website and specific landing pages. Tools like Google Analytics can provide real-time data on important metrics of user behavior, such as session duration,

site navigation, events, actions, etc. You can use this data to customize your campaigns for improved results;

✓ **Redefinition in digital marketing strategies;** Redefine Your Marketing Strategy Based on Your Goals People believe that one of the significant benefits of switching to digital marketing is that it's easier than traditional marketing, which is true. However, this does not mean that you can simply implement a strategy and forget about everything. Just like traditional marketing, digital marketing also requires setting specific goals and time frames to achieve the goals. Understand your audience base and adjust your digital marketing goals and strategies accordingly. This is necessary because the digital world is fast-paced and market trends change frequently. Therefore, you need to know what is currently relevant and how your audience responds to a particular strategy;

✓ **Strengthening the work team and digital marketing specialist;** Build or hire your own digital marketing team the desire to do everything on your own can be very tempting, especially if you're a small business. The motivation may be a sense of independence or cost savings. However, it is better to hire a professional third party agency that can handle all your digital marketing management. Here are the experts you should be looking for on your digital marketing team. Marketing Storyteller: Storytelling is one of the most compelling ways to communicate with people. It has been used effectively in marketing for generations, and it remains a winning marketing strategy even in the digital age. Every brand has a story that helps them connect with their audience, and you need to hire a storyteller who can create unique stories to reach your audience that embody the essence of your brand. Content Curators: Your content creators should create a lot of original content for each campaign. However, using existing content on the Internet and portraying it in a new way can help reduce the workload. And this is where content curators come into the picture. They use existing content to get the best results for

your brand. Data Managers: Another important element of any digital marketing team are the people who manage the data. A data manager analysis data from your various digital platforms, such as social media platforms, websites and other channels, to gain insight into your performance. Customer Service Interface: Customer experience plays a vital role in marketing. You need to ensure that your customers can seamlessly connect and interact with your business to provide a better user experience in the long run. And for that, you should have a customer service liaison on your marketing team;

✓ **Innovative strategy in digital marketing content production;** Develop an exceptional content strategy in the digital world, content is king and is valid for all your digital marketing channels. Therefore, you must have exceptional content that is unique, engaging and relevant to your audience. And the challenge is that you have to do it over and over for every campaign. This is why you need to have a foolproof content creation strategy. Here are five tips you can follow to create exceptional content: Define a purpose: We design every piece of content with a purpose. First, define that goal. This could be to build brand awareness, generate leads or increase sales. Learn from data: Creating a content strategy means using existing information and gathering insights to understand your audience and create content based on that;

✓ **Customer oriented;** it is suggested that companies have an active marketing research unit to know the behavioral trends of customers and be aware of customers at any time, and customer-oriented strategies are placed as the basis of marketing plans in order to improve their experience by properly meeting the needs of customers;

✓ **Customer experience management;** Businesses should seek to understand customers and provide information to customers in order to build stronger relationships and manage customer experience, because customer experience management is a strategy that puts customers at the center of marketing, sales, and

customer support to foster brand loyalty and put the business in the growth stage. Customer experience management programs rely heavily on the voice of the customer and consider the customer's feelings about their experiences while interacting with a company. Over time, the program adjusts elements of the customer experience that generate negative feedback to correct these perceptions.

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