

Digital Marketing



let's feel good

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1. Introduction.

One of the sectors that has undergone the greatest transformation in the digital era is retailing. Retailers are businesses that sell their products to end consumers or organisations for use or consumption. In some cases, they are manufacturers that integrate vertically forward to market their own products and, in other cases, they buy large quantities of goods (in volume) that are then broken down into small quantities and sold.

The transformation of the production system and the economy was associated with new ways of marketing products (Singh Bhatia, 2019; Kotler and Armstrong, 2013; Kerin et al., 2014; Stanton et al., 2007). The marketing era emerged as a practice when customers became more demanding and companies realised that they had to focus on responding to their needs, so the problem was no longer how to produce, but how to sell.

The concept of marketing has evolved over the years (Ferrell and Hartline, 2018.) Stanton, Etzel and Walker (2007) consider it as a system of activities designed to plan, price, promote and distribute goods or services to target markets in order to achieve organisational objectives. For Kotler and Armstrong (2013), on the other hand, it is a function that creates value for the customer.

The objectives of marketing are to recognise, attract, act upon, acquire and engage or commit customers (Siggelkow and Terwiesch, 2019; Zahay, 2015). The marketing process consists of conducting research, developing and generating brand awareness, generating leads, acquiring customers, communicating to customers, offering higher value products (up-selling), cross-selling, retaining and finally identifying customers who can be brand advocates.

Marketing is not about technology, it is about people. Technology is only interesting - from a marketing perspective - only when it connects people to people more effectively (Ryan and Jones, 2009). Knowledge of customers' past history and preferences enables personalisation and customisation. Personalisation means that we use customer information in our communications to sell complementary products. In contrast, customisation means that a product is actually created for that customer based on their preferences (Zahay, 2015).

2. The digital age and retail marketing.

McGovern, cited by Charlesworth (2018), points out that digital is the agent of transformation, not the transformation itself. Connectivity is arguably the most important driver of change in the history of marketing (Kotler et al., 2017). Connectivity significantly reduces the costs of interaction between the different actors involved in the business process: retailers and their employees, suppliers, customers and other stakeholders. It also reduces barriers to entering new markets, enables simultaneous product development and shortens the time period for brand positioning.

Developments in technology and the evolution of retail marketing are inextricably intertwined (Ryan and Jones, 2009). Several technologies together facilitate the development of digital retail marketing: the internet, pervasive computing, database technology and big data (Zahay, 2015; Charlesworth, 2018). The internet made technology widely available to the majority of the population and its greatest impact can be attributed to the rise of search technologies (Singh Bhatia, 2019). The main purpose of a search engine is to

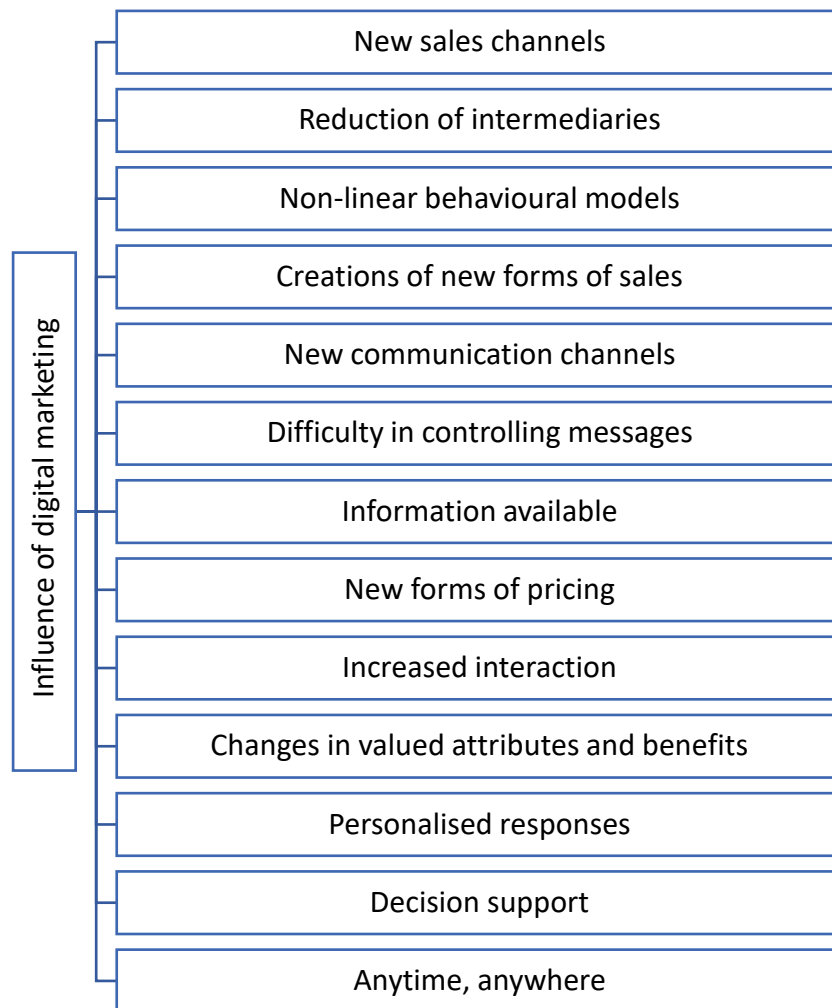
organise the internet and provide a coherent structure to easily access information based on specific keywords.

As a consequence of this digital transformation, retail marketers are replete with customer data that is used to learn and understand buying and consumption behaviour in order to design effective business strategies (De Swaan Arons et al., 2014; Kotler and Armstrong, 2013). In this context, new technologies can open up new market opportunities for retailers. Knowledge of customers makes it possible to select the most purchased products, target messages, design service according to customer preferences, build long-term relationships and improve the level of after-sales service, among others. However, with the digital shift, new platforms and social media, companies cannot control customer conversations about brands. Consumers take the content generated by a company, carry it with them wherever they go and share it with others.

The influence of digital marketing on retail marketing Digital marketing can be defined as the use of any digital technology (electronic media and platforms) to facilitate the marketing process with the aim of promoting customer interaction and engagement and achieving the desired objectives for an organisation (Zahay, 2015; Chaffe and Ellis-Chadwick, 2016; Chaffey and Smith, 2017).

The digital revolution generated major transformations in the traditional strategic pillars of a retailer. Kotler and Stigliano (2020) add that traditional models need to be revised based on the changes introduced by the digital era. The following figure is a list of the main influences of digital marketing on a retailer.

Figure 1: Influence of digital marketing in retailing.



Source by author

Today's shopping paradigm has nothing to do with the shopping process that was in place not many years ago. Today's consumer is a connected person who wants to be able to shop anytime, anywhere, so companies must respond to this demand through a barrier-free shopping experience (Deloitte, 2014).

From this evolution arises the motivation to discover if one of the most important retail shops in the UK has joined this evolution, adapting its commercial

and communication strategies, or if on the contrary they maintain an obsolete management of the sales channels.

3. Analysis of Boots UK Limited.

The following is an analysis of Boots UK Limited, a subsidiary of the Walgreens Boots Alliance. Boots is a British pharmacy, health and beauty chain founded in Nottingham in 1849 by John Boot and is the ninth largest retailer in the UK and has been in business for 173 years. Describing itself on its website as "the UK's leading pharmacy health and beauty retailer", its shops are characterised as both local community pharmacies and also become large health and beauty stores, with Boots' aim being to help customers feel and look better than ever before. The retailer's mission is to be the first choice for its customers when looking for pharmacy and health and beauty advice, providing the best care for its customers, first-time shoppers and communities across all geographies. (Boots, 2022)

Traditionally, the sales force of retail companies was in the offline channel, namely the physical shop. This was the only way for consumers to touch and feel the products (Brynjolfsson, Hu and Rahman, 2013). Thus, Boots opened its first physical shop in Nottingham. Today, due to the information age, new commercial techniques have evolved, giving way to multichannel selling and later to the omnichannel strategy (Transgesa, 2016). Hübner, Ollengurg and Holzapfel (2016) mention the significant growth in the number of channels and the increasing importance of online commerce. Boots has taken advantage of this

new channel as a complementary way of selling in its physical shops and also as a way of selling directly to the consumer, eliminating the geographical barrier.

Boots' early growth strategies that led to its success were the **production of its own products** (No7, Botanics, Boots Brand Healthcare, among others) that defined its image, positioned it in the market and provided the company with high profits, which is an important point in the retail market. Similarly, its loyalty cards: "**Boots Advantage**", created in 1997, has more than 15 million members. Thus, this retailer has a successful loyalty programme based on points that give advantages to its customers. Corporate social responsibility with responsible business practices addressing issues such as climate change, youth unemployment or the exploitation of natural resources, as well as its significant involvement during the pandemic, supporting the NHS in its work to vaccinate the country (Boots, 2022). All of these omnichannel strategies have been and continue to be a form of successful and profitable growth for the brand. The company also offers a great multichannel experience in its physical shop, its website or its app available for all electronic devices.

Juaneda et al. (2016) defines omni-channel strategy as: *"a form of retailing based on real interaction, allowing consumers to shop across channels anytime, anywhere; thus providing them with a single, complete experience without interruptions that break the shopping experience between channels"* (p.1) Boots uses this omni-channel strategy, taking into account two types of channels: offline and online.

Boots' offline channels, i.e. its more than 2,247 physical shops, are characterised by allowing the user to inspect the product with all their senses, by

personal and professional contact with the salesperson who can advise and inform them about its products. Thus, in 2021, after the lifting of the COVID-19 confinement measures, Boots' offline sales grew by 12% more than in the previous year (Internet Retail, 2021), but the peculiarity of omni-channel retailing is that the line between offline and online is becoming increasingly thinner; to the extent that customers use their smartphones while in the shop and many of them buy online via mobile while still in the store (MrHouston, s. f). As a result, Boots' online sales increased by 42.3% last year.

At the same pace, its **online channels** are increasing and the company will surprise with a new sales channel for the first of 2023, launching its "*Boots Marketplace*" allowing all brands to sell products on its platform, while the company expands its product offer to its customers. All this thanks to *Mirakl technology*, which will continue to provide a single payment on its website and the ability to apply the benefits of its loyalty card (Internet Retailing, 2022).

Boots' omni-channel strategies have improved the experience and relationship with its customers, and in 2016 included Sales Assist, the MobileFirst app for iOS in partnership with Apple and IBM. Employees with iPads in the shop can instantly resolve all customer queries about the product, recommend the product that best suits the customer, creating strong connections between their customers and the brand. During the Pandemic, Boots teamed up with Microsoft and Adobe to redesign its approach to its retail practices, making them more personalised for customers, recommending products based on data stored on their past shopping behaviour, shopping reminders or delivery options, becoming a fully digital and personalised tool for each loyal customer and the brand.

Similarly, taking advantage of social distancing and teleconferencing between people, Boots created free online beauty consultation services for its customers in need of advice on skincare, make-up, beauty treatments and many more services. Book easily through their website and attend a consultation from the comfort of your own home. In a survey before the pandemic, only 16% of people used digital services in the healthcare sector, but during and after the confinement this rose to 69%. Boots' patients have valued comfort, convenience and discretion in their services, so the retailer increased its digital health and medical services, offering access to advice and prescribing. (The Boots Digital Health Care Trends, Report 2021)

"Healthcare at Boots is changing. We are using our deep expertise to provide a whole range of services - accessed on your local High Street or online. Everything from carrying out vaccinations on behalf of the NHS to pay-as-you-go GP consultations, skin clinics, sexual health, menopause and mental health support. Of course this is on top of the advice and support that our pharmacists provide at the heart of our communities every day". Seb James, Managing Director, Boots UK & ROI.

In relation to media, the website is the hub of your digital world and perhaps the most important element of your entire digital marketing strategy. Search engine optimisation (SEO) is part of the process of aligning website content with what your consumers are looking for, making it more accessible to the customer. Pay-per-click (PPC) advertising offers a way to access search pages through chosen keywords or phrases.

The **official Boots website**¹ is attractive, visually highlighting the offers on offer each season, with an easy to locate search bar for customers who know what they are looking for. The IT department added a drop down menu and organised product blocks by features that are well detailed with high definition images and a good specification of the delivery method and they even offer international shipping and the customer can also see the points earned for each purchase. Boots also uses an interesting widget that provides product bundles with offers that increase the average purchase value. The advice section located in the customer-facing menu bar creates brand value and takes into account the needs of the visitors and most importantly the interface is adapted to any device and is optimal and fluid.

Similarly, its accessible "*Sticky cart*" shopping cart separates its products from prescriptions, highlighting Boots' identity as both a pharmacy specialist and a retailer. Its "*chatbot*" is a virtual assistant powered by Artificial Intelligence (AI) that is secure and nudges customers to interact with the brand. Finally, there are several payment processes such as guest payment which is a classic marketing technique; Paypal payment is a secure, fast and easy payment method or loyalty card payment, paying for your purchases with accumulated points and incentivising customers to make more purchases to get more points. Its different payment methods make it easy for the customer to make a purchase by creating a good brand experience.

Email, the granddaddy of internet marketing (Ryan and Jones, 2009), is in crisis as a result of spam bombardment, but it remains an important digital

¹ <https://www.boots-uk.com/>

marketing tool, particularly when it comes to maintaining ongoing relationships with existing and potential customers who have opted in to receive information. Boots is very clear on this premise and continues to send emails with offers, purchase reminders for everyday products, etc. to its customers who have opted in.

Social media, sometimes referred to as user-generated or consumer-generated content media, includes blogs, podcasts, forums, interactive video tours, social networks and virtual worlds (Lamb et al., 2011). Among the most popular networks are Instagram, Facebook, Twitter, LinkedIn, YouTube and Snapchat. Social networks can deliver highly targeted advertising to specialised groups based on the profile information they volunteer.

Content and search marketing can be used to target potential customers with a defined need: they are proactive and self-selecting (Chaffey and Smith, 2017). The retailer Boots, through its social networks, stays active and in touch with its customers, while promoting its products and informing about its offers by developing trusting relationships with its target audience. On Instagram² it has one million subscribers, on Facebook³ it has 1,318,126 likes, on Twitter⁴ it has 178.5 thousand followers, on LinkedIn⁵ it has 18,022 employees and 215,795 followers and on YouTube⁶ it has 42,900 subscribers. On these different platforms, customers make comments and rate brands or products (stars, likes).

² <https://www.instagram.com/bootsuk/?hl=es>

³ <https://www.facebook.com/BootsUK/>

⁴ https://twitter.com/BootsUK?ref_src=twsrc%5Egoogle%7Ctwcamp%5Eserp%7Ctwgr%5Eauthor

⁵ <https://www.linkedin.com/company/boots>

⁶ <https://www.youtube.com/channel/UCnmlj-Uqfnhqv6tR6a7No0w>

A characteristic feature of social media use is anonymity, a feature that can have a profound effect on customer behaviour (Ryan and Jones, 2009).

Boots, collect a large amount of data through social media and the actions customers take online which allows them to perform big data analysis, i.e. digital retail marketing uses customer information (website visits, products viewed, purchased or from cookies) to track, measure their response (Zahay, 2015) or send retargeting to the customer. Therefore, Ryan and Jones, 2009, says that digital marketing is not about learning how technology works, but about understanding how people are using that technology and how you can leverage it to interact with them more effectively.

Another great tool the retailer has is its "*Boots Media Group*" which offers its suppliers comprehensive advertising services for those brands, creating marketing campaigns that connect the supplier's brand with its customers who have placed their trust in Boots, this is achieved through proprietary data analysis and insights, in turn maximising the ROI of their public investment.

Through the *Builwith* tool, the website of the UK's largest retailer was crawled, uncovering the various technological 'software' tools it uses:

- **Omniture SiteCatalyst**, facilitating detailed web and mobile analytics, conversations and visitor tracking. This is a subsidiary software of Adobe.
- **Coremetrics**, used for digital marketing optimisation and search web analytics solutions specialising in online marketing investments.

- **Hotjar**, a platform dedicated to user behaviour, screen recording and heat mapping.
- **TeaLeaf**, a tool that analyses, replays and captures customer sessions to find problems or errors that may affect website transactions.

4. Machine Learning In Marketing.

Machine learning (ML) is a branch of artificial intelligence (AI) and computer science. One of the most important aspects of machine learning is that it is able to find hidden patterns in data by means of algorithms, without the need for human intervention or explicit programming instructions. In short, machine learning seeks to mimic and improve the way humans learn.

AI has been one of the main drivers of innovation in digital marketing, focusing on optimising operations and reducing costs. Marketers are already harnessing the power of artificial intelligence to gain valuable insights about their customers, automate tasks and improve workflows. Just over half (51%) of marketers currently use AI and an additional 27% are expected to incorporate the technology by 2023, according to Salesforce.

The applications of machine learning to marketing are manifold and include:

- **Process automation.**

The ability to collect and analyse data in real time is a key aspect of AI marketing. By collecting this data, marketers can make decisions, which they can replicate across channels and allocate budgets accordingly. This allows marketers to do real-time analytics, which can help them determine which marketing strategy is working best. Data quality and privacy are also important to marketers. While it may seem counterintuitive at first, data quality is critical to marketing. For example, AI can help marketers understand complex B2B buying patterns and make more informed decisions. It can also help monitor customer touchpoints, which can have a dramatic impact on marketing return on investment (ROI). AI also helps track customer touch points. Whether that means tracking social media interactions or sending email newsletters, it can help marketers monitor these touchpoints and optimise marketing efforts.

- **Segmentation.**

Machine learning allows for the analysis of large volumes of customer interest variables that are available from interactions on social networks, chats and touch points on the company's website, visits to other websites, etc. From this analysis, machine learning classifies with high precision the different groups of customers to finally convert them into market segments.

- **Personalisation.**

As a result of segmentation, machine learning has identified customer tastes and preferences. It is now able to offer personalised products, services,

content and advertising. For example, Netflix uses machine learning to personalise the customer experience to the maximum. Amazon with machine learning implements its comprehensive product recommendation system.

- **Predictive analytics.**

AI can help marketers create better personalised experiences by predicting when to approach customers. It can learn from past customer interactions and patterns to tailor customer interactions. With this knowledge, AI can help create personalised conversations.

These personalised experiences are key to unlocking business opportunities. By understanding customers, personalising the experience and using artificial intelligence, businesses can optimise the customer experience and achieve greater success in the marketplace. And AI can help companies improve their customer experience (CX) and increase their ROI. AI is not only beneficial for large companies, but can also be used by small businesses.

- **Increased ROI on marketing campaigns.**

Marketing campaigns can benefit from AI because it provides marketers with detailed insights into their target customers. For example, AI can analyse customer data and create a personalised profile of a consumer, helping marketers increase their ROI with every marketing contact. In addition, AI helps marketers better understand their customers and target audience, enabling them

to launch campaigns tailored to their needs and preferences. Ultimately, it will help them increase their repeat sales as well as positive reviews and referrals.

One of the biggest challenges marketers face is finding ways to make use of their data and turn it into insights. AI uses machine learning, algorithms and modelling to better understand consumer behaviour and identify trends and predict the future. With this data, marketing teams can position campaigns to maximise ROI. For example, Amazon uses predictive analytics to recommend products based on past purchase histories, which has been shown to increase conversions and satisfaction. In addition, AI helps marketing teams track attribution, so they can determine which campaigns contributed the most to ROI.

- **Use of chatbots.**

Marketers often use chatbots to create a sequence of messages based on keywords or user interactions. These sequences are delivered until the chatbot anticipates a particular response. A decision tree is used to guide the chatbot through a series of predefined responses. Because it can learn the user's behaviour and preferences, it is an excellent tool for businesses.

While chatbots cannot completely replace human interaction, they can greatly improve the customer experience, speed up the process and collect important data. With automated chatbots, customers can get answers to simple questions, book appointments or even file complaints. As well as improving customer service, chatbots can be integrated into messaging applications.

- **Content generation.**

AI can help marketers create better content and offers tailored to the needs of their target audience. It also identifies the most shareable content on social networks. It can also pinpoint the best landing pages based on customer feedback. It also helps marketers optimise their campaigns. While many companies spend time attracting new leads, it is important to nurture existing customer relationships with AI, which is easier than ever.

- **Email Marketing.**

A modern email marketing platform with AI will not require the company to manually segment your subscription. AI email marketing solutions will automatically send targeted emails to inactive subscribers, increasing the deliverability rates of your marketing campaigns. In addition, this tool can help the company send offers at optimal times. These benefits are particularly useful for marketers looking to maximise their revenue. With the help of AI-enabled email marketing solutions, companies can achieve this goal and improve their email deliverability rate.

- **Data Driven Marketing.**

Every interaction a potential customer or consumer has with a product or solution is used to make automated decisions. AI provides brands with detailed information about their target customers such as on-site behaviour, likes and dislikes, demographics, purchase history, applications used and much more.

5. Conclusion.

Companies are rapidly moving towards a channel integration strategy, where social media is used as an easy, fast and accurate channel to promote their products in the case of the retailer Boots. Thus, Facebook is the social network where the retailer has the largest number of followers, followed by Instagram which has grown rapidly in recent years.

Digital marketing strategy is primarily a channel marketing strategy, defining how a company sets objectives and develops a differentiated value proposition, with customer-specific communications, proliferating sales channels (Boots retailer Boots combines physical and digital channels), reduced intermediaries (Boots accesses customers through its online formats), new forms of selling (with peer-to-peer intermediaries making the link between them) and new channels of communication with customers, primarily with the proliferation of social media.

The digital marketing process for a retailer involves decisions about how to use the channel to support the existing marketing strategy, how to exploit its strengths and manage its weaknesses, and use it alongside other channels as part of a multichannel marketing strategy. The multi-channel marketing strategy defines how the different channels should integrate and support each other in terms of proposition development and communications, based on their relative merits for the customer and for the business. One of the central issues is the shift in customer behaviour from traditional to digital models. In this sense, it is of interest to explore the main attributes, benefits, preferences, fears and mechanisms that customers have when shopping in digital channels. The main contribution can be to make an x-ray of the customer in digital business format according to the relevant business sector.

The future of AI is unpredictable for businesses. The future impact of AI on business may be far greater than we can currently imagine. Many AI researchers, for example, are studying how to make our systems more sophisticated, with the ultimate goal of their research being to develop artificially intelligent systems that can solve increasingly complex business challenges.

Consequently, the applications described above and other applications of machine learning in marketing are related to content creation and optimisation, positively impacting the effectiveness of content marketing strategy, optimising online advertising campaigns across all channels and devices, the automation of many routine marketing actions and processes, the generation of customer insights from NLP (Profit and Lost), the efficient management of social networks to detect opportunities for improvement and increase the speed of response, website optimisation and the use of chatbots to improve customer service and their level of engagement with the brand.

Machine learning in marketing is driving huge competitive advantages for companies that have adopted it as a core element of their marketing strategy.

"We hope that by providing access to both NHS services and private healthcare on the high street and online, we can ensure that we are offering patients the support they need, when they need it." Bernadette Lavery, Pharmacy Director at Boots.

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