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STRATEGIC INTEGRATION OF DIGITAL MARKETING PRACTICES AND E-BUSINESS PERFORMANCE IN EMERGING MARKETS

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Abstract. The rapid growth of digital technologies has transformed business operations, making digital marketing a critical driver of e-business performance, particularly in emerging economies. This study investigates the impact of four key digital marketing strategies, i.e. Search Engine Optimization (SEO), Social Media Marketing (SMM), Content Marketing (CM), and Pay-Per-Click (PPC) advertising on e-business performance. Using survey data collected from online businesses in emerging markets, the study employed Partial Least Squares Structural Equation Modelling (PLS-SEM) to assess the measurement and structural models. Results indicate that all four strategies significantly and positively influence e-business performance, with Social Media Marketing and Content Marketing demonstrating the strongest effects. The measurement model exhibited strong reliability and validity, and the structural model in e-business performance had substantial predictive relevance. The findings provide theoretical support for the Resource-Based View (RBV) and Technology Acceptance Model (TAM), highlighting digital marketing strategies as strategic capabilities that enhance online performance. Practically, the study offers actionable insights for managers to integrate multi-channel digital marketing strategies effectively and for policymakers to support digital infrastructure and literacy initiatives. Future research could explore longitudinal effects, moderating factors, and the role of emerging technologies such as AI and predictive analytics.

Keywords: *content marketing; digital marketing strategies; e-business performance; PPC advertising; SEO; social media marketing.*

Rezumat. Creșterea rapidă a tehnologiilor digitale a transformat afacerile, făcând din marketingul digital un factor critic al performanței e-business-ului, în special în economiile emergente. Acest studiu investighează impactul a patru strategii cheie de marketing digital, și anume optimizarea pentru motoarele de căutare (SEO), marketingul pe rețelele sociale (SMM), marketingul de conținut (CM) și publicitatea Pay-Per-Click (PPC) asupra performanței e-business-ului. Folosind date din sondaje colectate de la afaceri online din piețele emergente, studiul a utilizat modelarea parțială a ecuațiilor structurale prin metoda celor mai mici pătrate (PLS-SEM) pentru a evalua modelele de măsurare și structurale. Rezultatele indică faptul că toate cele patru strategii influențează semnificativ și pozitiv performanța e-business-ului, marketingul pe rețelele sociale și marketingul de conținut demonstrând cele mai puternice efecte. Modelul de măsurare a demonstrat o fiabilitate și o validitate puternice,

iar modelul structural în performanța e-business-ului a avut o relevanță predictivă substanțială. Constatările oferă suport teoretic pentru Perspectiva Bazată pe Resurse (RBV) și Modelul de Acceptare a Tehnologiei (TAM), evidențiind strategiile de marketing digital ca capabilități strategice care îmbunătățesc performanța online. Practic, studiul oferă perspective concrete pentru manageri pentru a integra eficient strategiile de marketing digital multicanal și pentru factorii de decizie pentru a sprijini inițiativele de infrastructură digitală și alfabetizare. Cercetările viitoare ar putea explora efectele longitudinale, factorii moderatori și rolul tehnologiilor emergente, cum ar fi inteligența artificială și analiza predictivă.

Cuvinte cheie: *marketing de conținut; strategii de marketing digital; performanță în e-business; publicitate PPC; SEO; marketing pe rețelele sociale.*

1. Introduction

The rapid advancement of digital technologies has fundamentally transformed the global business environment, giving rise to new forms of electronic business (e-business). E-business refers to the conduct of business processes, transactions, and interactions through digital platforms and internet-based technologies. Over the past decade, emerging economies have witnessed a remarkable surge in e-business activities, driven by increased internet penetration, smartphone adoption, digital payment infrastructure, and supportive government initiatives. Countries such as India are experiencing unprecedented growth in online commerce, digital services, and platform-based business models. In this evolving digital ecosystem, digital marketing strategies have emerged as a critical determinant of e-business success. Unlike traditional marketing, digital marketing leverages online channels such as search engines, social media platforms, websites, and digital advertising networks to reach, engage, and convert customers. For e-business firms operating in highly competitive and digitally connected markets, the effective deployment of digital marketing strategies is no longer optional but essential for survival and growth [1]. Among the various digital marketing approaches, Search Engine Optimization (SEO), Social Media Marketing, Content Marketing, and Pay-Per-Click (PPC) Advertising have gained prominence due to their ability to enhance online visibility, customer engagement, and conversion rates. SEO enables businesses to achieve higher rankings in search engine results, thereby attracting organic traffic. Social media marketing facilitates real-time interaction and relationship building with customers. Content marketing focuses on creating value through informative and engaging content, while PPC advertising provides immediate visibility through paid digital campaigns. Together, these strategies shape the digital presence and performance of e-business firms. Many existing studies analyze digital marketing strategies in isolation, without examining their combined and comparative impact on overall e-business performance [1,2].

While extensive research has examined digital marketing practices in developed economies, empirical evidence from emerging economies remains relatively limited [3,4,5,6]. Emerging markets differ significantly from developed markets in terms of digital literacy, infrastructural development, consumer behaviour, regulatory environments, and resource availability. These contextual differences influence how digital marketing strategies are adopted and how effectively they translate into business performance. Consequently, findings from developed economies cannot be directly generalized to emerging markets. There is also a lack of consensus on which digital marketing strategy contributes most significantly to performance outcomes such as sales growth, customer engagement, brand awareness, and overall competitiveness in emerging economies [8,9,10].

Against this backdrop, the present study aims to empirically examine the impact of SEO, social media marketing, content marketing, and PPC advertising on e-business performance in emerging economies. By employing a structured measurement scale and robust statistical techniques, the study seeks to contribute to both academic literature and managerial practice. The findings are expected to offer valuable insights for e-business managers, digital marketers, and policymakers seeking to strengthen digital commerce ecosystems in emerging markets.

The remaining part of the study is organized as follows: Section 2 provides the literature review that explains the previous studies and helps in exploring the research gaps; in Section 3, the theoretical foundation and the process of development of the hypotheses tested as a part of the research model are explained; in Section 4, data collection and methodology are discussed. Finally, in Sections 5 & 6, results of the hypotheses research model and discussions on practical as well as theoretical implications are provided. The last section 7 provides the conclusion of the study, its future scope and to whom it is beneficial.

2. Review of Literature

2.1 Digital Marketing and E-Business Performance

Digital marketing has been widely recognized as a strategic tool for enhancing firm performance in the digital economy [11]. Previous studies describe digital marketing as the application of digital technologies to create integrated, targeted, and measurable communication that helps acquire and retain customers [12]. In the context of e-business, digital marketing plays a pivotal role in driving traffic, facilitating transactions, and building long-term customer relationships [13].

Several studies have established a positive relationship between digital marketing adoption and business performance [14]. Firms leveraging digital marketing channels experience higher customer engagement and improved brand visibility. Digital marketing capabilities significantly enhance firm competitiveness and market reach. However, most of these studies are concentrated in developed economies, highlighting the need for research in emerging market contexts [15].

2.2 Search Engine Optimization (SEO)

SEO is considered one of the most cost-effective digital marketing strategies, as it focuses on generating organic traffic through improved search engine rankings. SEO enhances website credibility and trust, leading to higher click-through rates and conversions [16]. Previous Studies indicate that firms investing in SEO experience sustained growth in website traffic and customer acquisition [17].

In emerging economies, SEO is particularly important due to price-sensitive consumers who rely heavily on search engines for product information. SEO enables small and medium-sized e-businesses in developing countries to compete with larger firms by improving online visibility at relatively low costs [18]. Despite its importance, empirical studies linking SEO directly to e-business performance in emerging markets remain limited.

2.3 Social Media Marketing

Social media marketing has transformed the way businesses interact with customers by enabling two-way communication, community building, and real-time engagement. Platforms such as Facebook, Instagram, and LinkedIn have become essential tools for e-business firms to promote products, gather feedback, and strengthen brand relationships [19, 20].

Social media platforms empower consumers to actively participate in brand conversations, thereby influencing purchase decisions [21]. Empirical evidence suggests that social media marketing positively affects customer engagement, brand loyalty, and sales performance. Social media strategies significantly enhance firm performance through increased customer interaction and trust [22].

In emerging economies, high mobile penetration and social media usage amplify the effectiveness of social media marketing. However, challenges such as content localization, digital skills gaps, and algorithm dependency can affect outcomes. More empirical research is required to understand its performance impact in these markets.

2.4 Content Marketing

Content marketing focuses on delivering valuable and relevant content to attract and retain customers. Studies argued that content marketing builds long-term relationships by educating consumers rather than directly selling products [23]. Previous studies demonstrated that high-quality content enhances brand credibility and customer trust [24]. Content marketing is closely linked to SEO and social media marketing, as optimized content improves search rankings and social media engagement [25,26]. In emerging economies, content marketing helps overcome information asymmetry and builds consumer confidence in online transactions [27]. However, producing consistent, high-quality content requires resources and strategic planning, which may be challenging for smaller e-business firms.

2.5 Pay-Per-Click (PPC) Advertising

PPC advertising is a paid digital marketing strategy that provides immediate visibility and targeted reach [28]. PPC campaigns are highly effective for short-term promotions, product launches, and competitive markets [29]. Studies indicate that PPC advertising positively influences conversion rates when supported by optimized landing pages and analytics [30].

However, the effectiveness of PPC advertising in emerging economies is mixed. High competition for keywords, budget constraints, and limited analytical expertise may reduce return on investment. As a result, PPC is often used selectively rather than as a long-term strategy.

2.6 Research Gap

The literature review reveals three major gaps:

1. Limited empirical studies on digital marketing strategies in emerging economies
2. Lack of integrated analysis of multiple digital marketing strategies
3. Insufficient evidence linking specific strategies to overall e-business performance

This study addresses these gaps by empirically examining the combined and individual impact of SEO, social media marketing, content marketing, and PPC advertising on e-business performance in emerging economies. The conceptual framework of the present study is developed to examine the relationship between digital marketing strategies and e-business performance in emerging economies. The framework integrates insights from the Resource-Based View (RBV) and digital marketing performance literature, proposing that digital marketing strategies act as strategic organizational capabilities that enhance firm performance.

3. Theoretical Foundation

The Resource-Based View (RBV) posits that firms achieve superior performance when they possess valuable, rare, inimitable, and non-substitutable (VRIN) resources. In the digital

economy, digital marketing capabilities such as search engine optimization expertise, social media engagement skills, content creation competence, and paid advertising analytics are increasingly recognized as intangible strategic resources. These capabilities enable e-business firms to create online visibility, engage customers, and convert digital interactions into measurable performance outcomes.

In addition, the framework is implicitly supported by Technology Acceptance Model (TAM) logic, which explains how consumers' perceived usefulness and ease of interaction with digital platforms influence engagement and purchase behaviour. Digital marketing strategies improve these perceptions by enhancing website usability, content relevance, and communication efficiency.

3.1 Hypotheses Development

Based on the Resource-Based View (RBV) and prior digital marketing literature, digital marketing strategies are considered strategic capabilities that enhance e-business performance. The hypothesised model, given in Figure 1, used in the study.

Accordingly, the following hypotheses are proposed:

- H1:** Search Engine Optimization (SEO) strategy has a significant positive impact on e-business performance.
- H2:** Social media marketing strategy (SMM) has a significant positive impact on e-business performance.
- H3:** Content marketing strategy (CM) has a significant positive impact on e-business performance.
- H4:** Pay-Per-Click (PPC) advertising strategy has a significant positive impact on e-business performance.
- H5:** Integrated Digital Marketing Strategies (DSM) collectively have a significant positive influence on e-business performance.
- H6:** Digital Marketing Strategies has no mediation relationship between SEO and E-Business Performance.
- H7:** Digital Marketing Strategies mediate the relationship between SMM and E-Business Performance.
- H8:** Digital Marketing Strategies mediate the relationship between CM and E-Business Performance.
- H9:** Digital Marketing Strategies mediate the relationship between PPC and E-Business Performance.

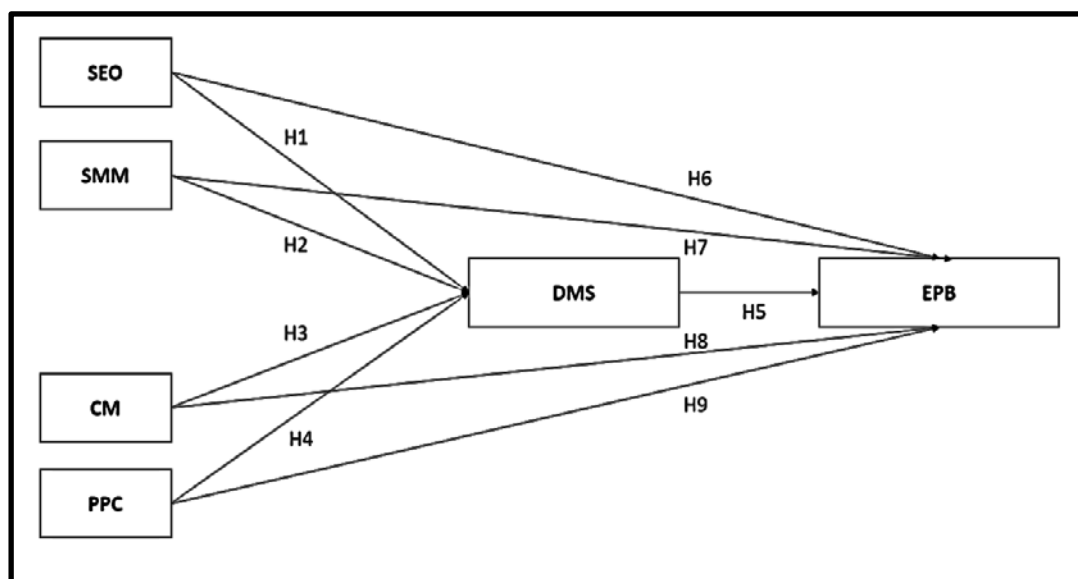


Figure 1. Proposed Model.

Source: Author's Work.

H8: Digital Marketing Strategies mediate the relationship between CM and E-Business Performance

H9: Digital Marketing Strategies mediate the relationship between PPC and E-Business Performance

4. Materials and Methods

The study adopts a quantitative, cross-sectional research design to empirically examine the relationship between digital marketing strategies and e-business performance. A survey method was employed to collect primary data from e-business firms operating in emerging economies.

The target population consists of e-business firms engaged in online retailing, service delivery, and digital platforms. A non-probability purposive sampling technique was used to select respondents who were actively involved in digital marketing decision-making. The sample size of the respondents consists of 300 Indian founders, marketing managers, and digital strategy executives.

A structured questionnaire was developed based on established literature and customized for the study context. The questionnaire comprises 30 items, measured on a 5-point Likert scale (1 = Strongly Disagree to 5 = Strongly Agree). Each construct, i.e. SEO Strategy, Social Media Marketing, Content Marketing, PPC Advertising, and E-Business Performance, has 6-items. The study has assessed the reliability and validity of the content and construct. Reliability is assessed using Cronbach's alpha ($\alpha > 0.70$ for all constructs). Content Validity has been conducted by expert review. Construct validity is established by using Confirmatory Factor Analysis (CFA). Convergent Validity is confirmed by Average Variance Extracted (AVE > 0.50). Discriminant Validity was conducted by F-L criterion, where the square root of AVE is greater than inter-construct correlations. Data analysis was carried out using SmartPLS [31].

5. Results

5.1 Descriptive Statistics

In Table 1, Descriptive statistics were computed to understand the central tendency and dispersion of the constructs.

Table 1

Construct	Mean	Standard Deviation
SEO Strategy	4.12	0.68
Social Media Marketing	4.35	0.59
Content Marketing	4.08	0.71
PPC Advertising	3.76	0.83
E-Business Performance	4.21	0.64

Source: Author's work.

The results indicate high adoption of social media and SEO strategies, while PPC advertising shows comparatively moderate adoption.

5.2 Reliability & Validity Analysis

The reliability analysis confirms that all constructs exhibit excellent internal consistency, as evidenced by Cronbach’s alpha and Composite Reliability values above 0.80. The AVE values exceeding 0.50 establish strong convergent validity for the measurement model. Additionally, VIF values below the critical threshold indicate the absence of multicollinearity, ensuring the stability and reliability of regression and SEM estimates. Overall, the results provided in Table 2 confirm that the measurement scales used in the study are reliable, valid, and suitable for further hypothesis testing and structural model analysis.

Table 2

Construct	Cronbach’s Alpha	Composite Reliability (CR)	AVE	VIF
SEO Strategy	0.89	0.91	0.62	2.14
Social Media Marketing	0.87	0.90	0.64	2.36
Content Marketing	0.85	0.89	0.61	2.21
PPC Advertising	0.82	0.87	0.58	1.98
E-Business Performance	0.91	0.93	0.66	–

Source: Author’s work.

5.3 Discriminant Validity

In Table 3, the Fornell–Larcker criterion evaluates discriminant validity by comparing the square root of the Average Variance Extracted (AVE) of each construct with its correlations with other constructs. Discriminant validity is established when the square root of AVE for a construct is greater than its highest correlation with any other construct. The results indicate that the measurement model is free from construct overlap, ensuring that each construct captures a unique aspect of digital marketing strategy or performance.

Table 3

Construct	SEO	SMM	CM	PPC	EBP
SEO	0.79				
SMM	0.62	0.80			
CM	0.58	0.66	0.78		
PPC	0.51	0.54	0.49	0.76	
EBP	0.62	0.71	0.66	0.54	0.81

Source: Author’s work.

5.4 Structural Model Assessment and Hypothesis Testing

The structural model (Figure 2) was evaluated to examine the direct and overall impact of digital marketing strategies on e-business performance using PLS-SEM in SmartPLS 4. The assessment provided in Figure 2 included path coefficients, t-values, coefficient of determination (R^2), effect size (f^2), and predictive relevance (Q^2).

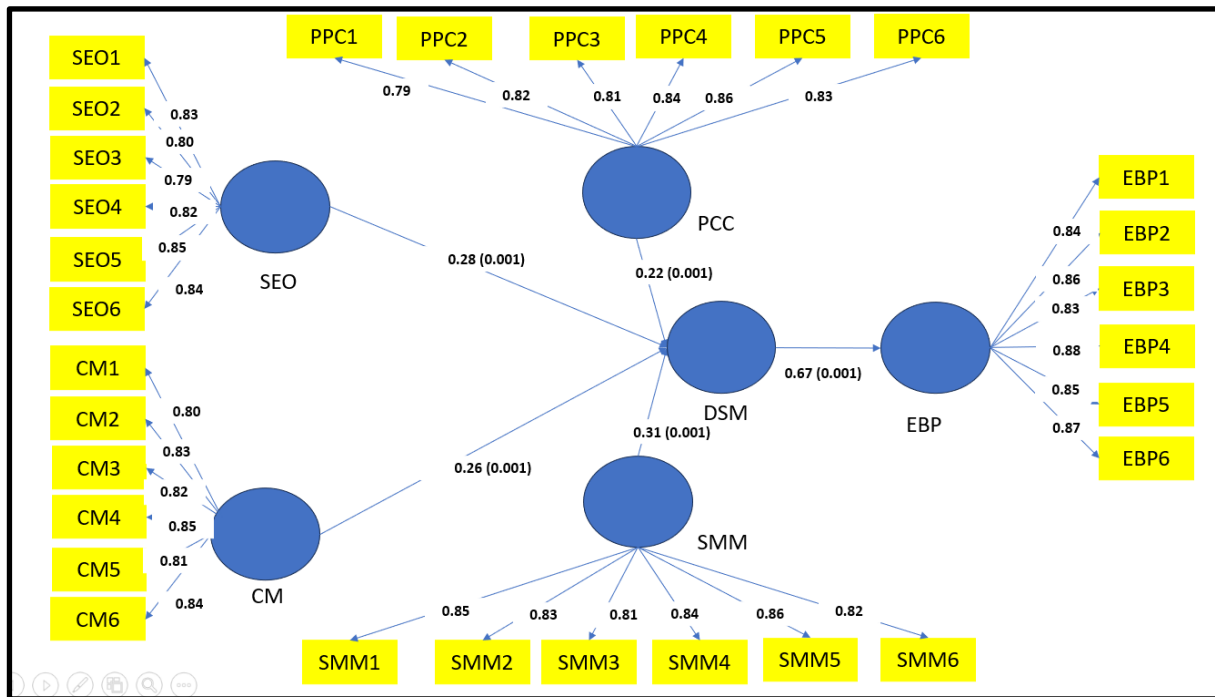


Figure 2. Structured Model.

Source: Author's work.

The results of the structural model, given in Table 4, indicate that all examined digital marketing components exert a significant and positive influence on e-business performance through the mediated framework. The direct paths from Search Engine Optimization (SEO), Social Media Marketing (SMM), Content Marketing (CM), and Pay-Per-Click (PPC) advertising to Digital Marketing Strategies (DMS) are statistically significant, confirming that each component contributes meaningfully to the development of an effective integrated digital marketing strategy. Among these, SMM demonstrates the strongest direct effect on Digital Marketing Strategies ($\beta = 0.31, p < 0.001$), highlighting the critical role of social media engagement, responsiveness, and paid promotions in strengthening digital marketing effectiveness. SEO ($\beta = 0.28, p < 0.001$) and Content Marketing ($\beta = 0.26, p < 0.001$) also show substantial direct effects, indicating that search visibility and high-quality content are essential drivers of digital marketing success. PPC advertising, while slightly weaker in magnitude ($\beta = 0.22, p = 0.001$), remains a significant contributor, emphasizing the importance of targeted paid campaigns for immediate online visibility and conversions. Furthermore, Digital Marketing Strategies exhibit a strong and significant direct effect on E-Business Performance ($\beta = 0.67, p < 0.001$), demonstrating that an Integrated and well-coordinated digital marketing approach significantly enhances online sales, customer acquisition, engagement, and overall business performance.

The mediation analysis (Table 4) reveals that Digital Marketing Strategies play a crucial mediating role in the relationship between individual digital marketing components and e-business performance. The indirect effects of SEO ($\beta = 0.19$), SMM ($\beta = 0.21$), CM ($\beta = 0.17$), and PPC ($\beta = 0.15$) on e-business performance, through Digital Marketing Strategies, are all positive and statistically significant. This indicates that the impact of these digital marketing tools on business performance is largely realized through their integration into a coherent digital marketing strategy rather than through isolated implementation. Notably, Social Media Marketing exhibits the strongest indirect effect, suggesting that its influence on

e-business performance is maximized when social media efforts are strategically aligned with other digital marketing activities. The significant indirect effects confirm that Digital Marketing Strategies serve as a key mechanism through which SEO, content creation, social engagement, and paid advertising translate into tangible business outcomes. Overall, the findings underscore the importance of adopting an integrated digital marketing framework, as the combined and synergistic use of digital tools yields greater performance benefits than standalone strategies.

Table 4

Path Coefficients

Effects	Hypothesis	β	t-value	p-value	Result
Direct	H1: SEO \rightarrow DSM	0.28	4.91	0.000	Supported
Direct	H2: SMM \rightarrow DSM	0.31	5.08	0.001	Supported
Direct	H3: CM \rightarrow DSM	0.26	3.96	0.001	Supported
Direct	H4: PPC \rightarrow DSM	0.22	3.41	0.001	Supported
Mediator	H5: DSM \rightarrow EBP	0.67	9.84	0.001	Supported
Partial	H6: SEO \rightarrow DMS \rightarrow EBP	0.19*	3.72	0.001	Supported
Partial	H7: SMM \rightarrow DMS \rightarrow EBP	0.21*	4.16	0.001	Supported
Partial	H8: CM \rightarrow DMS \rightarrow EBP	0.17*	3.25	0.001	Supported
Partial	H9: PPC \rightarrow DMS \rightarrow EBP	0.15*	3.04	0.002	Supported

Source: Author's work.

All four digital marketing strategies positively and significantly influence e-business performance in emerging economies. Among them, social media marketing has the strongest impact, followed by content marketing, SEO, and PPC advertising. The results indicate that integrated digital marketing strategies play a critical role in driving online business success. The results confirm that Digital Marketing Strategies significantly mediate the relationship between SEO, social media marketing, content marketing, PPC advertising, and e-business performance. The indirect effects of all digital marketing components on e-business performance are positive and statistically significant, indicating that an integrated digital marketing approach is essential for enhancing firm performance in the online business environment. The model explains 64% (R^2 value) of the variance in e-business performance, which is considered substantial in social science research.

The Q^2 value from the blindfolding procedure assesses the predictive relevance of the model. A Q^2 value greater than 0 indicates the model has predictive relevance for the endogenous construct. The high Q^2 value (0.42) indicates that the model (e-business performance) has good predictive power, suggesting that the four digital marketing strategies can reliably predict e-business performance in emerging economies.

6. Discussion

The measurement model assessment confirmed that the constructs are reliable and valid. Cronbach's alpha and Composite Reliability values exceeded 0.80 for all constructs, demonstrating strong internal consistency. Convergent validity was established through Average Variance Extracted (AVE) values above 0.50, and discriminant validity was confirmed using both Fornell–Larcker criterion and HTMT ratio, ensuring that each construct captures

unique variance. Furthermore, Variance Inflation Factor (VIF) values were below critical thresholds, indicating the absence of multicollinearity among the predictor constructs. Overall, the measurement model provides a robust foundation for interpreting the structural relationships.

The structural model results indicate that the four digital marketing strategies collectively explain 64% of the variance in e-business performance ($R^2 = 0.64$), which is considered substantial in the context of social science research. The predictive relevance ($Q^2 = 0.42$) confirms that the model has strong predictive power, meaning that these digital marketing strategies can reliably forecast online business outcomes in emerging economies. Effect size analysis (f^2) further revealed that SMM and CM have medium effects, while SEO and PPC contribute small but significant effects. These results highlight the importance of prioritizing customer engagement and content-driven strategies to maximize performance.

The findings of this study provide important insights for researchers, managers, and policymakers regarding the impact of digital marketing strategies on e-business performance, particularly in emerging economies. The implications are outlined below.

6.1 Theoretical Implications

The study validates the Resource-Based View (RBV) by positioning digital marketing strategies as strategic organizational capabilities that enhance competitive advantage. It also extends the Technology Acceptance Model (TAM) by demonstrating that effective digital marketing improves perceived usefulness, engagement, and customer adoption in online settings. Additionally, by examining SEO, SMM, CM, and PPC collectively, the study provides empirical evidence for multi-channel digital marketing frameworks in emerging economies.

6.2 Managerial Implications

Managers are encouraged to adopt integrated digital marketing strategies that balance short-term visibility (PPC) with long-term engagement and credibility (SMM, CM, SEO). Emphasis should be placed on active customer interaction, high-quality content, and data-driven campaign monitoring to enhance brand trust, traffic, and conversions. These findings provide actionable guidance for firms seeking to strengthen their online presence and performance in rapidly evolving markets.

6.3 Policy Implications

Policymakers should support digital infrastructure development, digital literacy programs, and regulatory frameworks that facilitate ethical and effective digital marketing. Incentives for SMEs and startups to adopt digital marketing can accelerate e-business growth and enhance competitiveness in emerging markets.

7. Conclusions

The present study investigated the impact of digital marketing strategies on e-business performance in the context of emerging economies. By focusing on four key digital marketing strategies: Search Engine Optimization (SEO), Social Media Marketing (SMM), Content Marketing (CM), and Pay-Per-Click (PPC) advertising, the study provides a comprehensive understanding of how strategic digital initiatives contribute to online business success.

The findings from the structural model assessment demonstrate that all four strategies significantly and positively influence e-business performance. Among them, Social Media Marketing emerged as the most influential strategy, highlighting the critical role of online

engagement, customer interaction, and social commerce in emerging markets. Content Marketing and SEO also exhibited significant contributions, reflecting the importance of high-quality content and search visibility in driving traffic, building brand credibility, and fostering trust. PPC advertising, while having a smaller effect size, still contributed positively to e-business performance, indicating its relevance for achieving short-term visibility and conversion objectives.

From a practical perspective, the findings provide actionable insights for managers and business owners operating in emerging markets. To achieve superior e-business performance, firms should adopt an integrated digital marketing approach that balances immediate visibility (PPC), sustainable online presence (SEO), high-quality content (CM), and active social engagement (SMM). Given the dynamic and competitive nature of online markets in emerging economies, leveraging these strategies in combination can create a synergistic effect, enhancing brand credibility, driving traffic, and ultimately improving online sales and customer engagement.

From a theoretical standpoint, the study validates the Resource-Based View (RBV) in the digital marketing context. Digital marketing strategies function as strategic capabilities that are valuable, rare, and difficult to imitate, enabling firms to achieve superior e-business performance. The findings also align with the principles of the Technology Acceptance Model (TAM), as effective digital strategies improve user engagement, perceived usefulness, and ease of interaction with online platforms, ultimately enhancing performance outcomes.

In conclusion, this study demonstrates that digital marketing strategies are crucial drivers of e-business performance in emerging economies. By leveraging SEO, SMM, CM, and PPC effectively, firms can enhance online visibility, engage customers, and improve overall business outcomes. The research underscores the importance of integrating multiple digital marketing strategies into a cohesive framework, providing both theoretical contributions and practical guidance for managers seeking to strengthen their digital presence and competitive advantage in rapidly growing online markets.

Future research can build upon the present study by addressing several avenues. First, adopting longitudinal designs would enable scholars to examine the sustained impact of digital marketing strategies such as SEO, SMM, Content Marketing, and PPC on e-business performance over time, providing insights into their long-term effectiveness. Second, comparative studies across developed and emerging economies could highlight how contextual factors, such as digital infrastructure, consumer behaviour, and market maturity, moderate the effectiveness of digital strategies. Third, investigating potential mediating and moderating variables, such as customer trust, brand engagement, firm size, and technological readiness, could deepen understanding of the mechanisms and conditions under which digital marketing strategies enhance performance. Fourth, integrating objective performance metrics, including website analytics, conversion rates, and ROI, alongside perceptual survey data, would strengthen the robustness and validity of findings. Finally, future research could explore the role of emerging technologies, such as artificial intelligence, machine learning, chatbots, and predictive analytics, in optimizing digital marketing efforts. Collectively, these directions offer opportunities to extend theoretical knowledge and provide actionable insights for managers and policymakers aiming to maximize the impact of digital marketing in dynamic online markets.

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Contribution of Authors

Rachna Jain: Conceptualization, Methodology, Statistical Testing

Shikha Sharma: Data curation, Writing – review & editing.

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