Chapter 1

Managing E-marketing in Business

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Abstract: The main purpose of this chapter is to present basic principles of managing e-marketing in business. The first subchapter focuses on presenting the issue of classification of e-marketing tools. This is then followed up with a data backed review on consumer behaviour on the Internet, the importance of understanding it and the increasing need for e-marketing. In the third subchapter The RACE Digital Marketing Planning Framework is presented and reviewed as one of the most common approaches to manage e-marketing. The final part of the article saw the presentation of a case study on Frisco.pl, a successful Polish e-marketing campaign.

Keywords: consumer behaviour, digital marketing, Internet, e-commerce

Introduction

The proliferation of the internet which gave rise to the beginning of e-commerce in 1995 (Tian, Stewart, 2006) shows no signs of slowing down, making e-marketing an integral strategy of any modern organisation. So much so that the use of digital media, data and technology to support marketing activities (Chaffey, Ellis-Chadwick, 2016) have become a key link in staying competitive on the market. Such use of e-marketing is paramount as customers are now more digital savvy and seek value in their transactions (Stephen, 2016), requiring organisations to be knowledgeable about online consumer behaviour and their interactions with it (Chaffey, Ellis-Chadwick, 2016). The main purpose of the chapter is to present the basic principles of managing e-marketing in

business and will see the classification of e-marketing tools (Subchapter 1), a review of the most recent data concerning consumer behaviour on the Internet (Subchapter 2), a framework for e-marketing management (Subchapter 3) and an example of an e-marketing campaign (Subchapter 4).

E-marketing tools

With no universal means of classifying e-marketing tools, many different approaches to doing so have sprung up. It was in this context that Kierzkowski, McQuade, Waitman and Zeisser (1996) introduced the Digital Marketing Framework in which they indicated five essential elements for success in digital marketing,

1. attracting users,
2. engaging users' interest and participation,
3. retaining users,
4. learning about users preferences,
5. relating back to users to provide customised interactions.

This framework then allowed Teo (2005) in distinguishing specific e-marketing tools (Table 1) which then were subject of his research.

Table 1. E-marketing tools and their purpose based on the Digital Marketing Framework

Tool	Purpose
mnemonic branding, listing in search engine, adequate bandwidth, promotions, piggyback advertising, affiliate program, banner ads	attracting users
informative and useful content, transaction capabilities, unique content, creative programming, lucky draws/contests, create virtual communities, multilingual website, forums/discussion groups	engaging users' interest and participation
dynamic content, security features, rapid information loading time, privacy statements, hyperlinks to related sites, loyalty programs, provide online order tracking, create switching costs via communities, interactive functions	retaining users
information capture, feedback via online surveys, webpage tracking devices, feedback via open-ended survey forms, gather information about new potential customers, cookies, holding virtual focus groups, supporting chat groups	learning about users preferences
personalized communications about product/service, customized product/service, emails to update about new products, customized webpages, linkages to core business, real time interactions	relating back to users to provide customised interactions

Note. Reprinted [adapted] from Usage and effectiveness of online marketing tools among Business-to-Consumer (B2C) firms in Singapore. Teo, T.S. (2005), *International journal of information management*, 25(3), 203–213.

For comparison, according to Maciorowski (2013, p. 26), it is possible to distinguish 7 groups of e-marketing tools based on the purpose for which they are used (Table 2).

As useful as the above classification are, it should also be noted that both classifications seem imprecise (Maciorowski's to a greater extent), the effectiveness of some

tools does not depend solely on the company which use them e.g “rapid information loading time” (Table 1), moreover some of them do not actually deserve this term, for example “indication of the unique values of the product” is nothing else but the direction of activities (Table 2).

Table 2. Types of e-marketing tools by Maciorowski

Tool	Essence	Purpose
word of mouth marketing, viral marketing	using a network of friends, experts, trendsetters and brand ambassadors in order to increase an awareness of a service, brand, company and product	recommendation
affiliate marketing, performance marketing	running a partnership program created independently or in cooperation with the agency	purchase
promotional codes, rebates, discount coupons	stimulating sales by means of attractive shopping incentives	privileges
purchase statistics, highlighting USP (unique selling proposal) of the offer, customer reviews, segmenting content	providing reliable arguments in order to prove the attractiveness of the offer, which will eliminate any dissonance before and after purchase	convincing
indication of the unique values of the product	arousing the desire to have a product by emphasizing its qualities	encouraging
target pages, microservices focused around the product	providing comprehensive information about the offer, building the image of a reliable seller	knowledge
SEO, SEM, PPC advertisement, presence on partner websites	building awareness of the website and its attractive offer	awareness

Note. Reprinted [adapted] from UE-marketing w praktyce. Strategie skutecznej promocji online. by Maciorowski A., (2013), Samo Sedno Edgard, Warszawa.

Nevertheless, recalling the definition of e-marketing proposed by Armstrong and Kotler (2012) “business conducted through the Internet, which is designed to: the promotion of goods and services, the sale of goods and services and building relations with customers” and assuming that most of e-marketing tools often fulfil more than one of the purposes mentioned in the definition, e-marketing tools could be grouped as shown in Table 3.

Table 3. Groups of e-marketing tools

Tool group	Superior purpose	Description	Examples of technical solution
Search Engine Marketing (SEM)	the promotion of good and services	SEO (Search Engine Optimization) + PPC (Pay Per Click) tools, mostly used to increase traffic to a given website and website visibility for consumers	SEMrush, Unamo
Content Marketing	the sale of goods and services	Tools used to create and manage content of a given website	Percolate, NewsCred
E-mail Marketing	building relations with consumers	Tools to manage all types of e-mail communication with consumers	MailChimp, FreshMail
Marketing automation	the sale of goods and services	Tools used to manage all e-marketing activities in one place	HubSpot, SalesManago
Social Media Marketing	building relations with consumers	Tools designed to manage all social media activities	Socedo, Brand24
Data collection and research	the sale of goods and services	Tools used to collect and analyse data from different Internet activities and sources	Google Analytics, WebTrends

Note. Author developed (2019).

Figure 1. Criteria for selecting e-marketing tools

Author developed (2019).

It should be added that the groups of tools highlighted are very capacious, which is why all three purposes mentioned by Armstrong and Kotler (2012) can be achieved through their use. Naturally, some of them could be of higher priority within a given group in what has been marked in “Superior purpose” column. Furthermore, the groups are not completely disjunctive, as those such as “Marketing automation” is actually a combination of solutions that can be found in other groups, while “Social Media Marketing” is one of the biggest and often includes content creation tools. Finally, it is not possible to indicate all of the technical solutions that can be assigned to a group due to their very large number (See as an example TechWyse Internet Marketing Tools 2017 (TechWyse)). Having reviewed the above information, it is clear that picking the right e-marketing tool is based on many factors.

The first criterion is the selection of a tool that matches e-marketing activities that are being undertaken. If the primary purpose is the building of communities and customer advocacy, social media marketing is an ideal tool, whereas Search Engine Marketing is optimum if the primary purpose is building awareness and brand visibility. The next criterion is the determining of a budget which can be used to implement the tool that was selected. Doing so is important as tools are of varying prices and an organisation serious about their e-marketing will need to use a dedicated solution and not one of the free solutions on the market. The factor that must be taken into account after this is the knowledge and competences of the company’s employees as they should be able to use the available tools. The final criterion one should keep in mind when picking a tool is the competitiveness and flexibility of individual tools to keep up with the dynamic nature of the internet landscape. Undoubtedly, the above-mentioned criteria for e-marketing tools selection do not exhaust all possible determinants of the choice and can be extended depending on the company nature and extended needs.

Consumer behaviour on the Internet – the case study of Poland

With over 57% of the world's population connected to the Internet, spending more than 6 ½ hours online each day, more and more customers are now searching for information, building relationships and shopping (Digital in 2019). There are over 5.1 billion unique mobile users (67% of the world's population) and over 3,5 billion active social media users (45% of the world's population). This growth rate in the case of the Internet and social media users which was over 9% (Digital in 2019) is impressive and is the reason why social media is considered the heart of all digital customer touchpoints. It is able to help

1. **Rebuild trust with consumers** – There is no doubt that the case of Cambridge Analytica and fake news eroded consumer confidence in search engines, businesses, and social channels in 2018. Therefore, in order to rebuild trust, companies must be clear on why data collection is important for creating personalized, one-to-one experiences that offer new value to customers.
2. **Breaking down marketing silos** – 54% of organizations report that marketing teams can increase their influence by guiding other departments, stimulating digital transformation wherever possible. Establishing common KPIs with other departments, using social media to achieve broad business objectives like brand health, revenue and consumer retention, could serve as an appropriate starting point.
3. **Making a unified view of consumers** – Nowadays, the average Internet user has accounts on 8 different social and messaging services, creating a need to build a unified view of their consumers across every touchpoint. Doing so is very important as such unification of data helps work more fluidly and provides a competitive edge on the market.

Social media and their indisputable role in online communication are conducive to directing marketing activities to this area, strengthening the importance of social media marketing among other groups of tools. In connection with the above, it is justified to pay a bit more attention to consumer behaviour within social media (Digital in 2019). Based on active user accounts (Fig. 2), the five biggest social platforms are Facebook – over 2.2 billion users, YouTube – over 1.9 billion users, WhatsApp – over 1.5 billion users, FB Messenger – over 1.3 billion users and WeChat – over 1 billion users. While Facebook remains a leader among social media platforms, WhatsApp is a leader among instant messengers.

Social media is definitely the domain of young people. Based on the combined advertising audiences of Facebook, Instagram and Facebook Messenger majority of users are between 18 and 44 years old. Users 65+ years old constitute only 4% of the population (Fig. 3). Additionally, based on the survey conducted in USA (Chaffey, 2019), YouTube Instagram and Snapchat are the most popular online platforms among teens.

Figure 2. Social platforms by active user accounts worldwide in 2019 (in millions)

Global Digital Report 2019: Free Download: We Are Social UK. (2019). Retrieved from <https://wearesocial.com/uk/digital-2019>.

Figure 3. Social media audience profile in USA

Global Digital Report 2019: Free Download: We Are Social UK. (2019). Retrieved from <https://wearesocial.com/uk/digital-2019>.

Determining the reasons for using social media is one of the most important issues in the context of consumer behaviour on the Internet. The top three reasons for using social media as per the research from GlobalWebIndex is staying in touch with their friends – 42%, staying up-to-date with news and current events – 41% and filling up

spare time – 39% (Chart 3). From the perspective of e-marketing, it is worth paying particular attention to the percentage of users who:

- are staying up-to-date with news and current events – 41%,
- are looking for funny or entertaining content – 37%,
- network with other people – 34%,
- share their opinion – 30%,
- conduct research prior to purchasing products – 29%.

All of the abovementioned reasons are important when analysing data collected via social marketing tools.

Figure 4. Top 10 reasons for social media usage worldwide

Top 10 Reasons for Using Social Media – GlobalWebIndex. (2018, March 1). Retrieved from <https://blog.globalwebindex.com/chart-of-the-day/social-media/>.

Poland is relatively one of the fastest-growing countries in terms of the use of digital technologies by consumers. According to the report (Digital in 2019 B), there are over 30 million Internet users in Poland (79% of the population), 26 million of which are mobile Internet users (69% of the population) and 18 million of which are active social media users (47% of population). While the number of Internet users increased only by 1.1% compared to the previous year, the growth rate of active social media users amounted to almost 6% which resulted in the emergence of one million new users. Over 82% of Poles use the Internet on a daily basis with Google.pl, Google.com, Facebook.com and Allegro.pl taking most of the traffic (Table 4).

45% of Poles declared using ad-blocking tools when surfing through the Internet which can be seen as a difficulty in conducting e-marketing activities in Poland. In the case of social media usage, the average number of social media accounts per Internet user was 7,3, while the top five most active social platforms (based on the percentage of Internet users who reported using them) were YouTube, Facebook, FB Messenger, Instagram and Skype. Taking into account advertising audiences Facebook seems to have the most potential from the perspective of e-marketing, followed by Instagram and Snapchat (Table 5).

Table 4. Ranking of websites in Poland based on the average monthly traffic in 2019

Position	Website	Category	Monthly Traffic	Time per visit	Pages per visit
1	Google.pl	Search	861,4 million	10M 37S	7,9
2	Google.com	Search	714,6 million	09M 54S	8,6
3	Facebook.com	Social	540,1 million	13M 22S	11,1
4	YouTube.com	TV&Video	503,3 million	24M 34S	10,2
5	WP.pl	News	245,2 million	07M 24S	6,6
6	Onet.pl	News	229,9 million	06M 55S	6,8
7	Allegro.pl	Shopping	199,7 million	10M 27S	13,8
8	Interia.pl	News	136,3 million	06M 35S	6
9	OLX.pl	Shopping	122,8 million	09M 46S	12,5
10	Wikipedia.org	Reference	119,2 million	04M 07S	3,1

Note. Reprinted [adapted] from Kemp, S. (2019, January 31). Digital 2019: Poland – DataReportal – Global Digital Insights. Retrieved from <https://datareportal.com/reports/digital-2019-poland>.

Table 5. Social media advertising audiences in Poland in 2019 (in million)

Platform	Facebook	Instagram	Twitter	Snapchat	LinkedIn
Audience	17	6,8	0,934	3,8	3,3
Female	52%	58%	32%	58%	48%
Male	48%	42%	68%	42%	52%
Quarterly growth	0%	6%	5%	-15%	3%

Note. Reprinted [adapted] from Kemp, S. (2019, January 31). Digital 2019: Poland – DataReportal – Global Digital Insights. Retrieved from <https://datareportal.com/reports/digital-2019-poland>.

Similarly to the global social media audience profile, a majority of users in Poland are between 18 and 44 years old where users 65+ years old constitute only 4% of the population (Fig. 5).

Figure 5. Social media audience profile in Poland in 2019

Kemp, S. (2019, January 31). Digital 2019: Poland – DataReportal – Global Digital Insights. Retrieved from <https://datareportal.com/reports/digital-2019-poland>.

Facebook remains the main social media platform in Poland and can serve as a valuable platform for e-marketing activities (Table 6). As shown in the table, females on Facebook were more active than males in every type of activity except for sharing posts. It should also be noted, that the most common type of activity was liking posts and clicking advertisements.

Table 6. Facebook activity frequency in Poland in 2019

Activity type	Number of Facebook pages liked (lifetime)	Posts Liked in the past 30 days (all post types)	Comments made in the past 30 days (all post types)	Facebook posts shared in the past 30 days (all post types)	Facebook adverts clicked in the past 30 days (any click type)
Overall	1*	10	3	1	11
Female	2	15	5	1	15
Male	1	7	2	1	8

*Figures represent median values for active Facebook users aged 18 and above.

Note. Reprinted [adapted] from Kemp, S. (2019, January 31). Digital 2019: Poland – DataReportal – Global Digital Insights. Retrieved from <https://datareportal.com/reports/digital-2019-poland>.

In the context of e-marketing and consumer behaviour on the Internet, the subject of e-commerce cannot be omitted. According to the latest report (Digital in 2019) 65% of Poles (24,2 million people) make online purchases and/or pay bills online. Among e-commerce activities, it should be noted that:

- 86% searched online for a product or service to buy,
- 92% visited an online store on the web (with the use of any device),
- 76% purchased a product or service online (any device),
- 65% made an online purchase via a laptop or desktop computer,
- 36% made an online purchase via a mobile device.

The most popular category of products purchased online was Travel (including accommodation) in which over 4,5 billion dollars have been spent (Table 7), while the total annual sales revenue from selling consumer goods in e-commerce amounted to 8,194 billion dollars (average annual revenue per user – 339 dollars) with a significant annual growth rate of 11%.

When searching for products online, Polish consumers most often used phrases like: Allegro, Buty, Nike, Adidas and Samsung (Table 8).

Undoubtedly, collecting data about consumer behaviour on the Internet is a top priority in e-marketing and should be conducted with the use of dedicated tools and data that is freely available. Analysis of such data allows for the creation of a more general picture of consumer behaviour and helps to determine current market trends. 6 such trends that will be important for e-marketing as per Euromonitor International are

- **Everyone's an Expert** – refers to the almost compulsive need for digital consumers to absorb and share information. As Internet retailing continues to increase globally, all industries will have to adapt to consumers' new demands to stay relevant.

Table 7. E-commerce spend and annual growth by product category in Poland in 2019

Category	Total amount spent in billion US dollars	Annual growth
Travel (including accomodation)	4,511	13%
Fashion & Beauty	2,801	12%
Electronics & Physical Media	2,013	8,5%
Toys, DIY & Hobbies	1,703	8,6%
Furniture & Appliances	0,961	16%
Food & Personal Care	0,715	12%
Video games	0,300	9,4%
Digital music	0,060	10%

Note. Reprinted [adapted] from Kemp, S. (2019, January 31). Digital 2019: Poland – DataReportal – Global Digital Insights. Retrieved from <https://datareportal.com/reports/digital-2019-poland>.

Table 8. Top Google shopping queries based on searches in Poland throughout 2018

Position	Search query	Position	Search query
1	Allegro	11	Castorama
2	Buty	12	PS4
3	Nike	13	Calvin Klein
4	Adidas	14	Xiaomi
5	Samsung	15	Ceneo
6	iPhone	16	Buty Nike
7	Sukienki	17	Nike Air
8	Huawei	18	Media Expert
9	OLX	19	Tommy Hilfiger
10	Ikea	20	Vans

Note. Reprinted [adapted] from Kemp, S. (2019, January 31). Digital 2019: Poland – DataReportal – Global Digital Insights. Retrieved from <https://datareportal.com/reports/digital-2019-poland>.

- **I Can Look After Myself** – is the preventative, consumable measures against illness, unhappiness and discomfort that people can take without having to consult a professional. Consumers make use of apps and personalisation services to create a product uniquely for them without the need to constantly engage with social media and brand marketing.
- **I Want it Now!** – efficiency-driven lifestyles transcend instant gratification. Consumers seek frictionless experiences that mesh with their lifestyles, allowing them to dedicate more time to their professional or social lives. Central to this concern is the management of user data and a company's access to this data.
- **Finding My JOMO** – the fear of missing out has now given place to the re-appropriation of self-time as people find joy in missing out. To protect their mental wellbeing, consumers want to be more intentional with their time, to set their own boundaries and be more selective in their activities (especially millennials). Planned disconnection provides them with time to reflect and to act freely, fo-

ocusing on what they really want and enjoy doing. And in developing markets, reliance on the Internet may be the origin of higher stress levels, especially when being connected is so linked to essential services.

- **Digitally Together** – the growing ubiquity of high-speed Internet, particularly the acceleration of mobile internet, is driving live interactive experiences online and facilitating collaboration on large files instantly. From dating to education, consumers have grown to expect more authentic, life-like interactions online. Growing comfort with sharing friends, location and activities online can be observed which will lead to the development of new ways to engage consumers.
- **Age Agnostics** – are consumers who don't hold with conforming to demographic expectations — everyone connects. The key to winning and retaining loyalty and trust is to develop products and services that are universally accessible even while designed with older people in mind. Baby boomers have much more in common with the values and priorities of millennials and younger generations than many realise, and it is this inclusive mindset that needs to be better understood and catered for in the future.

RACE planning in managing e-marketing

Managing and achieving success in e-marketing is not possible without a proper strategy. According to Ryan (2016), components that form the foundation of digital marketing strategy include:

- **knowledge about business** – having products or services suited to online promotion; having the right technology etc.,
- **knowledge about competitors** – knowing main competitors in the digital marketplace; which of their activities are worth to benchmark; how to differentiate the current offer from competitors etc.,
- **knowledge about consumers** – knowing the latest trends; understanding consumers behaviour on the Internet; knowing consumers needs and expectations etc.,
- **purpose of e-marketing activities** – setting clear, measurable and achievable goals
- **measuring effects** – tracking everything that happens online and comparing a progress against predefined goals and key performance indicators (KPIs)

It should be noted that abovementioned components are in line with basic managerial functions (Koontz, Weihrich, 2010), and include planning, organizing, staffing, leading and controlling.

One of the most comprehensive approaches to management in e-marketing is the RACE Digital Marketing Planning Framework presented for the first time in 2010 to help digital marketers plan and manage their activities in a more structured way (Chaffey, 2017). It summarises the key online marketing activities that need to be managed

as part of digital marketing and covers the full consumer lifecycle from the planning phase to the engagement (Fig. 2).

Figure 6. The RACE Digital Marketing Planning Framework

Chaffey D. (2017). Introducing RACE: a practical framework to improve your digital marketing.

The principal aim of the planning phase is to create the overall digital strategy and includes different activities such as those outlined below:

- establishing key operational strategies that will allow the development of an online business. An example of this would be the creation of a plan to achieve interactions, conversion of visitors to a lead and ultimately a sale.
- marketplace analysis on audience and consumers, competitor benchmarking, online partner analysis and SWOT analysis.
- vision and mission setting, creating evaluation system and deciding what KPIs should be used.

Based on the abovementioned, a strategy that covers further e-marketing activities starting with the reach phase, through act and conversion phase and ending with the engagement phase is proposed (Chaffey, 2017).

The reach phase involves building awareness of a brand, its products, and services on other websites and offline media in order to build traffic by driving visits to different web presences like a given company main site, microsites or social media pages. It involves maximising reach over time to create multiple interactions using different paid, owned and earned media touchpoints. Within this phase SEM and Social Marketing

tools are commonly used. Key measures in the reach phase are: unique visitors, bounce rate, revenue per visit and number of a brand searches (Chaffey, 2017).

The act phase is about engaging the audience through relevant, compelling content and clear navigation pathways so that they do not hit the back button. Persuading site visitors or prospects to take the next step, the next “action” on their journey when they initially reach a given site or social network presence is one of the biggest challenges for online marketers since the bounce rates on many sites is greater than 50%. The main objective of this phase can differ depending on the type of an online business and can include key measures such as number of leads, % conversion to lead, goal value per visit and/or page views/visit etc. Important strategies in this phase includes content marketing, data collection, research and marketing automation tools (Chaffey, 2017).

The convert phase involves getting an audience to take the vital step into becoming paying consumers. In this phase capitalization of marketing expenditures takes place and includes key measures such as number of sales, % conversion to sale, sales value and/or average order value etc. Within this phase almost every group of e-marketing tools (Table 3) is used to a greater or lesser extent (Chaffey, 2017).

Finally, the main objective of the engagement phase is to create long-term engagement as repeat purchases using communications on a given site, social presence, email and direct interactions boost consumer lifetime value. Key measure within this phase may include: % of active consumers, % consumer conversion, % existing sales value and/or number of brand mentions. The most commonly used e-marketing tools used to engage consumers in this phase are content marketing, social media marketing and e-mail marketing (Chaffey, 2017).

It should be added that the RACE Digital Marketing Planning Framework has been built on the foundation of the REAN model (Reach ,Engage ,Activate and Nurture) created by Satama (now Trainer’s House) in 2006 (Jackson, 2009). In turn, the REAN model can be seen as an adaptation of the well-known AIDA model, developed in 1898 by St Elmo Lewis in an attempt to explain how personal selling works (oxfordreference.com) to the online environment. This situation shows that many solutions that find application on the Internet nowadays, in fact, have their sources in well-established marketing knowledge.

Managing e-marketing – the case study of Frisco.pl

Undoubtedly, one of the sources of business growth is the consumer experiences with the brand throughout the entire purchasing process. E-shops are no longer only a place of transaction, but a tool for building brand image, credibility and a necessary condition for creating bridges that connect consumer needs with offers. The strategic goal for Frisco.pl is to build brand awareness and expand the consumer base by positioning itself as a convenient alternative for hypermarkets when making large and planned grocery shopping. Frisco.pl operates locally in and around Warsaw, but in the category of online grocery shopping it has to compete with such giants as Auchan and

Tesco. The company has appeared on the e-grocery market much earlier than competitors, has a perspective approach to the category and a good understanding of social changes which are reflected in consumer shopping habits. The main challenge facing Frisco.pl is convincing Poles (who shop 5 times often than those in purchases Western Europe), to change their shopping habits. The first step to change the habits of Polish consumers was to create a communication platform "Do not go shopping", which effectively allowed Frisco to build shares in the e-grocery category and become the leader of the Warsaw online grocery shopping market. Unfortunately, the communication turned out to be insufficient because the need to buy from the shelf is strongly rooted among Poles. As a result, a new approach was necessary and led to the creation of a communication platform "Definition of better purchases", in which the company displayed the troublesome nature of shopping in stationary stores and the specific benefits of online shopping. Among the actions taken by the company, which led to success, it should be emphasized:

- the creation of a precise consumer definition which discovered that the potential consumers are primarily women for whom grocery shopping is an obligation. They give the family what they need (for which relatives are grateful to them) and looking for ways to make the process comfortable and pleasant. For them, a definition of better shopping was created,
- convincing potential consumers about the convenience of online grocery shopping from home through OOH (out-of-home) campaign, radio and display/programmatic e.g "kitchen* – the perfect place to pick up your purchases" (Pic. 1),

Figure 7. Example of communication in Frisco.pl during the "Definition of better purchases" campaign

Frisco.pl ma nową platformą komunikacji – "Definicja lepszych zakupów". (2018). Retrieved from <https://www.wirtualnemedia.pl/artykul/frisco-pl-definicja-lepszych-zakupow-platforma-komunikacji>.

- preparation of creatives based on specific advantages of Frisco.pl, such as the possibility of determining the delivery date with an accuracy of one hour (Pic. 2) and using such benefits as a basis for outreach activities based on OOH (Out-of-home), radio, display and recommendations of influencers. This ability to have the groceries delivered at a specific hour has become a key building element for the trial at www.frisco.pl,

Figure 8. Example of creation based on specific advantages of Frisco.pl in "Definition of better purchases" campaign

Frisco.pl reklamuje się hasłem "Ty wybierasz godzinę dostawy". (2018). Retrieved from <https://www.wirtualne-media.pl/artykul/frisco-pl-kampania-ty-wyberasz-godzine-dostawy>.

- the use of an attractive benefit to create the closure of the shopping path in e-commerce channels (mailing, promotional leaflet, landing page and performance). The overall positive experience created in this way – both online and offline – translated into further purchases (Pic. 3).

Actions indicated above has led to the following results:

- a 150% increase in spontaneous brand awareness,
- among people with knowledge of the e-grocery category, www.frisco.pl has been mentioned most often as a leader in the category (42%), as a store offering the highest quality and completeness of delivery (37%) and the best quality of fresh products (40%),
- the campaign has significantly increased (+51%) the number of unique page views at www.frisco.pl,
- the generated traffic has been successfully converted into sales, an unprecedented increase (+73%) in the number of new consumers has been obtained.

Understanding consumers' needs and providing a great experience at every stage of the shopping path allowed the company to generate above-average sales results. Thanks to the "Definition of better shopping" platform, supported by the highest quality service and an attractive offer, Frisco.pl generated an enormous increases in the

base of its consumers and become a leader in the e-grocery category in Poland (Raport strategiczny Internet 2017/2018, p. 20–21).

The figure displays two promotional materials for Frisco.pl. On the left is an email layout with a light beige background. It features the Frisco.pl logo, a list of products (ALPRO, ARGETA, WARKA), and a large 'TESTUJ NOWOŚCI' (Test New) banner with a 'ZA 1 GR' (For 1 GR) price tag. Below this is a 'SPRAWDŹ >' (Check >) button. On the right is a promotional leaflet with a purple and pink color scheme. It features the Frisco.pl logo, the headline 'NIE IDŹ NA ZAKUPY. DOSTARCZYMY JE DO TWOJEJ KUCHNI.' (Don't go shopping. We'll deliver it to your kitchen.), and a 'WYGRAJ > ZAKUPY ZA DARMO! 80 x 400 ZŁ' (Win > Shopping for free! 80 x 400 ZŁ) promotion. Below this are four product tiles: 'SUPER CENA! TYLKO 12.99' for meat, 'SUPER CENA! TYLKO 2.49' for tomatoes, 'SUPER CENA! TYLKO 4.99' for oil, and 'SUPER CENA! TYLKO 2.99' for flour. Arrows and labels point to specific elements: 'test new' points to the email's product list; 'great price' points to the 'ZA 1 GR' tag; 'win free shopping' points to the email's 'SPRAWDŹ >' button and the leaflet's 'WYGRAJ >' promotion; 'don't go' points to the leaflet's headline.

Figure 9. Example of an e-mail (left side) and a promotional leaflet (right side) of Frisco.pl

Retrieved from <https://www.wirtualnemedi.pl/artykul/frisco-pl-definicja-lepszych-zakupow-platforma-komunikacji> and <https://www.wirtualnemedi.pl/artykul/frisco-pl-kampania-ty-wybierasz-godzine-dostawy>.

Conclusions

E-marketing is an important part of the activities of modern enterprises and there are many different tools that can be used within it. While there is no consensus on the universal classification of these tools in the subject literature, the following division has been adopted within the chapter: Search Engine Marketing (SEM) tools, Content Marketing tools, E-mail Marketing tools, Marketing automation tools, Social Media Marketing tools, Data collection and research tools. Such e-marketing tools are valuable in the promotion of good and services, the sale of goods and services and building relations with consumers. Obviously, the above-mentioned purposes are complemented by numerous specific objectives and should be considered as a relatively complex problem that requires knowledge not only about the available tools but consumer behaviour on the Internet. The data presented in the chapter clearly indicate the growing importance of the Internet in the purchasing behaviour of modern consumers and the role e-marketing plays in it.

The RACE Digital Marketing Planning Framework has been presented as an example of one of the management approaches. The framework not only confirms the complexity of the whole process but also underlines the importance of previously acquired knowledge in the field of marketing. The case study of Frisco.pl served as an example of e-marketing management and proved the importance of conducting research on consumer behaviour. Moreover, it also proved that achieving success in e-marketing often requires using the offline environment (OOH and radio in the case of Frisco.pl) and requires an organisation to update its knowledge on a constant basis if it is to maintain a competitive edge over rivals.

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