

# Novani Brindes – New Target, New Digital Marketing Strategy

## *Novani Brindes – Novo Público, Nova Estratégia De Marketing Digital*

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### ABSTRACT

Novani is a gift company that operates in the corporate market. It has an extensive line of personalized products, and its digital marketing generates new sales. However, individuals are beginning to demand personalized gifts, and the marketing manager decides to interact with them through digital strategies used with the corporate public. At first, the new segment responded positively. However, it quickly becomes clear that the digital marketing strategy suitable for the corporate gifting audience appears not conducive to the B2C market. The marketing manager saw a drop in digital marketing metrics, such as the decrease in the engagement rate in posts, the average time visitors spend in e-commerce, and the number of pages opened per visit on e-commerce. Given these declines, it must reformulate its digital marketing strategy for the new segment. To support her decision, she contracts marketing research that identifies the new target audience's profile, the value customers perceive in personalized gifts, and the description of the customer journey for personalized gifts. Students must put themselves in the decision-maker's shoes to propose a digital marketing strategy for Novani's B2C market audience.

**Keywords:** Digital marketing; customer journey; persona; engagement; personalized gift.

### RESUMO


A Novani é uma empresa de brindes que atua no mercado corporativo. Ela possui extensa linha de produtos personalizados e seu marketing digital é o seu trunfo para a geração de novas vendas. Porém, as pessoas físicas começam a demandar presentes personalizados e a gerente de marketing resolve interagir com elas por meio das estratégias digitais utilizadas com o público corporativo. A princípio o novo segmento responde positivamente, no entanto, rapidamente nota-se que a estratégia de marketing digital que é adequada para o público de brindes corporativos parece não ser propícia para o mercado

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RESUMO

B2C. A gestora de marketing se depara, então, com a queda das métricas do marketing digital como a diminuição da taxa de engajamento nas postagens, do tempo médio em que os visitantes ficam no *e-commerce*, e do número de páginas abertas por visita no *e-commerce*. Diante dessas quedas, ela deve reformular a estratégia de marketing digital para o novo segmento. Para subsidiar a sua decisão, ela contrata uma pesquisa de marketing que identifica o perfil do novo público-alvo, o valor percebido pelos clientes nos presentes personalizados e a descrição da jornada do cliente de presentes personalizados. Os alunos são convidados a se colocarem no lugar da tomadora de decisão para propor uma estratégia de marketing digital para o público do mercado B2C da Novani.

**Palavras-chave:** Marketing digital; jornada do cliente; *persona*; engajamento; presentes personalizados.

## Novani - What Digital Strategies to Adopt for the B2C Customer?

As Débora, the Marketing Manager at Novani Corporate Gifts, concluded her workday and made her way to the company parking lot, she reflected on the significant business expansion that had taken place over the past four months. The company had shifted its focus from exclusively providing personalized corporate gifts within the B2B sector to also catering to individual consumers in the B2C market.

This shift began in May 2022, following the wedding of Mr. Rodrigo Cardoso's daughter, the owner of the company. At the event, guests were gifted personalized bottles featuring an exclusive design by artist Flávio Wetten. The subsequent sharing of images on social media platforms resulted in a significant increase in online sales of Novani's personalized gifts, which gained popularity for various occasions, including birthdays, weddings, and graduations.

However, two months after the initial spike in sales, the number of budget inquiries plateaued, and the conversion rate began to decline. Despite the concerted efforts of the marketing and design teams, engagement from the newly targeted audience remained minimal. Most interactions consisted of mere likes on posts, with only a select few individuals offering uninspired comments.

Débora found herself perplexed by the shortcomings of her marketing strategies, especially since these approaches had proven effective with the company's

traditional organizational clients. In search of clarity, she reached out to Suzana, a college friend who had established a digital marketing agency in Extrema, a town in southern Minas Gerais where Novani is located. After an extensive discussion, Suzana’s insights resonated with Débora:

– Content is more crucial than you may realize! It serves as the gateway for your audience to discover Novani’s digital presence and consider making a purchase. However, it is essential that the content delivers value by aligning with the target persona and the customer journey.

Inspired by Suzana’s guidance, Débora commissioned a marketing study to gain a deeper understanding of her audience and refine her digital strategies accordingly. The report (Appendix A) had arrived that afternoon, and as she settled into her car and prepared to start the engine, Débora reviewed the findings once more, contemplating:

– The new client segment is markedly different from those I have previously engaged with. It is imperative that we take swift action to address the declining sales metrics for the B2C audience and to solidify Novani’s presence in this emerging market. But what specific measures should be implemented?

## The Customized Products Market

Corporate gifts are items that organizations typically present to employees, clients, partners, and stakeholders to enhance visibility and improve their corporate image. These gifts can be customized with the recipient’s name, the company’s logo, a personalized message, or other distinctive features. In the marketplace, corporate gifts are often referred to as personalized gifts or products.

Each year, the gifting market in Brazil evolves to offer increasingly innovative options. Currently, gift products encompass a wide range of categories, including eco-friendly, gourmet, technological, and functional items. A prevailing trend is to associate gifts with sustainability or technology, emphasizing that they should not be disposable but rather integrated into the recipient’s daily life.

Examples of corporate gifts encompass a variety of categories, including sustainable products (such as cardboard notebooks and reusable acrylic cups), gourmet

experiences (like cheese boards and snack trays), pet-related items, technological gadgets (including speakers and headphones), wellness products (such as robes and massagers), travel accessories, fitness resources, culinary delights (like candies and chocolates), smart connected devices, fashion items, and traditional office supplies.

Corporate gifts have long been an essential element of corporate communication strategies. They function as a marketing tool in the B2B sector, promoting brands, launching products, increasing sales, retaining customers, and recognizing employee contributions.

However, with the rise of aesthetically pleasing, functional, and innovative products, corporate gifts have also become increasingly popular for personal events and celebrations, such as birthdays, weddings, and year-end festivities. Individuals desire to feel special, and one effective way to express this sentiment is through the acquisition or gifting of personalized items that feature names, photographs, illustrations, caricatures, or messages. Figure 1 presents examples of personalized products for individuals.

**Figure 1.** Examples of personalized products.



**Source:** Prepared by the authors.

The personalization of a product becomes even more distinctive when it is purchased by one individual as a gift for another with whom they share a unique bond. In these instances, elements known only to the giver and recipient enhance the gift's uniqueness and memorability, serving as a symbolic representation of their connection.

The market for personalized products is highly competitive, characterized by relatively low barriers to entry. According to the Associação de Marketing Promocional (AMPRO), this market generated R\$ 7.41 billion in 2019 and currently includes approximately 3,500 operational companies, with 63% being individual micro-entrepreneurs, known as MEIs (Serviço Brasileiro de Apoio às Micro e Pequenas Empresas [SEBRAE], 2023). Investment costs in this sector are modest, ranging from R\$ 8,000 for a franchise to R\$ 16,000 for a small manufacturing facility (SEBRAE, 2023).

In recent years, particularly following the onset of the COVID-19 pandemic, there has been a significant increase in companies specializing in personalized products aimed at the end consumer (B2C). Some of these enterprises, referred to as “engravers,” procure finished products, such as bottles, and are solely responsible for personalization based on client specifications. In this model, entrepreneurs invest in engraving machinery and select suppliers for the products to be customized and sold. Other companies, known as “gift companies,” outsource the entire process—from manufacturing to engraving—focusing on direct sales and negotiations for personalization with clients.

Regardless of the business model, these companies require skilled graphic designers who are attuned to artistic trends, as well as suppliers of high-quality raw materials and machinery. Personalized products are not disposable; they are intended to be cherished as memorable and meaningful gifts. Consequently, clients expect to retain and utilize these items as tokens of joyful experiences. While they are tangible goods, they carry significant symbolic meaning due to their emotional value, fostering a unique emotional connection between individuals.

Another critical consideration is that the design must resonate with the target audience. Therefore, a thorough understanding of the persona is essential for effectively engaging with commonly used slang, expressions, and messages. Additionally, developers of personalized products must remain vigilant regarding consumer trends. Currently, popular items include smartphone cases and accessories, apparel, mugs, bottles, diaries, wallets, bags, cosmetic cases, pillows, and home office supplies; however, new products continually emerge.

New entrants in the personalized products market for individuals leverage digital social media not only as sales platforms but also as tools for product promotion and customer engagement. Platforms such as Pinterest, Instagram, and Face-

book function as product catalogs and/or sales channels. Furthermore, transactions can also be conducted through other avenues, including WhatsApp or email. Additional options include establishing an e-commerce website, utilizing marketplace platforms, and developing mobile sales applications.

Several companies specializing in personalized products have distinguished themselves within niche segments of the gift market. Notable examples include Danke Design, Caricanecas, and Gocase. These companies experienced growth during the social distancing measures necessitated by the pandemic. Danke Design and Caricanecas operate exclusively online, while Gocase maintains a physical presence in major Brazilian shopping centers. Danke Design specializes in hand-made leather personalized products, with its top-selling items being iPhone cases and cardholders. Caricanecas offers mugs featuring client caricatures and operates entirely online, focusing on both B2B and B2C markets. Additionally, it utilizes a franchise model with over 600 home-based franchisees across Brazil. Gocase specializes in phone cases and tech accessories, targeting an audience that views the Gocase brand as a means of self-expression, associated with creativity, diversity, and art. To achieve this, the company collaborates with visual artists and influencers who align with its values and objectives.

## Novani Brindes

Novani Brindes is a family-owned enterprise specializing in corporate gifting solutions. Established in 2002 by Rodrigo Cardoso, a recent graduate in production engineering, the business was initiated to generate income to support his growing family, particularly with the impending arrival of his third child. The company is located in Extrema, Minas Gerais, occupying a 5,000-square-meter warehouse and employing 210 individuals across various departments, including sales, customer service, design, final artwork, production, and distribution logistics.

Initially, Novani concentrated on offering personalized gifts exclusively to local businesses. However, the creation of an online presence through e-commerce platforms and social media channels, including WhatsApp, Instagram, and TikTok, significantly boosted sales, allowing the company to serve over 25,000 corporate

clients nationwide. Its clientele includes both small and large enterprises, featuring prominent names such as Eucatex Divisórias, Insper, Arezzo, and Bradesco.

Clients of Novani typically present corporate gifts during special occasions, including commemorative events, birthdays, business gatherings, and as incentives for work anniversaries or the achievement of specific goals. The preference for Novani's offerings is largely attributed to the high quality of the products and the exemplary service provided. Mr. Cardoso attributes this success to a steadfast commitment to quality management, cost control, and customer service. Through personalized attention, Novani's products have consistently enhanced corporate events, fostering collaboration, client retention, and brand promotion over the years.

The company's current portfolio features over 2,000 distinct items, including car accessories, eco-friendly products, children's items, pet supplies, apparel, mugs, office supplies, water bottles, technological gadgets, household utensils, and products designed for specific commemorative occasions. These items are customized using a variety of techniques, such as silkscreen printing, sublimation, pad printing, hot stamping, and digital transfer.

Novani's sales consultants provide comprehensive support to clients throughout the project development and execution phases, ensuring a seamless connection between client brands and high-quality products. The purchasing process begins when a client initiates contact via chat, WhatsApp, or telephone. At this stage, consultants assess the client's needs and subsequently develop a project proposal that includes gift suggestions, personalization options, packaging details, and a budget estimate. Once the client approves the virtual product layout, the order is processed for production and delivery. Orders destined for the São Paulo region and southern Minas Gerais are typically fulfilled within 48 hours, while delivery times for other regions vary based on the client's location and the selected transport service.

Novani enjoys a high level of client loyalty, which can be attributed to the superior quality of its products, a dedicated production and service team, competitive pricing, and flexible negotiation terms. This strong foundation has enabled the company to thrive in the market without heavily relying on extensive digital marketing strategies. However, a notable shift occurred in 2022 when Mr. Cardoso's eldest daughter married and chose to present her guests with personalized thermal bottles featuring illustrations by the artist Flávio Wetten.

## Digital Marketing Strategy of Novani

Mr. Cardoso believed that selling high-quality products at competitive prices, combined with exceptional customer service, would cultivate customer loyalty. He argued that this loyalty would generate positive word-of-mouth referrals, thereby attracting more clients. As a result, Mr. Cardoso did not prioritize the formation of a marketing team to manage the company's communication and marketing strategies for an extended period. It was not until 2016 that Débora Garcia was appointed as the marketing manager to lead the company's promotional and digital marketing initiatives.

Upon her appointment, Débora assembled a dedicated team, developed an annual promotions calendar, and launched Novani's digital marketing initiatives at the beginning of 2017. This coincided with the engagement of a digital marketing agency to enhance the company's e-commerce platform. The current online sales portal boasts a modern, user-friendly design that facilitates easy navigation.

Despite the availability of an e-commerce platform, customers do not finalize their purchases directly on the site. Instead, they add items to their cart and submit a form outlining their requests. This form submission formalizes the budget request, which can also be made through alternative channels such as chat, WhatsApp, or telephone. Subsequently, the sales consultant prepares the project, and negotiations regarding services and pricing are conducted online using the same communication methods. The Novani e-commerce platform is accessible on desktop, tablet, and mobile devices.

The website is integrated with leading freight platforms, which enhances logistics management. Additionally, it is connected to the store's inventory system, streamlining stock control, supporting the purchasing team, and facilitating the development of promotions for slow-moving products or those linked to significant dates. A user tracking system has also been implemented, allowing for the monitoring of conversion points and the customer access funnel, thereby providing valuable insights into customer behavior during their online navigation.

Furthermore, the e-commerce site was developed in accordance with Google's guidelines, ensuring optimal organic search positioning and enhancing discoverability through search engine optimization (SEO). This SEO strategy integrates



technology, content, and authority to influence search engine algorithms, thereby improving Novani's visibility in search results for specific keywords, which in turn generates organic traffic. The keywords targeted by Novani include personalized products, personalized gifts, personalized presents, gift company, corporate gifts, and promotional gifts.

As a leader in promoting client brands, Novani maintains a blog that offers valuable content related to corporate promotional gifts. This blog serves as a resource for clients, providing insights into product personalization, trends in personalized products, promotional marketing, branding, and relationship marketing. The content is regularly repurposed for Instagram posts, which function as the company's catalog.

Both the blog and Instagram profile employ language that effectively engages corporate clients. The blog's content frequently attracts small entrepreneurs who are exploring promotional marketing strategies for their businesses. Many of these entrepreneurs subsequently become Novani clients, although the exact conversion rate remains undetermined.

At the end of 2021, the company began placing paid advertisements on YouTube and Google Ads to improve its online visibility. These advertisements showcased products with images, pricing, and branding on Google Ads, while videos were distributed on YouTube. The videos provided flexibility in format (skippable or clickable, short or long), which helps reach the right audience at opportune moments to enhance brand recognition, consideration, or action.

## New Clients

In May 2022, Mr. Cardoso's eldest daughter, Carolina Cardoso, celebrated her wedding, an event that attracted considerable attention from families in Extrema who received invitations. Inspired by a friend's thoughtful gesture of gifting personalized mugs featuring the couple's photo at her own wedding, Carolina decided to present all her guests with thermal bottles embellished with illustrations by Flávio Wetten, a colleague from her physiotherapy studies. The godparents were to receive a unique gift - bottles personalized with their names.

The bottles were sublimated at Novani, and the favors were well-received, prompting guests to share photographs featuring the bottles. Additionally, the wedding garnered media coverage and attention from influencers, who shared images and videos of guests with the personalized bottles. As a result, shortly after the wedding, Novani's social media platforms began receiving inquiries for quotes from new clients unfamiliar to the company's consultants and staff—individuals interested in purchasing not only bottles but also other items from the company's catalog, customized with their names and preferred designs.

The surge in demand came as a surprise to Mr. Cardoso; however, as a shrewd merchant, he quickly adapted to the requests. The sales team began offering personalized products to individual customers. Many sought to treat themselves to customized items, while others intended to give them as gifts. Some buyers, inspired by Carolina's example, wanted personalized products for birthday and wedding party guests.

By the end of the first month following Carolina's wedding, individual sales reached approximately 6,000 products at an average price of R\$50.00. This figure is noteworthy, as the company, which previously generated around ten million reais annually from corporate gifts, experienced a substantial increase in revenue.

However, the influx of new clients presented challenges for the consulting team, which struggled to provide information and address product inquiries effectively. Accustomed to negotiating large orders with corporate clients, their approach was typically courteous, yet formal and commercial. The team found it difficult to establish the appropriate tone and language when engaging with brides, mothers, and young individuals seeking personalized products for their friends and family.

The new clientele, similar to Mr. Cardoso's daughter, demanded creative designs infused with a contemporary flair. The design team encountered challenges in meeting these expectations, as they were accustomed to more subdued designs aligned with corporate branding. Themes such as weddings, birthdays, children's parties, baby showers, and friendship were not common in their typical work. To address this issue, new designers were recruited—individuals with experience in companies specializing in personalized products for consumers—who possessed expertise in illustration styles, color trends, typography, and contemporary iconography.

To effectively engage with this new audience, the marketing team initiated the production of tailored content. Novani's Instagram profile began showcasing specific items for personal use, such as elegantly arranged coffee tables featuring mugs, bottles, coffee makers, kettles, and snack kits. Occasionally, videos of satisfied clients were shared as social proof of product quality. Additionally, select items were offered at discounted prices, and paid advertisements were promoted on Instagram, Google Ads, and YouTube to expand the audience reach.

The reach of the posts was promising, indicating that a significant number of individuals were engaging with the shared content. The increase in followers suggested a growing interest in the publications; however, the disparity between follower count and actual engagement was evident in the low levels of likes and comments.

Engagement on social media serves as a key metric for assessing audience interaction with brand publications. This interaction can be measured through various forms, including reactions, comments, shares, likes, saved content, direct messages, and more. The engagement rate quantifies the level of audience involvement with posts or an e-commerce page. It is calculated by dividing the number of interactions by the number of followers (public engagement) or by dividing the number of interactions by the reach (real engagement).

In addition to low engagement, other metrics raised concerns for Débora: the average time visitors spent on the site and the number of pages viewed per visit were both declining. These metrics are crucial, as they influence budget requests and conversion rates to sales. Sales to individual customers began to decrease, leaving Débora perplexed. She was implementing strategies that had previously succeeded with corporate clients; however, they were not yielding the same results. Was the trend of personalized products for individuals merely a passing fad, or did she need to revamp her entire digital marketing strategy to effectively engage with the B2C market?

Mr. Cardoso was confident that this was not merely a fleeting trend. He perceived it as a rapidly expanding market and expressed his desire to invest in this emerging segment, which he referred to as the personalized gift sector. He believed that sales could experience significant growth through digital channels, akin to the corporate gifts sector. One afternoon, he encountered Débora in the coffee room and remarked:

– I believe we are facing a new market, and Novani has the opportunity to reposition itself to better serve this audience.

– I am increasingly convinced of the growth potential in the B2C market for personalized gifts - Débora stated. - Just yesterday, I reviewed a report from Market Research Future indicating that the global market for personalized gifts was valued at \$28.4 billion in 2022 and is projected to reach \$30 billion by the end of 2023. This trend suggests an average annual growth rate of 5.75% by 2030, according to the research (Singh, 2022).

– Excellent! Therefore, we should concentrate on developing a new strategy to interact with and engage the B2C audience. We must seize the market growth opportunities that lie ahead of us.

Débora acknowledged the significant work that lay ahead. She remembered her college friend Suzana, a social media manager based in the city, who had eight years of experience in digital marketing and social media management. Débora scheduled a meeting with her to gain insights from a specialist's perspective.

## On the Path of Strategic Digital Marketing

Suzana engaged in various activities, including editorial planning, content creation, social media engagement and monitoring, brand community management, and the analysis and compilation of social media data. During discussions, Suzana emphasized the importance of understanding the buyer persona and customer journey for the strategic planning of digital marketing initiatives:

– Understanding your new clients necessitates an awareness of their unique psychological profiles, habits, and concerns. It is essential to identify who they are, their behavioral patterns, the channels they use, and the value they expect from the products offered by Novani. In essence, creating a buyer persona that accurately represents Novani's ideal client is crucial, as your sales consultants will interact with this persona. Additionally, it is important to comprehend their experiences throughout the personalized gift purchasing journey.

Débora inquired:

– I understand the importance of recognizing the buyer persona, but what exactly is the customer journey? Does it relate to the stages of the purchasing process?

– The customer journey encompasses more than merely outlining the stages of purchase,” Suzana clarified. “It illustrates the client’s experience with the brand even before they become a customer. This journey encapsulates the series of interactions a potential customer has with the brand, starting from their initial contact and culminating in their role as a brand advocate. It may involve both physical and digital interactions, including personal service, website visits, engagement with the brand on social media, impressions from product or service usage, sharing experiences on social media, and any other interactions with the brand. The journey narrates the client’s relationship with the brand, beginning from the moment they recognize a need for a product or service, discover the brand, contemplate a purchase, complete the transaction, experience the product, and subsequently share their experiences.

– But why is it essential to understand the customer journey in the context of digital marketing? – Débora inquired.

– Digital marketing primarily revolves around social media, making it nearly impossible to create relevant content for your audience without a comprehensive understanding of your target persona and their purchasing journey. Initially, your digital strategy objectives should align with the stages of the customer journey, as the content that resonates with the audience during the brand discovery phase will differ from that which effectively converts them into leads or clients. Consequently, all aspects of Novani’s digital marketing strategy—including editorial guidelines, content formats, channels, frequency, and tools—must consider the audience’s journey phase and their relationship with Novani. In other words, the digital marketing strategies implemented should be meticulously tailored to each stage of the client journey.

By the conclusion of their conversation, Débora felt invigorated and determined to take immediate action. She initiated a marketing study to define the profile of the new segment, aiming to understand the value clients associate with personalized gifts and to gain insights into their purchasing journey and interactions with the Novani brand. With the research results (Annex A) now in her possession, she needed to strategize her next steps. How could she enhance engagement with this new audience and revitalize Novani’s sales growth among individual consumers? What digital marketing strategies should be implemented? How could these digital marketing initiatives be made strategic and aligned with broader marketing decisions?

## ANNEX A

**Table 1.** Target audience for personalized gifts.

### Target Audience for Personalized Gifts

The target demographic consists of individuals, both male and female, aged between 20 and 45 years, who may be single or married, with or without children. They belong to the middle class, earning an income ranging from R\$1,500.00 to R\$8,000.00, and reside in Brazilian cities with reliable internet access. This group places a high value on details, exhibits a preference for online shopping, and typically opts for upfront payment methods. They are inclined to purchase personalized gifts to present in a unique manner.

Characteristically, they exhibit creative, romantic, and extroverted personalities while adhering to a conservative lifestyle that emphasizes the importance of family and friendships. Consequently, significant occasions such as birthdays, weddings, births, Mother's Day, Father's Day, Christmas, and other celebrations centered around love, friendship, and intimacy hold considerable significance for this public.

Although they are active on social media, they tend to share limited information about their personal lives and accomplishments, maintaining a neutral political stance while following their preferred influencers. For inspiration, they selectively choose to follow individuals who offer insights into their daily lives, provide simple recipes, or recommend unique gift options. Price sensitivity is a crucial consideration, as the gifts must align with their budgetary constraints.

**Source:** Prepared by the authors.

**Table 2.** Symbolic meanings of personalized gifts.

### Presente personalizado – Significado simbólico

A personalized gift is distinctive in that it embodies the recipient's personality, interests, lifestyle, and context. This reflection fosters a connection between the recipient and the gift, and consequently, with the giver. The giver's investment of time and thought into the selection of the gift infuses it with the essence of the recipient, allowing the recipient to perceive the care and affection inherent in the gesture. As such, a personalized gift serves as a profound dialogue between individuals, characterized by emotional resonance and intimacy. It stands out as a singular and unparalleled expression of sentiment. While there are numerous methods of communication, a personalized gift represents a unique form of expression.

**Source:** Prepared by the authors.

**Table 3.** Perceived value of personalized gifts through benefits.

Benefits	Codes	Meanings
<p>Functional Benefits</p>	<p>BF1: A gift that diverges from the conventional.                      BF2: A gift that is diverse in nature.                      BF3: A product known for its durability and unbreakability.                      BF4: A product designed to fulfill a practical function in everyday life.                      BF5: An aesthetically pleasing product.                      BF6: Attractive, customizable, and reusable packaging.                      BF7: A personalized gift that reflects the recipient's style, personality, and interests.</p>	<p>A personalized gift offers functional value as it is specifically tailored to the recipient's style, personality, and interests. These gifts are unique, practical, durable, sturdy, and visually appealing, including the packaging, which should also be customized and reusable.</p>
<p>Emotional Benefits</p>	<p>BE1: A gift that evokes feelings of care and appreciation.                      BE2: A gift that expresses love and affection.                      BE3: A gift that embodies thoughtfulness and consideration.                      BE4: A gift that symbolizes warmth and hospitality.                      BE5: A gift that elicits strong emotions and may provoke tears.                      BE6: A gift that fosters cherished memories.                      BE7: A gift that signifies a commitment of time.</p>	<p>A personalized gift carries emotional significance as it embodies the giver's care, warmth, affection, and appreciation. Consequently, such gifts convey love and attention that resonate deeply with the recipient, often evoking strong emotions and creating lasting memories. The recipient may reflect: "Someone dedicated their time to create this gift for me."</p>
<p>Symbolic Benefits</p>	<p>BS1: A gift imbued with unique and personal significance.                      BS2: A unique gift.                      BS3: A gift that symbolizes exclusivity.                      BS4: A gift that celebrates the recipient's unique characteristics and interests.                      BS5: A product that is tailored with specific meanings and attributes.</p>	<p>A personalized gift provides symbolic advantages by acknowledging and appreciating the recipient's characteristics, style, preferences, and interests. These gifts are unique, carrying meanings that are specific to both the giver and the recipient, making them singular and distinctive.</p>

**Source:** Prepared by the authors.

**Table 4.** Perceived value of personalized gifts through cost reduction.

Cost reduction	Codes	Meanings
Financial Cost Reduction	VF1 – Remote service provision.	The financial cost reduction associated with procuring personalized gifts primarily stems from online transactions, which are enhanced by effective customer service through platforms such as WhatsApp and Instagram. Furthermore, ensuring that products are delivered in excellent condition, within the agreed timeframe, and to the client's specified location helps minimize transportation expenses. Pricing is a crucial factor, as the gift must align with the client's budget; therefore, promotional offers and discounts are particularly beneficial.
	VF2 – Customized packaging solutions.	
	VF3 – Delivery of products to designated addresses.	
	VF4 – Pricing considerations.	
	VF5 – Timeliness of delivery.	
	VF6 – Assurance of product condition upon delivery.	
Accessibility Cost Reduction	CA1 – Provision of well-illustrated catalogs that contain clear product descriptions and pricing information.	Accessibility cost reduction is achieved through the availability of well-illustrated catalogs that provide transparent information about products and pricing. Additionally, maintaining active and user-friendly social media platforms, along with a responsive team that communicates clearly and concisely, enhances accessibility for clients.
	CA2 – The presence of active and easily navigable social media channels.	
	CA3 – Clear and straightforward communication from customer service representatives.	

**Source:** Prepared by the authors.



**Table 5.** Perceived value in the service and packaging of personalized gifts.

Perceived value	Codes	Meaning
Customer service	VA1 – Availability of remote and/or in-person services.	The service provided should be accessible both remotely and in person, with the flexibility to customize gifts according to the customer's preferences. It is essential to address any inquiries that may arise during the purchasing process. The service provider must demonstrate creativity and innovation by presenting a diverse array of ideas to the customer. Furthermore, they should be available to assist throughout all stages of the purchasing experience.
	VA2 – A flexible and adaptable service.	
	VA3 – Creative Development Process.	
	VA4 – Services provided during the pre-purchase, purchase, and post-purchase phases.	
Packaging	VEmb1 – Unique, aesthetically pleasing, functional, and reusable packaging.	The packaging for a personalized gift should harmonize with the gift itself, setting it apart from conventional packaging by being unique, functional, and reusable. It may incorporate a variety of materials, such as fabrics, flowers, and cards. This approach adds an element of playful surprise, as the packaging conceals the gift for the recipient to discover. Furthermore, the packaging reinforces the giver's identity, signifying their thoughtfulness and affection toward the recipient.
	VEmb2 – Packaging that enhances the gift.	
	VEmb3 – Packaging composed of various materials.	
	VEmb4 – Packaging designed to conceal the gift, enhancing the element of surprise.	
	VEmb5 – Packaging that conveys the giver's thoughtfulness and affection for the recipient.	

**Source:** Prepared by the authors.

**Table 6.** Perceived value and cost of personalized gifts in e-commerce.

Value/Cost	Codes	Meanings
Perceived Value	Vec1 – Lower price.	E-commerce for personalized gifts is reliable, offers the lowest price, and delivers to homes.
	Vec2 – Reliability.	
	Vec3 – Home delivery	
Perceived Costs	Cec1 – Delays in Delivery.	Engaging in e-commerce can result in several costs for consumers, including potential delivery delays, discrepancies between received products and their online representations, issues with personalization, the delivery of damaged goods, and the challenges associated with rectifying errors, which can be both complex and time-consuming.
	Cec2 – Discrepancies between products and their online representations.	
	Cec3 – Errors in personalization, including incorrect names on gifts.	
	Cec4 – Delivery of damaged products.	
	Cec5 – Receipt of items that do not match the original purchase.	
	Cec6 – Complicated and protracted processes for resolving issues.	

**Source:** Prepared by the authors.

**Table 7.** Customer journey of personalized gifts from novani.

Discovery	Consideration	Decision	Consumption Experience	Shared Experience
Explore Instagram, YouTube, and geolocation websites. Look for Novani's e-commerce by searching for "personalized gift" on Google, or locate Novani's Instagram through the e-commerce link.	Customer requests a quote through WhatsApp and waits for response. Customer receives quote via email or WhatsApp. Customer seeks to clarify doubts about personalized gifts on Novani's Direct and corporate blog. Customer is not always understood by attendants.	Customer adjusts budget. Customer agrees on freight cost. Customer sends customization requests. Designer struggles to match colors and logo. Negotiation for customization features to include freight cost. Customer agrees to finalize customization. Sale confirmed by contract via email. Payment through Pix QR Code or card link.	Order arrives at customer's address. Customer saves order for gifting. Gift-giving moment is emotional, unwrapping is surprising. Customer records and shares with friends and family, tagging the company. Customer leaves a positive review on social media. Comments on Novani's Instagram	Customer recommends the company in social groups, clarifies doubts, informs about Novani brand.

<b>Contact points</b>	Novani e-commerce. Novani Instagram	WhatsApp Novani. Instagram Novani. Email.	WhatsApp. Email.	Delivery person. Customer's social media.	Customer's social media.
<b>Emotions</b>	Neutral. Instagram images differ from reality.	Slightly positive. Customer loses email response. Customer misses a needs-focused catalog.	Neutral. Customer finds freight cost high.	Positive. The gift arrives swapped, damaged, or not as contracted.	Neutral. Customer speaks negatively about Novani on social media.
<b>Pain points</b>				Returns not well-received by company. Customer wants to suggest and can't. Difficulty talking to the same attendant.	No cashback or referral program to strengthen brand relationship. No post-purchase interactions with the brand.

Source: Prepared by the authors.

## Teaching Notes

### THEORETICAL FOUNDATION

Digital marketing involves the use of digital technologies to support marketing efforts aimed at acquiring and retaining customers through long-lasting relationships, which are sustained by delivering value via online channels (Melović et al., 2020). It is not a new marketing strategy; rather, it represents the application of traditional marketing principles in a digital context (Shigaki & Vera, 2023; Yanaze et al., 2022). This approach encourages interaction not only with customers but also with various stakeholders through channels that facilitate many-to-many communication, where each participant acts as a producer, sender, and receiver of information (Yanaze, 2022).

Strategic digital marketing is based on the concepts of buyer personas, customer journeys, and brand positioning. A persona acts as a fictional representation of the ideal customer profile. Various methodologies are available for developing a persona, often involving individual interviews, netnographic studies within brand communities, and social listening on social media platforms. Through data analysis, marketers can gain insights into customer pain points and objectives, as well as their thoughts, feelings, perceptions, and behaviors regarding the brand and its product category (Kiso, 2021).

The customer journey refers to the series of experiences a customer has with a brand until they become a brand advocate (Vollrath & Villegas, 2022). This transformation involves the customer evolving into a promoter who amplifies the brand's message by sharing their experiences on social media. Throughout this journey, customers discover the brand, assess its ability to meet their needs, transition into leads or customers, engage with the brand, and ultimately share their experiences, demonstrating how the brand serves as a means of self-expression.

While one might initially perceive the objective of digital marketing as guiding the audience through a controlled, linear path to purchase, its purpose extends far beyond this. Digital marketing integrates brands into the daily lives of consumers as they navigate social networks, watch videos, or read blogs. Consequently, it functions within an environment that fosters brand positioning and enhances brand equity (Amabile, 2023).

In this context, strategic digital marketing planning should be organized around the customer journey, informed by the brand's persona (Kiso, 2021) and its positioning (Haberli et al., 2022). Specific digital marketing objectives should be established for each stage of the journey. In the discovery phase, marketing professionals should implement strategies that enhance brand visibility. In the consideration phase, efforts should focus on engaging the audience that has recently discovered the brand. Subsequently, digital marketing initiatives should provide compelling arguments to reinforce the audience's belief that the brand can effectively address their challenges. Finally, during the personal and shared experience phases, digital marketing actions should foster audience engagement with the brand (Drummond et al., 2020; Bowden & Mirzaei, 2021).

Media can be defined as the vehicle, space, or channel through which messages are communicated. Its dimensions include paid media, earned media, and owned media (Kiso, 2021). Paid media refers to promotional efforts that require a financial investment (outbound marketing), such as advertisements on platforms like Facebook, Instagram, Google, YouTube, and traditional media outlets (TV, radio, cinema). This form of media is predominantly utilized in the initial stage of the customer journey, where the objective is to facilitate brand discovery. In contrast, earned media involves passive prospecting (inbound marketing), attracting potential customers through content, digital influencers, press coverage, social media engagement, and co-branding initiatives. Additionally, individuals should be recognized as media channels within social media platforms, as they share their experiences and influence others, thereby acting as social proof through User-Generated Content (UGC) (Hirschfelder & Chigada, 2020). Owned media encompasses assets that are fully controlled by the organization, including websites, landing pages, e-commerce platforms, blogs, brand applications, email marketing, and loyalty or incentive programs. Reason: The revisions improve clarity, enhance vocabulary, and correct minor grammatical issues, ensuring a more polished and professional presentation of the information.

Content encompasses all materials disseminated through various media formats, including images, audio, video, text, or combinations thereof. It is imperative that content remains relevant and adds value to the audience (Lou & Xie, 2020). Without relevance, there is a lack of attraction, inspiration, commitment, engagement, or

intention to purchase (Wang & Chan-Olmsted, 2020). Engaging content is often presented in a storytelling format, segmented into different parts that are narrated across various media, thereby creating an integrated narrative (Ho et al., 2020). Consequently, effective content planning necessitates the definition of editorial guidelines, channels and formats, publication schedules, frequency, and reach (Kiso, 2021).

One effective method for distributing content on digital media is through digital influencers who operate on social networks. Digital influencers are individuals who stand out on these platforms and, regardless of their follower count, possess the ability to engage their audience and influence their decisions due to their credibility and relational capacity (Corrêa et al., 2020; Silva; Costa, 2021). Influencer marketing involves incentivizing digital influencers, either through objective or subjective compensation, to endorse brands (Schünke et al., 2021).

To ensure that content is discoverable by the target audience, Search Engine Marketing (SEM) plays a crucial role in enhancing visibility across digital social networks and websites (Kiso, 2021). On social media platforms, Social Media Optimization (SMO) employs various techniques to facilitate the distribution and discoverability of published content. This approach complements Search Engine Optimization (SEO), which focuses on improving the visibility of websites. Together, SMO and SEO form the foundation of SEM. In terms of SEO, attention should be directed toward content structured with titles, subtitles, keywords, alternative text, and links to mobile applications, blogs, guest posts, landing pages, and free tools that align with search engine indexing requirements. For SMO, content—such as Pinterest pins, TikTok challenges, Instagram hashtags, and YouTube videos—should be crafted to enhance discoverability through titles, descriptions, keywords, tags, hashtags, geolocation, and labels that comply with social media indexing standards.

Critical components that conclude digital marketing planning include monitoring customer experiences through social media analysis and establishing metrics and Key Performance Indicators (KPIs) to evaluate digital marketing initiatives (Volpato, 2023). Metrics serve as indicators reflecting the outcomes of marketing actions (both online and offline), with a focus on historical performance. Examples of metrics include reach (the number of individuals exposed to the content), engagement (the total number of comments, likes, shares, or clicks on posts), frequency, views, clicks, time spent on site, social media followers, YouTube subscribers, downloads,

installations, registrations, leads, sales, subscriptions, Net Promoter Score (NPS), ratings on platforms like “Reclame Aqui,” customer response times, sentiment analysis on social media, and the number of positive mentions. Traditional offline metrics, often provided by research firms, include share of voice, share of mind, and share of market. Conversely, KPIs represent metrics transformed into indices that facilitate the observation of future performance trends, such as Customer Acquisition Cost (CAC), visitor-to-lead conversion rates, Cost Per Click (CPC), Cost Per Lead (CPL), average transaction value, view rates, and churn rates, among others.

## LEARNING OBJECTIVES

This case study has been developed with a focus on various disciplines, including Marketing, Digital Marketing, Content Marketing, Social Media Marketing, e-Commerce, Digital Media Planning, Consumer Relationship Management, and Lead Management.

The primary objective of these disciplines is to analyze and devise effective digital marketing strategies. The case aligns with the goals of these disciplines by providing essential information for formulating digital marketing strategies. This includes an examination of the company’s digital marketing initiatives and their effects on marketing metrics, a detailed description of the target audience and the perceived value proposition, an exploration of the customer journey, and an overview of the personalized gift industry. This comprehensive approach facilitates reflections on the digital landscape while maintaining a holistic view of the business.

Consequently, by addressing the digital marketing challenges faced by decision-makers and identifying the necessary information for analysis, students can achieve the objectives of the aforementioned disciplines by developing a digital marketing strategy for the company in question. The educational goal of this case is to guide students in:

1. Analyzing the key factors that allow digital marketing efforts to transform into strategic initiatives.
2. Develop strategic digital marketing initiatives specifically designed for the B2C market, as detailed in the case study.
3. Ensuring alignment between digital marketing initiatives and other elements of the marketing mix, particularly marketing communications.



## DATA SOURCES FOR CASE CONSTRUCTION

This case study addresses a real-world issue encountered by a personalized product company, with the company's identity preserved at the request of its owners. To ensure anonymity, the company's name, location, size, founding date, and the names of the owners have been modified, while still accurately reflecting the problem and its analysis. It is important to note that this case was tested in a classroom setting during its final drafting phase.

The data used for the development of this case were collected through the following methods:

1. In-depth interviews were conducted with the two company owners using a structured interview guide, lasting a total of two hours.
2. On-site observations of the company's product portfolio and production processes were conducted.
3. Six in-depth interviews were conducted with current customers of the company, utilizing a semi-structured questionnaire, with an average duration of 35 minutes each. Participants were selected from the company's clientele.
4. A focus group consisting of nine individuals from the company's target audience was conducted using an interview script and lasted approximately one hour and twenty minutes. All protocols for conducting the focus group were strictly followed.
5. An analysis of the company's social media presence and e-commerce activities.
6. A study of the personalized product market utilizing secondary data sourced from the SEBRAE website, as well as from the websites of organizational gift companies and franchise associations, including the Franchising Map and Franchising Portal.
7. An analysis of information concerning personalized gifts as reported in newspapers and various media outlets.

All interviews were recorded, and the audio was subsequently transcribed. The collected data were analyzed following Bardin's content analysis methodology (Bardin, 2016).

## GUIDING QUESTIONS

The educational objectives associated with this case study encourage students to engage in a reflective process that culminates in the development of a digital marketing strategy for Novani. To facilitate reflection and discussion about the case, we propose the following questions, supported by relevant literature:

1. What strategies should be implemented to enhance engagement with the new target audience and reinvigorate sales growth for Novani among individual consumers? (Hirschfelder; Chigada, 2020; Drummond; O’Toole; McGrath, 2020; Bowden; Mirzaei, 2021; Kiso, 2021; Yanaze, 2022).
2. What specific digital marketing initiatives should be implemented? (Corrêa et al., 2020; Ho; Pang; Choy, 2020; Lou; Xie, 2020; Wang; Chan-Olmsted, 2020; Kiso, 2021; Schünke et al., 2021; Silva & Costa, 2021; Yanaze et al., 2022; Volpato, 2023).
3. How can digital marketing initiatives be strategically aligned with broader marketing decisions? (Kiso, 2021; Haberli et al., 2022; Vollrath & Villegas, 2022; Amabile, 2023; Volpato, 2023).

## SUGGESTED CASE APPLICATION

The preparation and discussion of the case in the classroom are organized into three distinct stages.

### *Stage 1 – Case preparation*

1. The instructor should provide students with an overview of the activity’s dynamics, deliverables, evaluation criteria, and grading system prior to its commencement.
2. Students are required to read the case individually and take personal notes in preparation for the discussion class.
3. Additionally, students should familiarize themselves with relevant theoretical literature on topics such as digital marketing concepts, digital strategies, content marketing, social media, customer mapping, target audience identification, segmentation, persona development, and brand positioning.
4. Furthermore, students are expected to analyze digital marketing information from professional sources as recommended by the instructor.

### **Stage 2 – Group discussion (1 hour and 40 minutes)**

1. This stage marks the initial group discussion of the case.
2. Students should form groups consisting of four to six participants.
3. At the beginning of the session, the instructor will distribute guiding questions to facilitate discussion.
4. Each group should appoint a rapporteur to document their responses to these questions.
5. Groups are encouraged to engage in discussions in separate rooms to minimize distractions.
6. Each student should have access to the case materials and their personal notes during the discussion.
7. Active participation from all group members is essential as they collaboratively formulate answers to the guiding questions.
8. The instructor will circulate among the groups to address any queries and provide relevant educational resources to support their decision-making.
9. The responses from each group should be submitted to the instructor at the conclusion of the class.
10. The instructor will review these responses to inform the subsequent debate forum.
11. Assessment of group responses to guiding questions following discussion: 50%.

### **Stage 3 – Plenary discussion forum (1 hour)**

1. In the upcoming class, the case will be examined during a plenary session.
2. The instructor will return each group's response report from the previous discussion.
3. During this forum, the instructor will facilitate a debate regarding the answers to each question.
4. Students are expected to engage in discussions about the various options available to the protagonist for planning Novani's digital marketing strategies, particularly in relation to customer journey mapping.
5. Theoretical concepts relevant to the discipline should be identified and applied throughout the discussion.

6. It is important to note that there are no definitive right or wrong answers regarding the decisions made in response to each question.
7. The instructor will guide students in evaluating the protagonist's decision-making options, considering their advantages, disadvantages, potential short- and long-term impacts, and the criteria that should inform these decisions, while also aligning them with the evidence presented in the case.

#### **Stage 4 – Case closure (15 Minutes)**

1. In this stage, the instructor will synthesize the decisions and criteria using reference materials, emphasizing theoretical concepts and discussions that may extend beyond the scope of digital marketing.
2. The instructor will also solicit feedback from students regarding the strengths and weaknesses of the activity, as well as suggestions for improvement.

#### **Stage 5 – Final submission (25 Minutes)**

1. Students within each group will collaborate to enhance their rapporteur's response report by refining their case analysis. They will improve decision-making criteria, justify their choices, and propose additional decisions that may not have been previously considered.
2. Assessment for report enhancement following the class discussion forum: 30%.
3. Assessment of individual participation and contributions during group and plenary discussions: 20%.

### **CASE ANALYSIS**

Before determining engagement and digital marketing strategies, it is essential for students to consider the intended positioning of Novani (Haberli et al., 2022). Effective positioning is crucial for enhancing brand equity, as it involves identifying an appropriate mental space for the brand within the target audience's perception. For successful brand positioning and reinforcement, marketers must cultivate a connection between the brand and the public (Amabile, 2023). This connection is

established when consumers perceive value in the brand, which is communicated through the delivery of symbolic and emotional benefits that form the socio-affective foundation of the consumer-brand relationship. In addition to these emotional and symbolic ties, brand connection is also nurtured through consumer affinity with the brand's core essence, which encompasses the moral and ideological propositions conveyed through its conceptual, cultural, and visual identity.

Given that Novani is targeting an entirely new audience (Table 1), it is essential to acknowledge that the emotional and symbolic significance attributed to personalized gifts may differ considerably from the expectations of corporate clients. Therefore, the instructor should encourage students to assess the feasibility of establishing a new brand (or sub-brand) specifically designed for the B2C market, rather than continuing to operate under the existing Novani brand. The potential benefits of launching a new brand include the understanding that the advantages perceived by end consumers (Frames 3, 4, 5, and 6) differ from those valued by corporate customers, such as brand promotion, product launches, sales stimulation, customer loyalty, and employee recognition.

Furthermore, the Novani brand is highly regarded and associated with positive attributes such as quality, affordability, and excellent service, making it appealing to a new audience. Given the rising demand for personalized gifts, along with the relatively low investment costs in this sector, the opportunity to establish a new brand is particularly advantageous. However, the low barriers to entry in this market have resulted in increased competition, which may present challenges for Novani's sustained presence in the B2C sector.

It is anticipated that, following a guided discussion, students will recognize that the characteristics and benefits sought by the B2C market audience are sufficiently compelling to justify the creation of a new brand. Consequently, marketing professionals should focus their efforts on ensuring that digital marketing initiatives effectively position the new brand and foster a connection with the target audience. Therefore, the digital marketing strategy should extend beyond merely enhancing audience engagement or increasing sales, as indicated by the initial inquiry; it should also encompass elements that facilitate brand discovery and audience retention throughout all stages of the customer journey (Vollrath & Villegas, 2022). By drawing from the characteristics of the target audience (Table 1), students can develop

a persona (Kiso, 2021) to inform their proposed digital marketing actions aimed at enhancing brand visibility and frequency, converting leads into sales, and ultimately engaging customers to the extent that they become brand advocates and sources of content that provide social proof to attract potential customers (Drummond et al., 2020; Hirschfelder & Chigada, 2020; Bowden & Mirzaei, 2021).

Table 8 outlines a proposed digital marketing strategy developed through discussions with student groups participating in the case study class. The digital marketing initiatives are integrated with public relations efforts, such as attending trade shows, which are essential for generating new editorial ideas (Kiso, 2021). The involvement of influencers endorsing the brand (Corrêa et al., 2020; Schünke et al., 2022; Silva & Costa, 2021) should be emphasized, along with the establishment of metrics and key performance indicators (KPIs) for monitoring outcomes (Volpato, 2023). Social media initiatives can facilitate the co-creation of communication with the audience, thereby amplifying the impact of Novani's advertisements (Yanaze, 2022).

In addition to the strategy proposed in Table 8, students may develop tactical actions for implementing digital marketing (Kiso, 2021). Initially, a content plan can be established, outlining editorial themes relevant to content marketing based on the persona profile (Lou & Xie, 2020; Wang & Chan-Olmsted, 2020). These editorial themes should aim to inform, educate, or entertain, without a primary focus on sales. Another critical tactic involves segmenting themes into manageable parts, allowing customers to engage with a narrative as they navigate their purchasing journey (Ho et al., 2020). It is essential to select content formats—such as images, videos, text, or audio—that are appropriate for the chosen publication channels. Additionally, organizing editorial content within a calendar framework is important, taking into account specific days, times, and broader timeframes such as weeks, months, and years. The calendar organization should consider the duration of each campaign (flight), with a central message guiding all posts to convey a cohesive narrative to the persona. Furthermore, the selection of keywords and hashtags to enhance searchability is crucial.

The alignment of digital marketing decisions with the target persona, brand positioning, and overall branding integrates digital marketing into broader marketing strategies, thereby adding a strategic dimension. All other marketing mix decisions

**Table 8.** Suggested digital marketing strategy.

Discovery	Consideration	Decision	Personal Experience	Shared Experience
<p>Establish an Instagram account for the new brand targeting individuals exclusively. Utilize boosted ads on both Instagram and Google to enhance geolocation engagement.</p> <p>Identify the target audience for effective outreach.</p> <p>Collaborate with a well-known influencer to generate enthusiasm for the brand.</p> <p>Establish a presence in the Amazon marketplace.</p>	<p>Development of the brand persona and the brand's desk voice.</p> <p>Creation of a blog with themes related to parties, celebrations, family, weddings, and related topics.</p> <p>Creation of Chat and WhatsApp for individual customer service.</p> <p>Development of the e-commerce platform for simple customizations directly on the e-commerce page.</p> <p>Creation and maintenance of a catalog on Pinterest.</p> <p>Partnership with a high-reach digital influencer.</p> <p>Creation of Novani's avatar.</p>	<p>Sharing customer testimonials on Novani's Instagram.</p> <p>Partnerships with influencers in the party niche.</p> <p>Customer support for inquiries via Chat and WhatsApp directed to individuals.</p> <p>Creation of live events on national holidays (Mother's Day, Father's Day, Family Day...) with themes related to parties, birthdays, gifts, family, graduations, weddings...</p>	<p>Sharing customer testimonials on Novani's Instagram.</p> <p>Likes and comments from Novani's avatar on customer posts.</p> <p>Partnerships with influencers in the wedding and birthday niche.</p> <p>Participation in wedding fairs, mother and baby fairs, party product fairs, graduation fairs, and similar events with the aim of generating editorial content for Instagram and live sessions.</p>	<p>Creation of referral programs with benefits for loyal customers and new customers.</p> <p>Creation of a cashback program for those who benefit loyal customers.</p> <p>Partnerships with influencers in the family and well-being niche.</p> <p>Sponsorship of municipal events to generate content for the blog and Instagram.</p> <p>Contests with customers.</p>
<p><b>Digital Strategy</b></p>				

<p><b>Reach.</b> Encourage brand exploration and engagement. Demonstrate how the brand can help clients achieve their personal goals.</p> <p><b>Objectives</b></p>	<p>Frequency. Position the brand. Strengthen the brand image. Lead the audience to understand where the brand fits among the available solutions and how it compares to the competition. Show that the brand can help solve pain points, meet needs, and fulfill desires.</p> <p>Reach. Frequency. Sessions on the site. Views. Clicks. Time on the site. Followers on Instagram. Followers on Facebook. Subscribers on YouTube channel.</p> <p>Reach - the total number of individuals who have viewed the advertisement. Impressions - the frequency with which a post is displayed to a user. Views - the number of times the post has been seen.</p> <p><b>Metrics</b></p>	<p>Conversion. Creating leads, opportunities, and sales. Helping the lead validate the solution by showing them what happens to those who purchase the solution (social proof with the experience of the brand).</p> <p>Engagement: spontaneous expression of the customer. Establish positive feelings in the customer. Monitor social media, chats, and reviews to understand the experience customers are having with the product.</p> <p>Engaged users. Interactions. Occurrences and sentiment. NPS – Net Promoter Score. Score on Reclame Aqui. Response time.</p> <p>Downloads. Installations. Registrations. Tests. Leads. Sales. Subscriptions.</p> <p>Monitor ROAS: Return on Ad Spend. Track CAC: Customer Acquisition Cost. Analyze the average ticket size. Evaluate CPA (Cost per Action) and CPL (Cost per Lead). Measure the conversion rate. Assess Purchase Intent.</p> <p>Monitor ROAS: Return on Ad Spend. Track CAC: Customer Acquisition Cost. Analyze the average ticket size. Evaluate CPA (Cost per Action) and CPL (Cost per Lead). Measure the conversion rate. Assess Purchase Intent.</p> <p><b>KPI</b></p> <p>CPTM – Cost Per Thousand Impressions. Brand lift evaluates the effectiveness of an advertisement. The penetration rate refers to the number of users actively engaging with the product. View rate.</p> <p>Engagement. Establish the customer's self-expression through the brand. Form the brand advocate. Create actions that highlight the importance of the customer and their sharing (referral program, relationship marketing – content marketing – turning the customer into a nano influencer).</p> <p>Engagement: spontaneous expression of the customer. Establish positive feelings in the customer. Monitor social media, chats, and reviews to understand the experience customers are having with the product.</p> <p>Engaged users. Interactions. Occurrences and sentiment. NPS – Net Promoter Score. Score on Reclame Aqui. Response time.</p> <p>Direct positive mentions. Recommendations. Program indications. Recipe.</p> <p>Average revenue per referral. Share of engagement. CAC per referral. Revenue growth rate.</p> <p>LTV – Lifetime Value. ROI – Return on Investment. Engagement rate. Brand reputation (IS). Reputation by persona. Recurring revenue. Share of voice. Churn rate.</p>
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**Source:** Prepared by the authors.



are similarly informed by this triad—persona, positioning, and branding (Amabile, 2023). Furthermore, the strategic nature of digital marketing is reinforced by planning initiatives that correspond to the stages of the customer journey. As a result, the symbolic and emotional significance of personalized gifts, as illustrated in Table 2, will be consistently reflected in all digital marketing content and actions outlined in Table 8. This approach fosters a socio-affective and moral connection with the brand (Amabile, 2023).

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