




Presenting a Model for Innovation in Online Advertising and Its Implications in Digital Marketing

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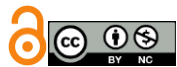
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ABSTRACT

Objective: This research aimed to present a model for innovation in online advertising and its implications in digital marketing.

Method: The research was applied in purpose and employed a mixed exploratory (qualitative-quantitative) method. The qualitative segment participants were selected experts and specialists in innovation in online advertising and its implications in digital marketing in 2023, determined purposively to be 17 individuals. The quantitative segment's population comprised customers of Digikala and Etkaa stores who had made purchases online during a specific timeframe, considered to be unlimited in number. The sample size for the quantitative part was determined to be 384 individuals using Cochran's formula and the Morgan table. Data collection methods included library research, and the measurement tools were semi-structured interviews for the qualitative part and researcher-made questionnaires for the quantitative part. The validity of the questionnaire was confirmed through face and content validity methods, and its reliability was established using Cronbach's alpha test. Data analysis in the qualitative part utilized content analysis, while in the quantitative part, structural equation modeling was used with SPSS.22 and AMOS.22 software.

Findings: The results indicated that dimensions of innovation in online advertising and its implications in digital marketing were categorized into five dimensions and 15 components. Causal factors (1. Equity 2. Financial resources (input), 3. Efficiency and management), Contextual factors (1. Effective site management 2. Legal support for innovation in online advertising 3. Resource capacities), Mediating factors (1. Managerial weaknesses 2. Process barriers 3. Legal and regulatory barriers), Strategic factors (1. Enhancing economic capacities and financing 2. Developing educational capacities 3. Increasing agility), Outcomes (1. Performance improvement 2. Development of participation 3. Sustainable development in the outcomes dimension) were identified in terms of their importance in designing the model of innovation in online advertising and its implications in digital marketing.

Conclusion: It can be concluded that the dimensions of innovation in online advertising and its implications in digital marketing are interpretable, and legal supports for innovation in online advertising through the enforcement of laws, enactment and amendment of specific laws and regulations for digital marketing, removal of legal barriers to investment, revenue generation, and clarification of legal ambiguities and definitions in digital marketing are effective.

Keywords: *Model Design, Innovation in Online Advertising, Digital Marketing.*

1 Introduction

Today's societies have concluded that organizations can maintain their long-term superiority in competitive arenas by relying on innovation and creative activities. Two important factors, such as rapid technological changes in various industries and the intensification of competition, play the greatest role in the increasing importance of innovation (Muosa & Elahe, 2020). On the other hand, successful presence in today's dynamic market necessitates attention to another important component, the customer, and cooperation with the customer, which is the key entry that affects organizational innovation and also companies that have appropriate policies and methods for managing customer knowledge, recognize new market opportunities and have a greater chance for innovation (An, 2017).

The Internet domain is growing and developing every year. An increasing number of users are turning to or becoming interested in purchasing products and services online. Creating differentiation to survive in competition for attracting, retaining, and growing customers will present challenges to sellers. Innovation through the Internet and digital marketing aids companies in continuing survival and nurturing their talents and strengths on the right path (Chaffey & Smith, 2022). Digital marketing includes all the tools and activities used for marketing products and services in the digital platform (web, internet, mobile, or other digital tools). With the expansion of technology and information technology, the possibility of communication between business and customers has become more than before (Akbari et al., 2022; Arthur S. Budagov & Regina V. Molchanova, 2023). Marketing, as an innovative social and managerial process, attempts to influence consumer behavior, is a fundamental pillar of successful market presence and, of course, exports. Digital marketing, using digital tools and channels, has transformed traditional marketing methods and accelerated and facilitated its principles and goals (Mosayebi Amidabadi et al., 2023). Most marketing components are effective in a predictable and traditional environment, but today these variables, due to environmental complexity (high volume of information,

competitor pressure, technological developments), have transformed marketing principles and are only optimizable with new tools including smart methods (Myat et al., 2023; Saura et al., 2017).

Therefore, it can be said that organizational cultural marketing capabilities are those that provide the necessary behaviors for creating superior value for customers and, as a result, continuous superior performance for the business with maximum efficiency and effectiveness. Researchers consider marketing capabilities to include three behavioral components: customer orientation, competitor orientation, and inter-functional coordination between two criteria of long-term focus and profitability (Arthur S. Budagov & Regina V. Molchanova, 2023). Customer orientation means understanding the desires of customers and creating continuous superior value for them. Competitor orientation means identifying the short-term strengths and weaknesses and the long-term capabilities and strategies of current and potential key competitors (Kaoud, 2021; Nayak et al., 2019). The goal of digital marketing is to identify important elements of digital marketing and leverage strategic, organizational, and operational issues for the effectiveness of businesses active in the digital commerce market. The digital marketing mix is considered as an empowerment of strategic marketing planning at the web level. This tool is useful for both organizations active in the real world and deciding to be present on the Internet and for Internet organizations in re-evaluating their presence in digital commerce. However, digital marketing is referred to as an innovative technology-driven activity and is considered one of the main aspects of marketing operations that differ from other marketing operations. Digital marketing is, in fact, the use of the Internet and other interactive technologies to create a relationship and mediation between the company and customers. On the other hand, awareness of customer needs and the buying process in the digital and online space is the basis of successful digital marketing, and satisfying customers requires fully meeting their needs and accurately identifying their desires, expectations, inclinations, capabilities, and limitations in purchasing products. By accessing such information, one can well identify factors

influencing the behavior of online consumers and use it in making marketing decisions for companies (Hamdani et al., 2022; Rosário & Cruz, 2020). Peterson (2008) has stated that digital marketing has several advantages with three communication channels (establishing contact between buyer and seller), transactional (conducting the exchange through the Internet), and distribution (delivering goods and services to the customer) (Trihadi Pudiawan et al., 2023).

However, it is possible to deal with marketing capabilities and digital marketing in a way that makes them more comprehensively available for practical and theoretical use. Based on the practical approach, it can be said that one of the characteristics of leading and competitive companies is having marketing capabilities and attention and emphasis on digital marketing and customer orientation, while the prominent feature of traditional and non-competitive companies is the lack of these competencies and ignoring market conditions and customers. Although the lack of competitiveness of companies may be due to many reasons, one of the main reasons for this issue can be attributed to the lack of sufficient knowledge about the needs, desires, preferences, and sensitivities of customers and how competitors operate in competitive markets, as well as the lack of methods and technologies based on digital marketing. It seems that considering the experiences of successful companies in the world, marketing capabilities of companies can be considered an effective factor in solving their problems and competitiveness; therefore, although the discussion of marketing capabilities, development of digital marketing in the competitiveness of companies has a long history, unfortunately, in our country, this section has not been given much importance in scientific and policy-making areas. However, the reasons for the decrease in customers' inclination towards companies can be attributed to the unsatisfactory orientation and strategies of the market and attention to the concept of digital marketing among employees and managers; therefore, the unsuitable conditions in the marketing capabilities process, including customer orientation and attention to competitors' activities, result from having only a technological perspective on digital marketing management, while the marketing capabilities of companies are a process that should be coordinated with all internal and external organizational activities, managers' requests, and human resource capabilities. Finally, the fundamental question of identifying innovation in online advertising and its implications in digital marketing, what model can be presented?

2 Methods and Materials

This research is applied in purpose and utilizes a mixed exploratory (qualitative and quantitative) research design. The qualitative component employs Grounded Theory (data-driven approach), while the quantitative part is survey-based. Participants in the qualitative part included all selected experts and specialists in innovation in online advertising and digital marketing. The qualitative sample size was determined to be 17 individuals, considering the principle of saturation. Initially, two key experts in the field were approached for interviews regarding the innovation model in online advertising and its implications in digital marketing. After interviewing them, they were asked to recommend other experts, thus identifying additional experts using purposive (snowball) sampling. The quantitative component's population included all customers of Digikala and Etka stores who had made purchases online during a specific period through the internet, totaling 3500 individuals. The sample size was determined to be 384 individuals using Cochran's formula for infinite populations and Morgan's table, along with convenience sampling. The questionnaire was distributed via email and online.

Data collection methods included library research, and the measurement tools were semi-structured interviews for the qualitative part and researcher-made questionnaires for the quantitative part, with questions derived from interview data. Following the transcription of expert interviews and the extraction and categorization of relevant codes, the questionnaire (researcher-made) was designed with 4 criteria, 18 components, and 132 indicators. A Likert scale was used, where respondents could score from "strongly agree" (5 points) to "strongly disagree" (1 point). In this measurement scale, each item uses a 5-point Likert scale, placing individual scores between 55 to 275. The average score for each component (sub-scales) and the total questionnaire scores were calculated by dividing the total scores by the number of questions, resulting in scores ranging from 1 to 5. Therefore, the number 3 was considered as the cut-off point (theoretical mean). The questionnaire's validity was established through both face and content methods, with the face method involving a panel of experts and the content method confirming the validity of questionnaire items through AVE and CR coefficients.

The reliability was confirmed using Cronbach's alpha test. For data analysis in the qualitative part, exploratory factor analysis was used. Data analysis stages for qualitative data involved open and axial coding. In the quantitative part,

structural equation modeling was used with SPSS and AMOS software.

3 Findings and Results

A) Causal Factors:

In Grounded Theory, causal factors refer to a set of concepts that generally influence strategies, contextual factors, intervening factors, and outcomes, identified through a series of codes from the first interviewee (A1) to the seventeenth (A17). The results of coding categorization in open and axial stages are presented in [Table 1](#).

Table 1

Causal Factors

Axial Codes	Open Codes	Codes
Financial Resources	Advertising rights paid by the reference site	A1
	Revenue from investments and advertisements	A3
	Advertising fees for freelancers and service usage fees	A4, A7, A9,
	Government grants and commitments	A6
	Income from damages and fines	A2
External Factors	Economic factors like economic growth, economic recession, inflation, or economic sanctions	A2
	Social factors like demographic changes	A3, A6, A9,
	Political factors such as government interventions, laws, and regulations	A4, A7, A9
Human Resources and Equipment	Establishment of a comprehensive and connected attendance system across the entire site	A6
	Talented human resources and ready-to-use equipment	A1
	Information technology and up-to-date equipment for service provision and follow-up on demands	A2, A4, A6,
	Merit selection and meritocracy	A3
Contributions and Expectations of Stakeholders	Service and capital provision, accompanied by creativity and innovation	A5, A6,
	Requests for using pensions	A7
	Requests for using short-term benefits	A8
Efficiency and Resource Management	Effective management and optimal use to achieve goals using resources	A8
	Strengthening the innovation and creativity system	A10
	Utilizing all material and human resources to achieve goals with better efficiency and effectiveness	A10
	Developing human resource capacity and competencies	A9
	Hiring individuals with relevant education and good skills that contribute to meritocracy in the organization	A9
	Utilizing information technology in achieving organizational goals	A9
	Optimal use of resources (human resources and equipment)	A8
	Promoting values and showcasing good online advertisements	A8
	Creativity and innovation and continuous increase of knowledge and skills of marketers and sellers on the site	A8
	Attracting and retaining specialized and professional personnel	A8, A13
	Utilizing all human capacities and capabilities	A8 A17
	The existence of a free information system	A7 A14
	Transparency in information provision	A6
	Honesty and adherence to the law	A9
	Fairness and equality in promoting personnel and merit selection and meritocracy	A12
	The direct or indirect role of marketers, sellers, and customers in decision-making	A12
	Fairness	Equal opportunities for both colleagues and stakeholders and clients should be ensured
Selection and appointment based on fairness and establishing a just system		A11
Ensuring fairness for all customers		A12
Accountability	Providing public benefits and management's commitment to organizational justice	A13
	The existence of an accountability system at all organizational levels of the site	A13, A16
	Responding to complaints and criticisms of the audience	A13, A17
	The conjunction of responsibility and power	A15, A17
	Clarity of duties and responsibility for tasks	A16
Responsibility	Oversight by owners and main stakeholders, i.e., stakeholders	A17
	Accountability means tasks should be completed at the specified time and responses should be given to clients or even colleagues in a timely manner.	A15, A12
	Accountability towards commitments means timely completion of delegated responsibilities.	A14, A15

	Clarity of duties and responsibility for tasks, where the person responsible for a task should also be accountable for it.	A11, A113
	Creating appropriate processes for interaction between managers, employees, and stakeholders	A17
	Adherence to ethical values and principles	A16
	Institutions and decision-making processes provide services to their stakeholders within a specific timeframe.	A11
	Responsibility towards the surrounding environment from social and environmental perspectives	A11
	Observing the rights of internal and external stakeholders	A12
Combating Corruption	Carrying out tasks based on defined processes in a specified time	A12
	Combating corruption through existing accountability	A12
	Implementing control, evaluation, and providing feedback to employees	A13
	Continuous combat against corruption, bribery, and collusion in the organization	A13, A16
	Creating a self-control system in individuals through strengthening professional conscience	A13, A17
	Utilizing the capacities of professional associations of sites and their partners	A12
	Rewarding and penalizing them for their duties	A13
	Transparency of laws, regulations, and work procedures on the site	A13, A16
	Precise and effective implementation of reward and punishment systems	A13, A17
Transparency	Strengthening ethical and belief foundations	A15, A17
	One of the transparency indicators is the existence of bidirectional communication between the site and customers must be transparent.	A16
	Site management should be transparent.	A17
	Managers and employees can become more capable in this system, leading to customer development.	A15, A12
	Transparency of laws and regulations	A12
	Transparency must ensure that all matters are completely transparent without any hidden aspects.	A13
Financial Resources	The free flow of information and easy accessibility for all stakeholders	A13, A16
	Centralized services on the site and continuous pension adjustment according to real inflation and informing stakeholders of payment details	A13, A16
	Realistic pricing and updating in short-term commitment payments	A13, A17
	Issuance of payment statements through an electronic system	A15, A17
	Simultaneous connection to the network	A13, A16
	Facilitation in paying indirect costs	A1
Service Quality	Extensive and bidirectional communications between sellers and customers	A3
	Provision of non-presence services with satisfactory quality	A4, A7, A9,
	Optimal use of electronic services for utilizing services	A6
	Systematizing customer files	A2
	Providing high-quality services to everyone	A2
	Utilizing modern training and new technologies and equipment	A3, A6, A9,
	Outsourcing services or optimally using virtual space to facilitate service provision	A4, A7, A9
	Developing competence and succession planning using information technology and updating equipment	A6
	Using electronic services in inspections and debt collection	A1
Laws and Regulations	The rule of law	A2, A4, A6,
	Equal opportunities for all individuals	A3
	Consolidation and transparency of circulars and precise expertise in issuing circulars and instructions	A5, A6,

	Interaction with legislative authorities in preserving organizational capital	A7
Empowerment and Efficiency	Optimal use of human and material resources	A8
	Strengthening the system of creativity and innovation and continuous increase of knowledge and skills of employees and managers	A8
	Efficiency, effectiveness, and having a systemic perspective	A10
	Establishing a just system in selection and appointment	A10
	Observing justice for all customers	A17
	Establishing an accountability system at all organizational levels on the site	A15, A12
	Accountability for fulfilling commitments	A9
	Continuous combat against corruption, bribery, and collusion	A8
	The existence of a free flow of information and easy accessibility for all stakeholders	A8
	Participation of all stakeholders in decision-making, directly or indirectly	A8
Short-Term Outcomes	Accountability of site employees and managers	A8, A13
	Site employees' and managers' accountability	A8 A17
	Providing better-quality services in all units of the site	A7 A14
	Satisfaction and respect for clients on the site	A6
	Employee and manager participation in decision-making	A9
	Observing justice in employment and promotion	A12
	Strengthening the meritocracy system	A13
Long-Term Outcomes	Preventing corruption and collusion	A1
	Observing the rights of all stakeholders	A3
	Developing creative and committed employees and managers	A12
	Attracting new investment and revenue sources	A12
	Enhancing social capital	A12
	Increasing awareness, trust, and satisfaction of stakeholders	A13, A17
	Hiring and retaining specialized and professional personnel	A13, A16

B) Contextual Factors:
Contextual factors are a set of causes and conditions that encourage an actor to engage in specific behaviors, defined

from the first interviewee (B1) to the seventeenth (B17). The results from the coding categorization in the axial stage are presented in [Table 2](#).

Table 2

Contextual Factors

Axial Codes	Open Codes	Codes
Flexibility	Creating an informal environment while observing formality	B1
	Unity of procedure	B3
	Flat hierarchy	B 4, B 7, B 9,
	Facilitative rules	B 6
	Transparency and accountability	B 2
	Flexible structure	B16
Resource Capacity	Site commitment	B 14
	Order and coordination	B 12, B 16, B 17,
	Technology updating	B 4, B 7, B 9
	Utilizing virtual networks to accelerate communications	B10, B12. B15
	Financial support	B9, B11. B15

Legal Supports		Skilled human resources	B 12, B 16, B 17,
		Information system	B 12, B 16, B 17,
		Enforcement of laws	B6
		Enactment and amendment of specific laws and regulations	B1
		Removal of legal barriers to investment, revenue generation, and financing	B2, B4, B6,
Effective Management	Resource	Clarifying ambiguities and multiple legal definitions	B3
		Implementing customer communication and interaction policies	B5, B6,
		Aligning organizational perspectives	B7
		Having a specialized steering committee	B8
		Ratio of changes in human resources on the site to the total number of staff	B 16, B 16, B 17,
		Managing cultural differences	B 15, B 14, B 17,

C) Intervening Factors:

This section examines the challenges and issues in innovation in online advertising, with code C related to intervening factors, defined from the first interviewee (C1)

to the seventeenth (C17). The results of coding categorization in open and axial stages for identifying challenges affecting innovation in online advertising and its implications in digital marketing are presented in Table 3.

Table 3

Intervening Factors

Axial Codes	Open Codes	Codes
Legal and Regulatory Obstacles	Lack of appropriate laws	C1
	Legal barriers	C1, C2, C4
	Governmental obstacles	C3, C4,
	Financial and administrative corruption	C1
	Evasion of laws by individuals	C6, C7,
Procedural Barriers	Financial problems	C1, C5, C12
	Resistance of sites to change	C10
	Managers and customers being unaware of the benefits of online advertising	C11
	High costs of the site	C12
Managerial Weaknesses	The evaluation team being outdated	C13
	Lack of professional competence of site officials	C14
	Inability to calculate the risk of dismissing site officials	C15
	Conflicts among site officials	C16
	Failure to update the information and knowledge of site officials with new developments	C17
	Insufficient and necessary support from the government	C8

D) Strategic Factors:

This section explores strategies for innovation in online advertising, with code D related to strategies, defined from the first interviewee (D1) to the seventeenth (D17). The

results of coding categorization in open and axial stages for identifying effective strategies on innovation in online advertising and its implications in digital marketing are presented in Table 4.

Table 4

Strategic Factors

Axial Codes	Open Codes	Codes
Capacity Development	Succession planning for site officials	D1
	Training in site skills	D1, D2, D4
	Employing specialists	D3, D4,
	Increasing learning capacities	D1
Increasing Economic Capacities and Financing	Defining financially supportive projects	D1, D5, D12
	Attracting financial sponsors	D10
	Aligning laws with goals	D11
	Developing facilitative laws	D12
	Enhancing effective site communications with customers	D13
	Increasing trust-building capacities among customers and the site	D14

Strengthening Communications with Civil Society	Effective	Effective use of media	D15
		Establishing effective communications with government officials	D16
		Eliminating discrimination	D17
Enhancing Agility		Reflecting customers' desires	D8
		Enhancing technological capacities	D11, D12, D13
		Reducing bureaucracy	D14, D15, D16
		Implementing decentralization policies	D14, D12, D11
		Flattening hierarchies	D13, D14, D4
		Accelerating processes	D15, D16, D7

E) Outcomes:

This section investigates the outcomes and achievements of innovation in online advertising in digital marketing. Code E is related to outcomes and achievements, defined from the first interviewee (E1) to the seventeenth (E17). The

results of coding categorization in open and axial stages for identifying outcomes affecting innovation in online advertising and its implications in digital marketing are presented in Table 5.

Table 5

Outcomes

Axial Codes	Open Codes	Codes
Development of Participation	Awareness Raising	E1
	Increasing Customer Participation	E1, E2, E4
	Enhancing Customer Sensitivity to the Site	E3, E4,
	Increasing Volunteer Activists	E1
Performance Improvement	Enabling Direct Customer Oversight of Site Activities	D6, D5, D7
	Enhancing the Capacity of Site Associations	E1, E5, E12
	Optimal Use of Financial Resources	E10
	Optimal Use of Volunteer Forces	E11
Sustainable Development	Outsourcing Site Services to the Private Sector	E12
	Time Optimization	E13
	Enhancing Quality of Life	E14
	Security and Comfort of Customers' Lives	E15
	Reducing Social Class Gap	E16
	Increasing Customer Trust	E17
	Enhancing Social Justice	E8

Considering the findings from qualitative data obtained from interviews with experts and the theoretical framework of the research, the indicators of innovation in online

advertising along with their means and standard deviations are shown in Table 6.

Table 6

Mean and Standard Deviation (SD) for Indicators

Indicators	Mean	SD
The right to paid advertising by the reference site	3.70	1.00
Income derived from investments and advertising	3.71	1.00
The right to advertise freelance professions and the use of services	3.72	0.97
Government grants and commitments	3.72	0.99
Revenue from damages and penalties	3.72	0.99
Economic factors such as inflation, economic progress, recession, and economic sanctions	3.76	0.98
Social factors like demographic changes	3.67	0.98
Political factors including government interventions, laws, and regulations	3.70	1.00
The implementation of a comprehensive and integrated personnel and attendance system across the entire site	3.71	1.00
Talented human resources and ready-to-use equipment	3.16	1.41

Information technology and up-to-date equipment in service provision and claims follow-up	3.13	1.43
Merit selection and meritocracy	2.94	1.50
Service provision and capital investment accompanied by creativity and innovation	3.29	1.36
Requests for continuous benefits utilization	3.14	1.44
Requests for short-term benefits utilization	3.19	1.36
Effective management and optimal use for achieving goals with resource utilization	3.18	1.42
Strengthening the innovation and creativity system	3.18	1.40
Utilizing all material and human resources to achieve goals with better efficiency and effectiveness	3.16	1.41
Human resource capacity development and competencies	3.13	1.43
Hiring individuals with relevant education and good skills, promoting meritocracy within the organization	2.94	1.50
Utilizing information technology to achieve organizational goals	3.97	1.00
Optimal use of resources (human resources and equipment)	3.92	1.04
Promoting values and showcasing good online advertising	3.91	1.05
Continuous creativity and innovation, enhancing the knowledge and skills of marketers and salespeople on the site	3.99	0.97
Attracting and retaining specialized and professional personnel	3.95	0.99
Utilizing all human capacities and capabilities	3.97	0.97
The existence of a free information system	3.94	1.02
Transparency in information provision	3.98	0.97
Integrity and compliance with laws	3.95	1.00
Fairness and equality in promoting personnel and merit selection	3.93	1.02
The role of marketers, salespeople, and customers in decision-making directly or indirectly	3.69	1.04
Equal opportunities for colleagues, stakeholders, and clients	3.97	1.00
Selection and appointment based on justice and the establishment of a fair system	3.92	1.02
Creating a fair system for rewards and penalties	3.91	1.05
Upholding justice for all customers	3.99	0.97
Ensuring public benefits and management's commitment to organizational justice	3.95	0.99
The existence of an accountability system at all organizational levels of the site	3.97	0.97
Accountability for complaints and criticisms	3.94	1.02
The alignment of responsibility and power	3.98	0.97
Clarity of duties and the responsible person for each task	3.95	1.00
Supervision by owners and main stakeholders	3.93	1.02
Responsibility means tasks are completed on time and responses are provided to clients or even colleagues promptly	3.92	0.98
Responsibility towards commitments means timely fulfillment of assigned responsibilities	3.90	0.96
Clarity of duties and the responsible person for tasks must also be accountable	3.89	0.99
Creating appropriate processes for interaction between managers, employees, and stakeholders	3.72	0.98
Adherence to ethical values and principles	3.91	0.97
Institutions and decision-making processes provide services to their stakeholders within a specific timeframe	3.92	0.98
Responsibility towards the surrounding environment of the organization in social and environmental aspects	3.90	0.96
Respecting the rights of internal and external stakeholders	3.89	0.99
Conducting affairs based on a defined process within a specified time	3.90	0.96
Fighting corruption through the responsibility held	3.97	0.94
Implementing control, evaluation, and feedback provision to site employees	3.97	0.95
Continuous combat against corruption, bribery, and collusion within the organization	3.97	0.95
Creating a self-control system in individuals through strengthening professional conscience	3.94	0.94
Utilizing the capacities of professional associations, clubs, and organizational partners	3.96	0.97
Encouraging and disciplining them concerning their duties	3.97	0.89
Transparency of rules, regulations, and work procedures	3.99	0.85
Precise and effective employment of the reward and punishment system	3.97	0.88

Strengthening ethical and belief foundations	3.97	0.88
Transparency indicators should include a clear two-way communication between the organization and stakeholders	3.97	0.89
Management must be transparent	3.99	0.85
Managers and employees can become more capable and contribute to employee development	3.97	0.88
Transparency of rules and regulations	3.16	1.41
Transparency requires that all matters be completely transparent without hidden aspects	3.13	1.43
The free flow of information and easy access for all stakeholders and the public	2.94	1.50
Centralized site services and continuous pension adjustments according to real inflation and informing stakeholders about payment details	3.14	1.44
Real and updated tariff setting in short-term commitments payments		
Electronic billing issuance through an electronic system	3.19	1.36
Simultaneous connection to the network	3.18	1.42
Facilitating indirect cost payments	3.18	1.40
Extensive and bidirectional communication between sellers and customers	3.97	0.89
Providing services remotely with satisfactory quality	3.99	0.85
Optimal use of electronic services for service utilization	3.97	0.88
Systematizing customer files	3.16	1.41
Providing quality services to everyone	3.13	1.43
Utilizing modern training, technologies, and new equipment	3.97	0.89
Outsourcing services or optimally using the virtual space to facilitate service provision	3.99	0.85
Competency development and succession planning through information technology and equipment updates	3.97	0.88
Using electronic services in inspections and claims recovery	3.16	1.41
The rule of law	3.13	1.43
Equal opportunities for all individuals	3.97	0.89
Consolidation and transparency of circulars and precise expertise in issuing circulars and instructions	3.99	0.85
Interaction with legislative bodies in preserving organizational capital	2.94	1.50
Optimal use of human and material resources	3.97	1.00
Strengthening the innovation and creativity system and continuously increasing the knowledge and skills of employees and managers	3.92	1.04
Efficiency and effectiveness and having a systemic approach	3.91	1.05
Creating a fair system in selection and appointment	3.99	0.97
Upholding justice for all customers	3.95	0.99
Establishing an accountability system at all organizational levels on the site	2.94	1.50
Responsibility towards fulfilling commitments	3.97	1.00
Continuous fight against corruption, bribery, and collusion	3.92	1.04
The existence of a free information flow and easy access for all stakeholders	3.91	1.05
Participation of all stakeholders in decision-making directly or indirectly	3.99	0.97
Site employees and managers being accountable	3.95	0.99
Site employees and managers being responsible	2.94	1.50
Providing better quality services in all site units	3.90	0.96

Satisfying clients and respecting clients on the site	3.89	0.99
Employees and managers participating in decision-making	3.72	0.98
Upholding justice in employment and promotion	3.91	0.97
Strengthening the meritocracy system	3.90	0.96
Preventing corruption and collusion	3.89	0.99
Respecting the rights of all stakeholders	3.72	0.98
Developing creative and committed employees and managers	3.91	0.97
Attracting new investment and revenue sources	3.90	0.96
Enhancing the organization's social capital	3.29	1.36
Increasing awareness, trust, and satisfaction among stakeholders	3.14	1.44
Employing and retaining specialized and professional forces	3.19	1.36
Employees' participation	3.18	1.42
Participatory spirit and responsibility	3.18	1.40
Developing creative and innovative employees	3.16	1.41
The right to paid advertising by the reference site	3.13	1.43
Being accountable, law-abiding, committed, and loyal	2.94	1.50
Disciplined, aware of the system and environment	3.97	1.00
Having a constructive spirit with coworkers	3.92	1.04
Constructive interaction	3.91	1.05
Developing creative, innovative, accountable, law-abiding, committed, loyal employees	3.99	0.97
Employees' accountability	3.95	0.99
Law-abiding	3.97	0.97
Commitment and self-control	3.94	1.02
Increasing awareness, trust, and satisfaction among stakeholders	3.98	0.97
Constructive interaction with colleagues and visitors on the site	3.95	1.00
Confidence in site employees	3.93	1.02
Conducting exams to identify future managers for establishing meritocracy and respecting customers	3.69	1.04
Eliminating paper files in the future with the establishment of a comprehensive online personnel and attendance system	3.97	1.00
Preventing corruption	3.29	1.36
Sustainable productivity and attracting new investment sources	3.14	1.44
Preventing information theft	3.19	1.36
Providing higher quality and more satisfactory services	3.18	1.42
Increasing awareness, trust, and satisfaction among stakeholders	3.93	1.02
Creating a win-win interaction with customers	3.69	1.04
Quality service and sustainable productivity	3.97	1.00
Meritocracy in selection and promotion	3.29	1.36

4 Discussion and Conclusion

In this study, core codes related to innovation in online advertising and its implications in digital marketing have been identified in categories such as causal factors,

contextual factors, intervening factors, strategies, and outcomes. A detailed explanation of the results of the coding is provided below.

The results from the qualitative and quantitative analysis of the collected data through open and axial coding and

structural equations showed that indicators such as equity, financial resources (input), efficiency and management of resources, and responsiveness are among the significant causal factor categories in the model of innovation in online advertising. This outcome suggests that innovation in online advertising faces issues that it cannot independently control, including equity, financial resources, efficiency and management of resources, and responsiveness to customers. Additionally, the implementation of innovation in online advertising cannot ignore political, economic, social, and cultural changes. These findings are consistent with and confirmed by the previous research (An, 2017; Chaffey & Smith, 2022; Fourberg et al., 2021; Galdolage, 2020; Molaie, 2016; Muosa & Elahe, 2020; Poursaeid bonab et al., 2019; Rahimi Kolor & Azarbayejani, 2022; Rosário & Cruz, 2020; Salameh et al., 2022; Seyyed Ghasem Salimi, 2020; Shokri et al., 2018; Syam & Sharma, 2018; Tobi et al., 2020; Zakerian, 2017; Zeps & Ribickis, 2015).

The qualitative and quantitative analysis also indicated that factors such as effective site management, legal supports for innovation in online advertising, resource capacities, and flexibility are among the significant contextual factor categories in the model of innovation in online advertising. This suggests that many online shopping sites like Digikala face challenges with their traditional structure, which lacks the ability to adapt to environmental changes, and that one of the essential foundations for implementing innovation in online advertising is the innovation capacities on the site. The execution of innovation in online advertising requires legal and regulatory support, organized to identify any administrative delinquency on the site and address it firmly. These findings are consistent with mentioned studies.

Furthermore, indicators such as managerial weaknesses, procedural barriers, and legal and regulatory obstacles are among the significant intervening factor categories in the model of innovation in online advertising. These factors represent some of the most fundamental challenges faced by site managers not only in implementing innovation in online advertising but in executing any policy or decision-making in any organization. Organizational processes play a crucial role in implementing innovation in online advertising. These findings are consistent with mentioned studies.

Additionally, indicators such as increasing economic capacities and financial support, developing educational capacities, enhancing agility, and strengthening effective communication with customers are among the significant strategic factor categories in the model of innovation in online advertising. This suggests that training and

educational systems play a significant role in educating customers and managers towards implementing innovation in online advertising. These findings are consistent with mentioned studies.

Based on the above results, the following practical recommendations are made: Online shopping sites should make more efforts to make their structures more flexible, including creating an informal environment while maintaining formality, unity of procedure, a flat and flexible hierarchy, and forming administrative teams on the site to serve customers effectively. Updating technology, using virtual networks to speed up communications, financial support, skilled human resources, knowledge management, legal frameworks, financial transparency, and enhancing site capacities can be beneficial. Moreover, legal supports for innovation in online advertising through the enforcement of laws, enactment and amendment of specific laws and regulations for digital marketing, addressing legal investment barriers, revenue generation, and clarifying ambiguities and multiple legal definitions in digital marketing are effective.

Authors' Contributions

All authors have contributed significantly to the research process and the development of the manuscript.

Declaration

In order to correct and improve the academic writing of our paper, we have used the language model ChatGPT.

Transparency Statement

Data are available for research purposes upon reasonable request to the corresponding author.

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Declaration of Interest

The authors report no conflict of interest.

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Ethical Consideration

In this research, ethical standards including obtaining informed consent, ensuring privacy and confidentiality were observed.

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