

---

## IMPACT OF SOCIAL MEDIA PROMOTIONS & MOBILE APPLICATIONS ON THE SUSTAINABLE DEVELOPMENT & GROWTH OF OTT PLATFORMS IN INDIA

Ms. Sonal Khatri

Research Scholar, Global Business School and Research Centre, Dr. D.Y. Patil Vidyapeeth, Pune.

Email id: sonalkhatri03@gmail.com, Contact No: 7722080016

Dr. Aruna

Assistant Professor, Institute of Distance Learning,

Dr. D. Y. Patil Vidyapeeth, Sant Tukaram Nager, Pimpri, Pune.

Email id: dr.aruna@dpuidl.com, Contact No: 7776979407

### Abstract

In today's era of globalization where around 376.1 million people use social media in India on regular basis (Statista Report,2020), digital marketing has become the heart of strategic planning for the sustainable development in the business world.

In simple words, Digital Marketing is the promoting of products over the internet or any form of electronic media. According to the Digital Marketing institute, “Digital Marketing is the use of digital channels to promote and market products and services to targeted consumers and businesses.” The term SMAC was introduced in 2011, as the 6<sup>th</sup> wave of IT disruptive forces considered as the core ingredients of the modern marketing management. SMAC is an abbreviation on Social Media, Mobile, Analytics and Cloud computing technologies.

This paper captures the role and impact of Social Media promotions and Mobile Applications on the sustainable development & growth of the OTT platforms in India. It is a pilot study paper with an objective to test the validity and the reliability of the research instrument and also to test the hypothesis based on AIDA model and 4A model of rural marketing. The sample size taken for pilot study is 50 Indian OTT viewers, which is selected using the convenience sampling.

The major findings of the study confirm the significant impact of Acceptance, Affordability, Accessibility and Awareness created by the mobile applications of ott platforms on purchase decisions of the consumers. It also captures and confirms the effectiveness of the Social Media Promotions by ott platforms in creating Attention, Interest, Desire and Action which has significant impact on the Purchase Intention as well as Purchase Decision of the prospects.

This exploratory research captures the new dimensions of Social Media Promotions and Mobile Applications with reference to India based ott viewers and can be used as a base for further descriptive study.

**Keywords:** Sustainable Development, Digital Marketing, OTT, SMAC, AIDA, 4A model.

### Introduction:

Globalization & Digitalization has become the new cool with worldwide opportunities as well as threats. The IT disruptive forces like Social Media platforms and Mobile applications have become the key players to capture the global citizens with customized approach. The advent of rapidly changing digital technology has changed the strategic front as well. The pace at which these technological changes are taking place have also raised the concern of sustainable development.

The aim of this study is to explore and understand the role and impact of two of the major IT disruptive forces called as Social Media and Mobile Applications on Purchase Intention and Purchase decision. The focus area of this pilot study is India based ott viewers. We have captured 3 most popular over the top (ott) platforms in India which are Disney hotstar, Amazon Prime and Netflix. This study is based on two of most celebrated models of Marketing Management: AIDA model and 4A model.

It is pilot study which is aimed to test and validate the research model as well as the research instrument with the help of a sample size of 50. The validity of the instrument is checked with the help of expert's opinion and focus group interview. The Cronbach Alpha; t test, Anova, Correlation; Regression tests are used to test the reliability of the instrument and for the hypothesis testing. The Cronbach's alpha is 0.969, indicates that there exists strong relationship between individual items in the scale and relationship between predictors and dependent variable is considerably high. It means the internal consistency is above the acceptable value.

The major findings of the study conclude that there is a significant relationship between AIDA components, Purchase Intention and Purchase decision. It also shows that Social Media Promotions plays a major role in creating attention, interest, desire and influences the actions in terms of purchase decisions and purchase intentions. The Mobile Applications by ott platforms have significant impact on purchase decision and helps to create the acceptance, affordable image and awareness.

This pilot study provides a base for further detailed and descriptive study in the same or related domain. It also fill in the research gap in the existing literature available in the filed of SMAC which introduces the combined impact of Social Media Promotions as well as Mobile Applications on the Purchase decision and purchase intention with reference to Indian ott viewers.

Scope of the Study:

Over the top (OTT) Platforms (Indian OTT Viewers)

The study includes top 3 OTT platforms in India i.e. Disney Hotstar, Amazon Prime Video & Netflix.

The top 4 Social Media Promotional Platforms selected for this study are Facebook, Instagram, YouTube and Twitter

#### **Literature Review:**

'Vivek Bajpai, Dr. Sanjay Pandey & Shweta Shriwas' in their research paper titled, "Social Media Marketing: Strategies and its Impact, 2012", have captured the role and impact of social media strategies on traditional marketing approach. The paper was based on secondary research and concludes that social media is not only a mere platform to promote the product but it also helps to establish the brand awareness and brand association with the help of customization and personalization.

'Alina Irina' in her research paper titled "The AIDA model for Advergaming, 2013", has described various stages of consumer purchase process with the help of AIDA model which describes various stages of the purchasing funnel with reference to online Advergaming. The paper was based on secondary data and concludes that The communication or promotional elements used at each stage of AIDA model to influence the customer's purchase decision depends on the level of customers' involvement and the sequence of stages it passes through.

'Ernani Hadiyati' in a research paper titled "Study of Marketing Mix and AIDA model to purchase online product in Indonesia, 2016" has studied the influence of marketing mix elements on AIDA and consumer's buying behavior in purchasing online product. The study was based on primary data collected from the sample size of 97 in Indonesia. Path Analysis, Standard Regression, Ordinary least square, smallest square method and AIDA model was used to study the impact of 4Ps and elements of AIDA on online purchase. The study has found that marketing mix elements and AIDA model both influences the consumer's buying behavior directly as well as indirectly.

'Sahar Gharibi, Dr. Seyed Yahyah Seyad Danesh, dr. Kambiz Shahrodi', in their paper titled "Explain the effectiveness of advertising using the AIDA Model, 2012" have explained and described the advertising effectiveness using AIDA model as base with reference to an insurance company based in Tehran with a sample size of 387. Descriptive and Inferential analysis was used to study the AIDA, Content, Context, Channel Media, Purchase intention. The findings explain that the AIDA model has a significant and positive relationship with the advertising effectiveness for the selected industry in Tehran.

**Proceedings of 2<sup>nd</sup> INTERNATIONAL RESEARCH e-CONFERENCE on “Corporate Social Responsibility & Sustainable Development”**

Organized by Dr. D. Y. PATIL VIDYAPEETH PUNE (Deemed to be University)

GLOBAL BUSINESS SCHOOL & RESEARCH CENTRE, Pune- 411 033

ISBN: "978-93-87901-17-9"

10th, 11th, 12th December, 2020

‘Hafid Pradipta & Purwanto’ in their paper titled” The Relationship of AIDA model in term of website design and structure towards the purchase decision Zalora Indonesia( A case study of President University Student), 2013” have identified the relationship between the website design and its structure towards the purchase decision with the help of AIDA model as a base. The study indicates that visual appeal, ease of use , trustworthiness and convenience partially and collectively have significant impact on the purchase decision.

Study Variable: The variables of the study with literature references are as follows.

Table 2: Study Variable				
Sr. No.		Construct	Items	References
1	Mobile Applications by OTT platforms	1.1 Acceptability	1.1.1 Functional Acceptability/ Ease of Use 1.1.2 Features 1.1.3 Reliability 1.1.4 Performance 1.1.5 Psychological Acceptability/ Image 1.1.6 Suitability	Dr. Jagdish Sheth& Dr. Rajendra Sisodia; Siekpy, J.S.,2003.
		1.2 Affordability	1.2.1 Economic Affordability/ Cost 1.2.2 Psychological Affordability/ Image 1.2.3 Value for Money 1.2.4 Willingness to Pay	Asseal, 2002; Dr. Jagdish Sheth& Dr. Rajendra Sisodia
		1.3 Accessibility	1.3.1 Availability 1.3.2 Convenience 1.3.3 Easy Accessibility	Chaffey, 2009; Dr. Jagdish Sheth& Dr. Rajendra Sisodia
		1.4 Awareness	1.4.1 Product Knowledge / Features 1.4.2 Brand Awareness 1.4.3 Benefits	Dr. Jagdish Sheth& Dr. Rajendra Sisodia; Strong,1925.
Sr. No.		Construct	Items	References
2.	Social Media Promotions	2.1 Attention	2.1.1 Visual Appeal 2.1.2 Attractiveness 2.1.3 Believable Benefits/ Knowledge/ Comprehensive 2.1.4 Distinctive/ Unique 2.1.5 Awareness	Chaffey, 2009; Kotler & Armstrong, 2001; Lavidege&Steiner; Russel H. Colley, 1961; Strong,1925.
		2.2 Interest	2.2.1 Ease of Use 2.2.2 Interactivity 2.2.3 Purchase Interest 2.2.4 innovative Content 2.2.5 Consistency 2.2.6 Liking/ Appreciation 2.2.7 Preferences 2.2.8 Search	Asseal, 2002; Bambang SukmaWijaya; Lavidege&Steiner; Siekpy, J.S.,2003; Strong,1925.
		2.3 Desire	2.3.1 Trustworthiness 2.3.2 Convenience 2.3.3 Conviction 2.3.4 Desire to Purchase	Lavidege&Steiner; Russel H. Colley, 1961; Slyke, 2002; Strong,1925
		2.4 Action	2.4.1 Trail 2.4.2 Purchase Decision/ Paid Suubscription 2.4.3 Recommend/ Share	Bambang SukmaWijaya; Lavidege&Steiner; Strong,1925.

Source: Data Analysis

**Research Methodology:**

• **Research Questions-**

- 1) What is the role and influence of **Mobile Applications by OTT platforms** to create **Acceptance, Accessibility, Affordability and Awareness** with reference to Indian OTT viewers?

2) What is the role and influence of **Social Media Promotional Platforms** to induce **Attention, Interest, Desire and Action** to make Purchase decision with reference to Indian OTT viewers?

• **Objectives of the Study-**

This research study will help to understand the **impact of Social Media Promotions & Mobile Application on the Sustainable Development & Growth of the OTT platforms in India.**

- To analyze the role and impact of **Mobile Applications by OTT platforms** using 4 A's of Marketing with reference to Indian OTT viewers.
- To analyze the role and impact of **Social Media as Promotional Platforms** using the AIDA model with reference to Indian OTT viewers.

• **Hypothesis-**

- 1.1 Acceptance of OTT mobile Applications has significant impact on Purchase Decision.
- 1.2 Accessibility of OTT mobile Applications has significant impact on Purchase Decision.
- 1.3 Affordability of OTT mobile Applications has significant impact on Purchase decision.
- 1.4 Awareness of OTT mobile Applications has significant impact on Purchase Decision.
- 2.1 Promotions on Social Media platforms have significant influence on Attention with reference to Indian OTT viewers.
- 2.2 Promotions on Social Media platforms have significant influence on Interest with reference to Indian OTT viewers.
- 2.3 Promotions on Social Media platforms have significant influence on Desire with reference to Indian OTT viewers.
- 2.4 Promotions on Social Media platforms have significant influence on Action with reference to Indian OTT viewers.
- 2.5 Attention, Interest and Desire have significant impact on the Purchase Intent of Indian OTT subscribers.
- 2.6 Purchase Intention has significant impact on Purchase Decision.

• **Research Design/ Sample Design-**

Sr. No.	Parameter	Description
1	Type of Research	Exploratory/ Analytical Research
2	Nature of Research	Qualitative and Quantitative Research
3	Research Instrument	Structured Questionnaire
4	Type of universe/ Population	OTT viewers.
5	Sampling unit	Indian OTT viewers.
6.	Population Size	500 Million (approx.) Ref: KPMG Media & Entertainment Report,2018
7	Sample size	500 (95% Confidence Level; 5% Level of Significance)
8	Sample Size for Pilot Study	50 (10% of the Sample size)
7	Sampling Method	Non-Probability Sampling (Convenience Sampling)
8	Sources of data collection	Primary and Secondary sources
9	Primary Sources	Structured Questionnaire, Observation, Interview, and OnlineSurvey.
10	Secondary Sources	Books, Journals, Articles, Blogs, Magazines.
11	Statistical Tools/ Tests	Mean,Median, Mode, Pie Chart, Bar Graphs, Frequency Table; Cronbach Alpha; t test, Annova, Correlation; Regression.

Source: Data Analysis

**Research Model:**

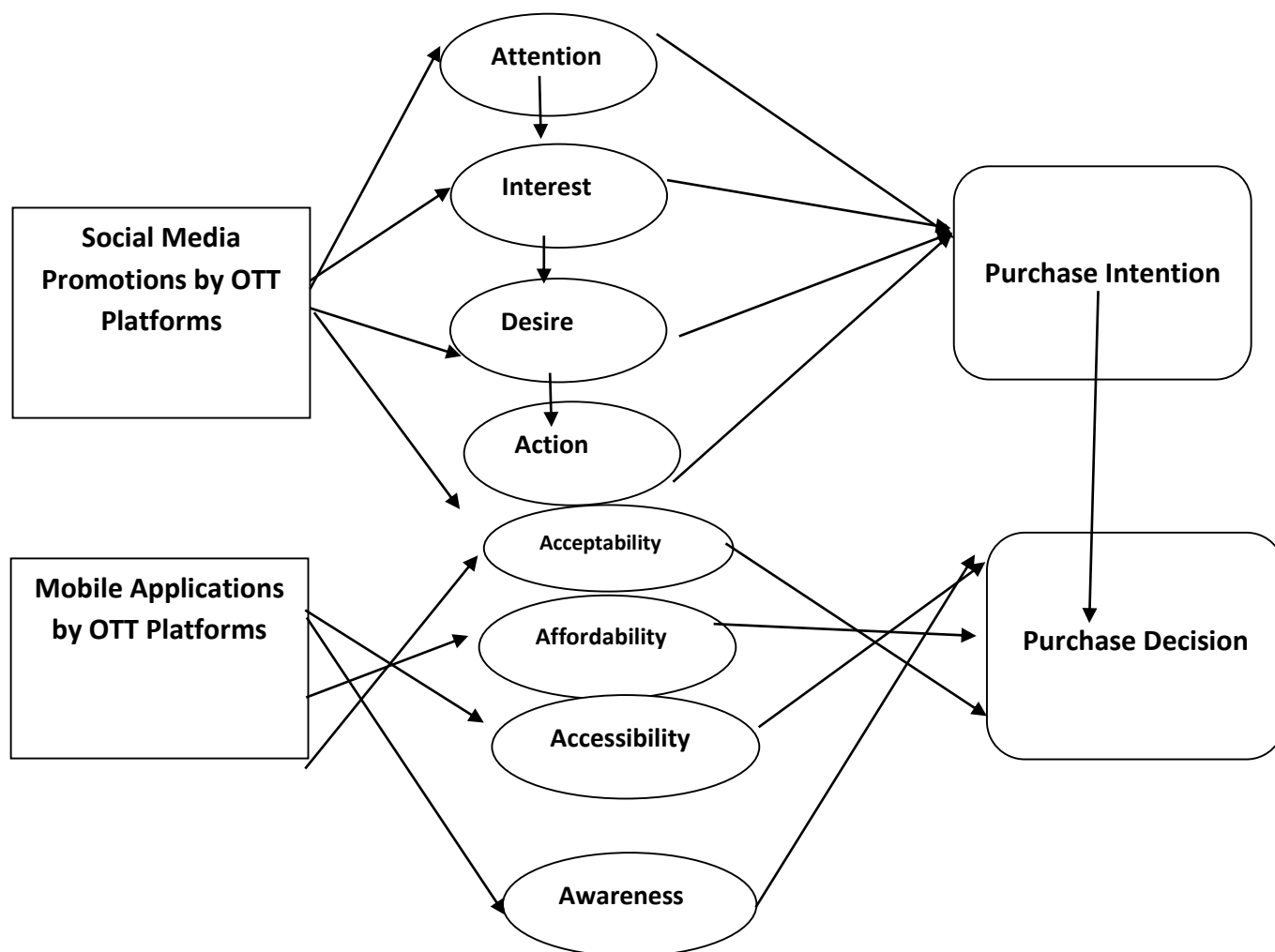


Fig 1: Research Model (Source: Data Analysis, Ref AIDA Model; 4A model of Rural Marketing)

**Data Collection:**

This pilot study is based on the primary as well as on secondary data. Primary data is collected with the help of the questionnaire and personal interviews. The number of items in the questionnaire is 73. The validity of the instrument is tested by interviewing the experts from the industry as well as the academia. The sample size used for this pilot study is 50 which is 10% of the expected sample size i.e. 500.

**Data Analysis & Findings:**

**1. Reliability Analysis**

Table No. 3 Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.969	.969	53

Source: Data Analysis

**Interpretation:** Cronbach's Alpha, developed by Lee Cronbach in 1951, measures reliability, or internal consistency. Cronbach's alpha is the most common measure of internal consistency. For the 53 items selected for the study, Cronbach's alpha is 0.969, indicates that there exists strong relationship

between individual items in the scale and relationship between predictors and dependent variable is considerably high. It means the internal consistency is above the acceptable value (Table No. 1).

## 2. Summary of Hypothesis Testing

Table No. 4 Summary Statistics				
Sr. No	Variable Relationship	t	Sig.	Hypothesis Testing (H <sub>a</sub> )
1	Acceptance >>> Purchase Decision	4.451	.000	Accepted
2	Affordability >>> Purchase Decision	3.628	.001	Accepted
3	Accessibility >>> Purchase Decision	1.855	0.70	Rejected
4	Awareness >>> Purchase Decision	4.471	.000	Accepted
5	Attention >>> Purchase Intention	2.344	.023	Accepted
6	Interest >>> Purchase Intention	9.631	.000	Accepted
7	Desire >>> Purchase Intention	4.758	.000	Accepted
8	Action >>> Purchase Intention	4.432	.000	Accepted
9	AIDA >>>> Purchase Intention	F(22.443)	.000	Accepted
10	Purchase Intention>>> Purchase Decision	4.061	000	Accepted

### Major Findings:

- The research instrument used for the pilot study is valid and reliable and can be further used for the major survey with some required refinements needed as per the study results.
- Mobile Applications by ott platforms plays a major role in creating acceptance, awareness and affordable image to the online entertainment platforms (ott) like Disney Hotstar, Amazon Prime and Netflix in India.
- Acceptance, Affordability and Awareness created by ott Mobile Applications have significant impact of Purchase decision with reference to the Indian ott viewers.
- The Social Media Promotions by ott platforms plays a major role in creating Attention, Interest, Desire and Action with reference to Indian ott viewers.
- The AIDA model component that is Attention, Interest, Desire and Action has significant impact of the Purchase Intention with reference to Indian ott viewers.
- The Purchase Intention has significant impact on the Purchase Decision with reference to the Social Media Promotions and Mobile Applications on Indian ott viewers.

### Conclusion:

This pilot study confirms the authenticity of the AIDA model as well as the 4A model of the rural marketing. It also confirms that the research instrument is valid and reliable and can be used for the major survey with the sample size of 500 with same population for the final study. The study concluded that Social Media Promotion by ott platforms play a major role in creating Attention, Interest, Desire and Action and also have significant impact on the Purchase Intention . It also concludes that Purchase Intention has significant impact on the Purchase decision. The study also concludes that Mobile applications by ott platforms creates Acceptance, Affordable image and Awareness which in turn has significant impact on the Purchase Decision on the Indian ott viewers. Thus Social Media and Mobile Applications by ott platforms can be considered as two of the major pillars for their Sustainable Development and Growth.

### Discussion:

The charm of ott industry is enhancing day by day with the growing popularity of the digitalization. This pilot study confirms the validity and reliability of two of the most popular marketing management models: AIDA and 4A model of Rural Marketing and the research instrument. Major findings of the study

---

also confirm the significant impact of Social Media Promotions on Purchase Intention and Purchase Decision with reference to the Indian ott viewers. The study also reflects the significant impact of Mobile Applications by ott platforms on Purchase Decision with reference to the Indian ott viewers. Since Social Media and Mobile Applications are two of the most important elements of SMAC, it is evident from the study that it plays a major role in the sustainable development of the ott industry in India.

### **Bibliography:**

- 1) Afrina Yasmin, Sadia Tasneem, Kaniz Fatema, Effectiveness of Digital Marketing in the Challenging Age: An Empirical Study, International Journal of Management Science and Business Administration, Volume 1, Issue 5, April 2015, pp 69-80.
- 2) A. Parsons, M. Zeisser and R. Waitman, Organising today for the digital marketing of tomorrow. Journal of Interactive Marketing. Volume 12, 1998, pp. 31-46.
- 3) B. Cova and S. Pace, Brand Community of Convenience Products: New forms of customer empowerment – the case “my Nutella The Community”. European Journal of Marketing. Volume 40, 2006, pp. 1087-1105.
- 4) C. Hoey, Maximising the effectiveness of Web-based marketing communications. Marketing Intelligence & Planning. Volume 16, 1998, pp. 31-37.
- 5) C.R. Kothari, “ Research Methodology- Methods & Techniques”, Second Edition, New Age International Publishers, 2004.
- 6) Chaffey D, E-business & e-Commerce Management- Strategy, Implementation and Practice, Pearson Education, Paris, 2011, pp. 72-79.
- 7) Chaffey D & Smith P, E-Marketing Excellence: Planning and Optimising Your Digital Marketing, Routledge. Fourth Edition, 2008, pp. 580-593.
- 8) Charles Gibson ,The Most Effective Digital Marketing Strategies & Approaches: A Review of Literature, International Journal of Scientific and Research Publications, Volume 8, Issue 2018, ISSN 2250-3153.
- 9) Chi, Hsu-Hsien, “Interactive Digital Advertising VS. Virtual Brand Community: Exploratory Study of User Motivation and Social Media Marketing Responses in Taiwan.” Journal of Interactive Advertising, Volume 12, 2011, pp. 44-61.
- 10) Curran, Kevin, Sarah Graham, and Christopher Temple. “Advertising on Facebook.” International Journal of E-Business Development , Volume 1, 2011, pp. 26-33.
- 11) Damian Ryan, “Understanding Digital Marketing: Marketing Strategies for Engaging the digital generation”, Kogan Page Publisher, 2006.
- 12) Godfrey Parkin, “Digital Marketing: Strategies for Online Success”, New Holland Publishers, 2009.
- 13) Dr. Hatem El-Gohary ,E-Marketing - A literature Review from a Small Businesses perspective, International Journal of Business and Social Science ,Volume 1 No. 1; October 2010.
- 14) Dr. Satyendra Narayan Singh, Pavan Kumar and Amit Kumar Dubey, Digital Marketing: Necessity & Key Strategies To Succeed In Current Era, International Journal of Research in Marketing, Issue 2011.
- 15) F. Garzotto, F. Sorce, D. Bolchini and T. Yang, Empirical investigation of web design attributes affecting brand perception, Proc. 6th Nordic Conference on Human Computer interaction: Extending Boundaries (Reykjavik, Iceland, October 16 - 20, 2010). NordiCHI '10. ACM, New York, NY, pp.188-197.
- 16) G.R. Kiani, Marketing opportunities in the digital world. Internet Research: Electronic Networking Applications and Policy. Volume 8, 1998, pp. 185-194.
- 17) Gerard Broussard, “How advertising frequency can work to build online advertising effectiveness.” International Journal of Market Research. 2000.

- 
- 18) J. G. Webster, User information regimes: How social media shape patterns of consumption. *Northwestern University Law Review*. Volume 104 No. 2, 2010, pp. 593-612.
  - 19) Nielsen, 2012. State of The Media: The Social Media Report. [Online] Available at: <<http://www.nielsen.com/content/dam/corporate/us/en/reports-downloads/2012-Reports/The-Social-Media-Report-2012.pdf>>. [Accessed 7 September 2013].
  - 20) Waghmare GT, E-Commerce, A Business Review and Future Prospects in Indian Business. *Internet, Marketing in India*. Indian Streams Research Journal, 2(5), 2012, 14.
  - 21) Gangeshwer DK, E-Commerce or Internet Marketing: A Business Review from Indian Context”, *International Journal of - and e- Service, Science and Technology*.
  - 22) Ian Dodson, “The Art of Digital Marketing: The Definitive Guide to Creating Strategic”, Targeted, and Measurable Online Campaigns, John Wiley & Sons, 2016.
  - 23) P. Sathya, A Study on Digital Marketing and its Impact, *International Journal of Science and Research (IJSR)*, 2015, ISSN (Online): 2319-7064.
  - 24) P. K. Kannan and Hongshuang “Alice” Lib, Digital marketing: A framework, review and research agenda”, *International Journal of Research in Marketing* 34 (2017) pp. 22- 45,
  - 25) Paquette, Holly (2013), “Social Media as a Marketing Tool: A Literature Review”, Paper submitted to University of Rhode Island, [holly\\_paquette@my.uri.edu](mailto:holly_paquette@my.uri.edu).
  - 26) Ramos, A. and Cotta, S., 2009. Search Engine Marketing. The McGraw Hill.
  - 27) Rossiter, J. and Bellman, S., 2012. Emotional Branding Pays Off. *Journal of Advertising Research*. Vol. 52 Issue 3, pp. 291-296.
  - 28) Sanjay Ahire, ‘Digital Disruption in Engineering and Manufacturing Industry, *IMR*, Volume XI, Issue 1st July, 2017.
  - 29) Straus, J. and Frost, R., 2009. E-Marketing. 5th edition. Prentice Hall: Pearson. New Je Shankar, Venkatesh, Jeffery Inman, Murali Mantrala, Eileen Kelley and Ross Rizley. “Innovations in Shopper Marketing: Current Insights and Future Research Issues.” *Journal of Retailing* 1:s29-s42, doi:10.1016/j.jretai.2011.04.007.
  - 30) S.R Winer, *New Communications Approaches in Marketing: Issues and Research Directions*. *Journal of Interactive Marketing*. Volume 23, 2009, pp.108-117.
  - 31) Teresa Piñeiro-Otero and Xabier Martínez-Rolán, *Understanding Digital Marketing—Basics and Actions*, Springer International Publishing Switzerland 2016, Management and Industrial Engineering, DOI 10.1007/978-3-319-28281-7\_2.
  - 32) Ankit Soni (Oct 27, 2018) ” Introduction to Digital Marketing”, has defined the digital marketing in current scenario.
  - 33) Digita, (Jan 2, 2018), “Shifts in Digital Marketing in 2018” <https://www.digitalvidya.com/blog/introduction-to-digital-marketing/>
  - 34) Jeffry Pilcher, CEO/President and Founder of The Financial Brand, “6 Critical Trends Redefining Marketing in a Digital-First World”, Oct 27, 2018, <https://www.onlinemarketinginstitute.org/blog/2017/09/the-5-biggest-trends-redefining-digital-marketing/>
  - 35) Mike Khorev (Oct 27, 2018) in his latest article on” 12 Effective Digital Marketing Tactics and Strategies in 2018 and Beyond”, <https://mikekhorev.com/12-effective-digital-marketing-tactics-strategies-2018-beyond>.
  - 36) <https://digitalmarketinginstitute.com/the-insider/05-10-16-the-evolution-of-digital-marketing-30-years-in-the-past-and-future>
  - 37) <https://www.forbes.com/sites/forbesagencycouncil/2017/12/18/how-digital-marketing-will-change-in-2018-15-top-trends/>
  - 38) <https://digitaglobal.com/shifts-in-digital-marketing-for-2018/>



**Proceedings of 2<sup>nd</sup> INTERNATIONAL RESEARCH e-CONFERENCE on “Corporate Social Responsibility & Sustainable Development”**

Organized by Dr. D. Y. PATIL VIDYAPEETH PUNE (Deemed to be University)

GLOBAL BUSINESS SCHOOL & RESEARCH CENTRE, Pune- 411 033

ISBN: "978-93-87901-17-9"

10th, 11th, 12th December, 2020

- 
- 41) <http://shodhganga.inflibnet.ac.in/handle/10603/15995> (A study to measure the impact of electronic (digital) marketing among the Gujarat based customer and firms)
  - 42) <http://shodhganga.inflibnet.ac.in/handle/10603/7803> (Services sector in the Indian economy)
  - 43) <http://shodhganga.inflibnet.ac.in/handle/10603/170490> (Segmenting the online consumer market by online purchase behavior in eastern India perspective).
  - 44) <https://www.technologyreview.com/s/421007/introducing-business-impact-special-report-on-digital-marketing> (Introducing Business Impact: Special Report on Digital Marketing)
  - 45) <https://channels.theinnovationenterprise.com/articles/beyond-smac-digital-twister-of-disruption> (Beyond SMAC – The Digital Twister Of Disruption)
  - 46) <https://www.smartinsights.com/managing-digital-marketing/marketing-innovation/digital-marketing-trends-2016-2017/> (Digital Marketing Trends for 2017)