

## Digital Marketing Activities : A Comparative Study between Evaly and Daraz

\***Mohammad Shibli Shahriar**, and  
**Mohammed Masum Iqbal**, Daffodil International University  
E-mail: shibli@daffodilvarsity.edu.bd

***Abstract:** This study on a comparative analysis of digital marketing activities of Evaly and Daraz has highlighted strategic comparative analysis of two online supermarket stores in Bangladesh. It has evaluated external characteristics of the marketing environment by using PESTLE analysis and internal characteristics through SWOT analysis. The micro environment of Evaly has been analyzed by identifying potential digital factors of marketing while Daraz has also been identified by its emerging marketing abilities. Competitive rivalry for both the markets has been found as moderate, which has been formulated through four other marketing forces. The study also highlights operational strategies which can improve digital marketing strategies that are adopted by both the organizations for extension of their digital supermarket. In addition, limitations of the suggested strategies are also explained in the report. In conclusion, major similarities and differences between the operations of two organizations are highlighted. In recommendations, some suggestions have been made for future implications for both Evaly and Daraz.*

**Keywords:** Digital marketing, Evaly, Daraz, Marketing strategies, Digital superstores.

### 1. Introduction

Strategic analysis is an exceptional process through which business environment along with operational growth is interpreted. This study is based on strategic comparative analysis of two online supermarket stores in Bangladesh, namely Evaly and Daraz and their various marketing operations. It evaluates macro and micro environmental factors to understand internal as well as external growth of the digital market of the two organizations. Moreover, Porter's five forces along with current operational strategies of the digital market for the organizations are also formulated in this study.

The COVID 19 pandemic has made people realize how important online business or e-commerce is for a country which is seeking economic development while physical interaction is strictly controlled. It not only allows people to stay safe at home and have

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\* Corresponding Author

access to daily commodities and goods but also creates a pathway for an effective system. Moreover, online business with new digital innovation is nowadays an impressive trend of marketing that attracts a great number of customers due to easy access to the internet. As opined by Kharat, Tibe, and Chitnis (2020), integrated communication with developed features is possible through an online marketing process. In Bangladesh, Evaly became an exceptional online superstore from which all kinds of groceries and home products are delivered to customers as of August, 2020. Through using a single website, consumers of this market also get their products available such as groceries, books, copies and pencils, dresses, mobile phones, home appliances, etc (Evaly, 2020). Product range of Evaly has individual security that has brought 230 million sales in product within July, 2019 (Kader, 2019). In every month orders have increased by 10% from June to August approximately (Evaly, 2019). It means demand for high value products such as motorbikes, mobile phones is increasing significantly.

As monthly delivery of products from Evaly has been observed in last 6 months of 2019, customer engagement has increased by 400% with more than 10000 customers (Evaly, 2020). In 2019, from September to October, CEO of Evaly noticed that their net Gross Merchandise Value (GMV) was 637.47 million, which was the highest value in online market of Bangladesh. Moreover, it is expected to reach at taka 130 crore sales through a series of different lucrative campaigns.

On the other hand, development of Daraz online market is indicated by its quality range of products such as electronic devices, fashionable wears and home appliances for daily usage. Daraz has maintained 100% growth over the period of last 4 years in a row and it is taking 50000 orders daily (Daraz, 2020). As mentioned in its corporate website in September 2021, there are more than 17 million products available on its platform. It has engaged more than 4 million followers through an online site along with a series of investments (Daraz, 2020). In 2018, 100% shares of Daraz have been bought by Alibaba to emerge in the market gigantically.

However, Daraz initiates a number of marketing programs such as conducting online training programs and boot camps for promoting its products. Daraz has been titled with DFLP (Future Leadership Program 2019) for engaging 120 universities of Bangladesh (Express, 2019). Winning teams have received a voucher worth 15000 taka and recruited some students as part-time trainees (Daraz, 2020). In comparison to 2018, product sales have increased by 12% and an expectation of higher growth is being calculated by Managing Director of Daraz, Bangladesh (Daraz, 2020). Furthermore, 20% of instant cashback is given to customers in different festival seasons such as 'Pohela Boishakh', Eid festival, etc. (Daraz, 2020).

### 1.1 Reasons behind choosing Evaly and Daraz

In the marketing competition of Bangladesh online supermarket, Evaly is found at number one position for high-end products e.g. home appliances, bikes, smartphones. On the other hand, Daraz is also quite popular and known for improving its growth of revenue by 10% in 2019 (Daraz, 2020). As mentioned by Davcik and Sharma (2016), a competitive environment along with strategic operations pushes any business towards a flexible growth. Both the markets have unique factors for which they have been chosen. Evaly’s CEO has strategic opinions for increasing value production by implementing the sharpest mind of individual employees (Evaly, 2020). Diversified ways of doing business along with a unique product range have made this strategic analysis for choosing Evaly. However, Daraz has established its unique organizational structure initiating finance department as well as issue-resolution department (Daraz, 2020). As suggested by Guo, Li, and Nie (2020), strategic analysis depends on effective operational strategies along with potential growth factors of marketing environment. Daraz runs aggressive marketing promotional activities through which an effective analysis is possible whereas Evaly fulfils the necessity of accessories used in daily life.

## 2. Literature Review

### 2.1 Background of Two Online Supermarket Stores-Evaly and Daraz

Online marketing with new digital innovation is nowadays an impressive trend of marketing that attracts a great number of customers. As opined by Kharat, Tibe, and Chitnis (2020), integrated communication with developed features is possible through an online marketing process. In Bangladesh, Evaly became an exceptional online superstore from which all kinds of groceries and home products are delivered to customers. Through using a single website, consumers of this market also get their products available such as groceries, books, copies and pencils, dresses, mobile phones, home appliances, etc. (Evaly, 2020). Product range of Evaly has individual security that has brought 230 million sales in product within July, 2019 (Express, 2019). Orders from this online supermarket and rate of monthly delivery have been described in the following graph.

**Figure 1: Orders of Evaly**



*Source:* (Evaly, 2020).

Based on this graph, in every month orders have increased by 10% from June to August approximately (Evaly, 2020). It means demand for high value products such as motorbikes and mobile phones are being increased significantly.

**Figure 2: Monthly Delivery**



*Source:* (Evaly, 2020).

As monthly delivery of products from Evaly has been observed in the last 6 months of 2019, customer engagement has increased by 400% with more than 10000 customers (Evaly, 2020). In 2019, from September to October, CEO of Evaly noticed that their net Gross Merchandise Value (GMV) was 637.47 million, which is the highest value in the online market of Bangladesh. Moreover, it is expected to reach at taka 130 Crore sales through a series of different lucrative campaigns.

On the other hand, development of Daraz online market is indicated by its quality range of products such as electronic devices, fashionable wear and home appliances for daily usage (Daraz, 2020). Its growth revenues have been found as 155% with sales of 250000 products by taking 2000 orders daily (Daraz, 2020). However, it now takes 12000 orders in a single month which is proof of its improvement in the online market. In 2019, it has engaged more than 4 million followers through an online site along with a series of investments (Daraz, 2020). In 2018, 100% shares of Daraz were bought by Alibaba to emerge in the market.

However, Daraz initiates several marketing programs such as conducting online training programs and boot camps for promoting its products. Daraz has been titled with DFLP (Future Leadership Program, 2019) for engaging 120 universities of Bangladesh (Express, 2019). Winning teams have received a voucher worth 15000 taka and recruited some students as part-time trainees (Daraz, 2020).

Sales of Daraz increased 4 Limes in 2019 whereas delivery and sales grow by 100% per year over the years 2019 and 2020 (Daraz, 2020).

## 2.2 Marketplace Analysis

### 2.2.1 Marketing Environment Analysis

**Table 1: PESTLE of Online Supermarket in Bangladesh**

<b>Factors</b>	<b>Descriptions</b>	<b>Impact</b>
<b>Political</b>	<ul style="list-style-type: none"> <li>● Encouragement from Government for online market investment</li> <li>● Lack of confidence among investors due to political instability</li> </ul>	Positive and negative
<b>Economic</b>	<ul style="list-style-type: none"> <li>● Increased rate of GDP at 4.5% in 2019 as comparison to 2018 (Forecasts, 2019)</li> <li>● Enhanced rate of investment at digital market 110 million in 2019 as comparison to 2018 (Forecasts, 2019)</li> <li>● Increased rate of inflation by 5.5% in 2020 as comparison to 2019 (Economics, 2019)</li> <li>● Per capita income, found by increased rate of 2% in 2019 (Economics, 2019)</li> <li>● Increased rate of enterprises in Bangladesh at 10% in 2019 (Forecasts, 2019)</li> </ul>	Positive and negative
<b>Social</b>	<ul style="list-style-type: none"> <li>● Enhanced trend of online shopping among approximately 60% population of Bangladesh (Economics, 2019)</li> <li>● Development of socio cultural policies for urban as well rural consumers</li> <li>● Increased number of supplying potentiality by 5% (Economics, 2019)</li> </ul>	Positive

<b>Technological</b>	<ul style="list-style-type: none"> <li>● High facility of internet with low price</li> <li>● Changing phases of technologies within digital market</li> </ul>	Positive and negative
<b>Legal</b>	<ul style="list-style-type: none"> <li>● Labour Act 2006 (Federation, 2015)</li> <li>● Integrated policy for E-payment along with E-security</li> </ul>	Positive
<b>Environmental</b>	<ul style="list-style-type: none"> <li>● Broad image of green marketing</li> <li>● Rapid digitalization of</li> </ul>	Positive and negative

*Source:* (Aithal, 2016).

Macro environments including political and economic positive factors have found that government encouragement has been effectively applied in the digital market. As opined by Aithal (2016), improved operating systems along with positive aspects of the marketing environment have positive implications for the digital market. Thus, a collaboration of the Government with the digital market can give a sustainable market to develop business. However, investors have low confidence that can be negative for both Daraz and Evaly (Forecasts, 2019). Economic growth of Bangladesh is slightly positive that has been found through per capita income and digital market investment. Conversely, a high rate of GDP can increase the price of raw materials for which the number of customers can be decreased for both online markets. In Bangladesh, maximum people earn moderately that can force them not to shop online at high prices (Forecasts, 2019). Thus, both Evaly and Daraz can face a problem if they cannot offer less price than traditional supermarket stores. Social perception regarding online supermarkets in Bangladesh has been found positive among the people. It means people may support this online marketing for its easy payment options along with a safe delivery process. A number of cultural festivals along with campaigns may push the digital market to innovate advanced ways of shopping for betterment. As suggested by Davcik and Sharma (2016), technological background is the most essential fact that increases marketing value within months. Low price of the internet has brought online access to every customer for shopping at online supermarkets. It can be helpful for both markets to deliver a new range of customer-demanding products such as mobile phones, air-conditioner, fridge, etc. However, online supermarkets need faithful delivery persons with potential marketing knowledge. Evaly and Daraz can manage them easily due to the developed labour law of Bangladesh (Federation, 2015). However, the Covid 19 pandemic situation in 2020 also shrank the purchasing power of customers drastically in Bangladesh though urban people largely depend on buying groceries from online superstores in this crisis time. Thus, the existing factors of the external environment are either positively or negatively responsible for an effective

environment to develop a progressive digital market. In the aforesaid context, the factors are favorably conducive for the two digital supermarket stores in Bangladesh despite some limitations.

### 2.2.2 SWOT Analysis

**Table 2: SWOT of Evaly**

Strengths	Weaknesses
<ul style="list-style-type: none"> <li>● Improved resource management</li> <li>● Supplying potentiality</li> <li>● Product security</li> <li>● Improved team development</li> <li>● Discounted pricing</li> </ul>	<ul style="list-style-type: none"> <li>● Low sales of groceries than electronic devices</li> <li>● Low quality of labourforce</li> <li>● Single website</li> <li>● Longer delivery time</li> </ul>
Opportunities	Threats
<ul style="list-style-type: none"> <li>● High possibility of increasing online market</li> <li>● Possibility of increased number of consumers</li> <li>● Involvement of other product sales through stable product security</li> </ul>	<ul style="list-style-type: none"> <li>● Threat of getting high competition</li> <li>● Slow production</li> <li>● High chance of occurring complexities in handling websites</li> <li>● Shopping malls would have more vacant spaces</li> <li>● Chances of fraudulent</li> </ul>

*Source:* (Evaly, 2020).

Based on this SWOT analysis, the major strength of Evaly is its discounted pricing which can give an opportunity of increasing the consumer base. Evaly’s resource management has been developed innovatively with direct contact of manufacturers. Also, huge slashing prices of products quickly grabbed the attention of millions of customers for high end products. However, its low-quality workforce has been found that can hamper the supply chain management (Evaly, 2020). Moreover, a significant threat for Evaly has been noticed by highly competitive online supermarkets.

**Table 3: SWOT of Daraz**

<b>Strengths</b>	<b>Weaknesses</b>
<ul style="list-style-type: none"> <li>● Innovative payment methods with high security</li> <li>● Diversified clothing sectors</li> <li>● Easy accessibility of working at Daraz</li> </ul>	<ul style="list-style-type: none"> <li>● Increased rate of turnover</li> <li>● low brand awareness</li> <li>● Ineffective refund process</li> <li>● Low rate of ATL (Above the line) and BTL (below the line) type marketing</li> </ul>
<b>Opportunities</b>	<b>Threats</b>
<ul style="list-style-type: none"> <li>● Possibility of emerging market</li> <li>● Opportunity of getting orders outside of Bangladesh</li> <li>● Emergency delivery</li> </ul>	<ul style="list-style-type: none"> <li>● Possibility to increase conflicts with upcoming competitors within country</li> <li>● Lack of trained employees</li> <li>● Possibility of losing employee moral</li> </ul>

*Source:* (Daraz, 2020).

Flexibility along with potential payment methods of Daraz is a major strength that can protect this organization from unauthorized functions such as hacking and others (Daraz, 2020). Customers can get orders through preparing an account within international transactions. It is because of high security on international transactions that can also be a competitive advantage for this digital market. As opined by Wahjudi, Singgih, Suwignyo, and Baihaqi (2016), identification of weakness is the first phase of rectifying business potentiality of an individual organization. In the case of Daraz, its increasing employee -turnover can place the company in pressure as far as employee-motivation is concerned. The company can also work on retaining their employees. However, Daraz may gradually lose its brand name due to lack of its brand awareness. As mentioned by Guo et al. (2020), customers only remember brand name and related specifications of that particular brand. In Daraz, it has been observed that the refund process is not organised effectively and it will decrease customer engagement immediately (Daraz, 2020). Thus, for overcoming its limitations, Daraz can develop strategic operational strategies for building reputation in the supermarket business.

### 2.3 Objectives

Objectives of the study are as follows:

1. To gain an insight into marketing environment of Evaly and Daraz by using



PESTLE and SWOT analysis

2. To evaluate digital marketing operations of Evaly and Daraz
3. To make a comparative analysis between digital marketing activities of Evaly and those of Daraz
4. To make some suggestions for both the companies to improve their operations

## **2.4 Methodology**

The study is qualitative in nature. To conduct the study, secondary data were extensively used and primary data, sometimes, were used in selective cases. Basically, secondary data were collected from the websites of Evaly and Daraz and other relevant published articles on both the companies. The study was undertaken from April to December in 2020. The literatures from data bases such as Scopus, Google Scholar, Research Gate and other published sources were also extensively reviewed to achieve the objectives of the study.

## **3. Porter's Five Forces Analysis**

Marketing forces regarding supplying power and purchasing power strengthen the efficiency of product expansion and development by identifying strong competitors (Anastasiu et al. 2020). So, Bangladesh online marketplace has been evaluated in the following:

### **3.1 Bargaining Power of Buyers**

Power of bargaining will be *high* in online supermarkets due to the high number of buyers in the same marketplace. Also, customers at digital platforms first prefer price level by comparing with different shopping websites.

### **3.2 Bargaining Power of Suppliers**

Supplier power will be *low* due to high ecommerce brands along with setting rules by many suppliers. Relationships between suppliers and consumers may be changed with new trends and quality of labour at online markets (Anastasiu et al., 2020). Hence, online stores of electronic devices specially can have low supply potentiality.

### **3.3 Threat of Substitute Products**

Product substitution will also be *high* as both of these markets have the same criteria of products such as home products, electronics, groceries and others. For instance, redmi mobile phones, a very common product, are sold in both Daraz and Evaly. Here, buyers will be attracted towards low price redmi mobile first and buy from that site.

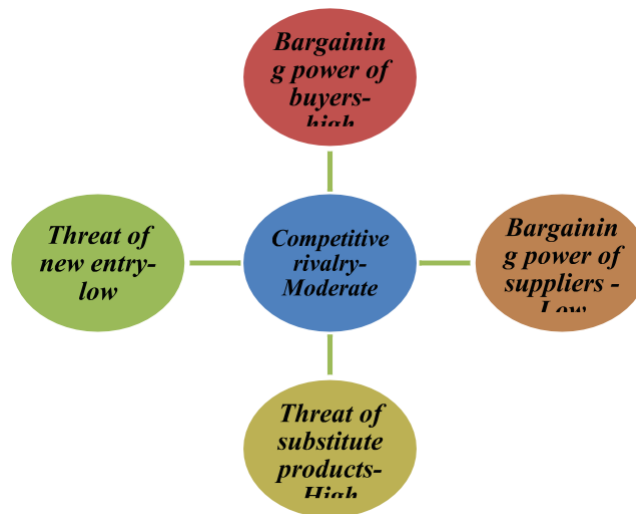
### 3.4 Threat of New Entry

New entry related threats in the digital market will be *low* due to pricing differences along with product variations. As mentioned by Guo et al. (2020), large investment is necessary for bringing a new product within a new market that enervates every market. Thus, human resources with huge amounts of investment on technology may not be possible by online marketplace in Bangladesh.

### 3.5 Competitive Rivalry

Competitive type rivalry will be *moderate* in this effective digital marketplace of Bangladesh because two marketing forces have been found with low power. Hence, more improvement in strategy along with efficiency is necessary for both Evaly and Daraz in terms of increasing performance.

**Figure 3: Porter's Five Forces Model**



*Source:* (Anastasiu et al., 2020).

## 4. Critical Evaluation of Current Strategy of Digital Marketing

Identifying challenges on right products and quality inspection are essential to increase sustainability of online marketplace. Strategic analysis of competition along with finding individual weaknesses is important while selecting the correct direction of marketing (Davicik & Sharma, 2016). The challenge faced by Evaly is maintaining a shopping cart related platform. Evaly faces another challenge in maintaining the driving factors such as displaying advertisements and comparison shopping engines for getting attention

from customers. As suggested by Wahjudi et al. (2016), competitive priority maintenance is an effective practice taken by the online market for improving performance. In order to implement service development related operational strategy, both markets can have high possibility of finding ineffective innovation processes and technical faults which can decrease working procedures. As discussed by Guo et al. (2020), core competencies are major factors through which effective approach of operational strategy is found. However, transport sectors along with supplying logistic related problems may be encountered by both markets. Ideal prospects along with retaining customers are developed through operational strategies that have been evaluated below.

**Digital distribution channel** is considered as the content based marketing strategy which is adopted by Evaly for streaming the digital content of marketing. As stated by Devendra (2020), audio-visual software can be utilized for designing the streaming content of an organization. The strategy needs to implement electronic software distribution (ESD) for online distribution of the products and services. As cited by Holt (2016), the distribution cost remains under control by the application of the stated strategy. Kim and Mo (2019) also mentioned that paid service is one of the most important facets of the digital supply chain that increases the rate of profit. Evaly uses this strategy for offering limited free options for customers. The incorporation of award-winning options in this strategy provides an option for generating profit by increasing the competitive advantage of the organization.

On the other hand, Daraz uses different digital marketing strategies for capturing consumers. They are: **Search Engine Optimization (SEO), Search engine marketing (SEM), Remarketing and Video Marketing strategy** (System, 2020).

SEO is a process that has the capacity to increase the quantity and quality of the production by enhancement of website visibility (Giomelakis & Veglis, 2016). This strategy clarifies the use of resources for the production of products to customers through utilizing the official website of an organization (Katumba & Coetzee, 2017). As stated by Hoque et al. (2018), SEO comprises two factors used for ranking the website that includes onsite and offsite factors. The main advantage of onsite factor is the improvement of the content quality by following the content website structure. Content is one of the major parts of SEO which conveys the retailing and marketing information to customers. The length and the format of the content makes the quality of the content. However, offsite factors are the quality and number of backlinks to the company's website. Here is a **Search Engine Optimization Starter Guide** that assists an organization when it comes to operating up the visibility of record (French & Fagan, 2019). The major limitation of the offsite factor is this guide that creates a negative impact over the ranking of the webpage. Daraz uses this digital marketing strategy of SEO by incorporating effective keywords in the webpage which conveys the brand value of the company. It categorizes its different

products according to brand for easy availability for the customers. It also incorporates content which is one of the vital parts of digital marketing (Daraz, 2020). Daraz also executes different innovative campaigns such as web page content, videos and blogs by publishing interesting content. However, an issue faced by Daraz is the difference in quality and price of the products which may reduce its customer retention rate.

Daraz also applies *Search Engine Marketing* (SEM) which plays a vital role in extending the reach of a company to customers by promoting web interactivity. As opined by Terrance, Shrivastava, Kumari, and Sivanandam (2018), the internet is the main connectivity that estimates the ranking of the webpage. Customer supplier relationships are maintained by the involvement of the internet and ICT (Aswani, Kar, Ilavarasan, & Dwivedi, 2018). This strategy has the capacity to direct web traffic for conveying relevant offers regarding brands of an organization. Gautam (2019) opined that Search Engine Marketing enhances the value of a brand of a product that eventually captures the interest of the customers. The stated strategy increases the profit rate of the company as it incorporates pay per click (PPC) facility.

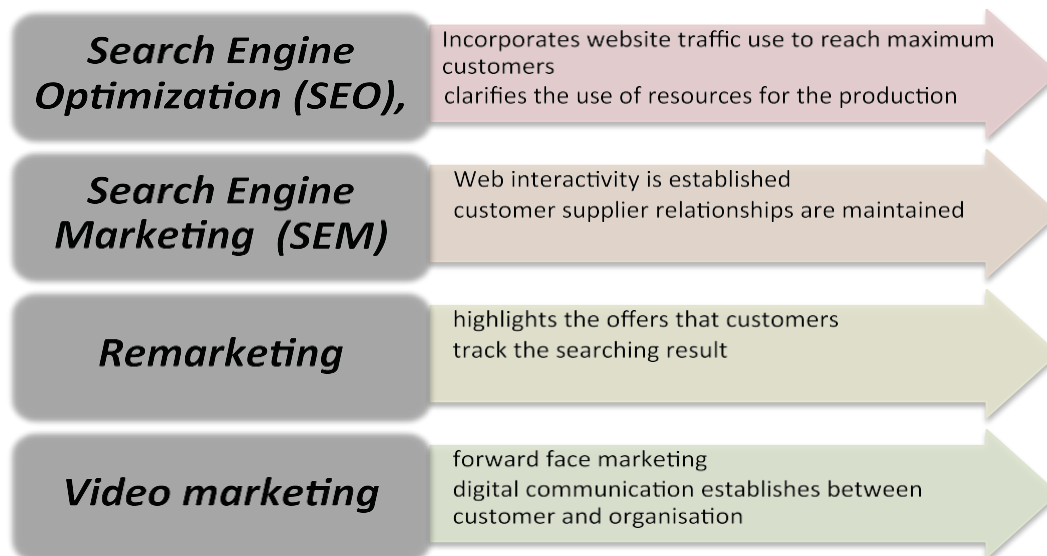
The introduction of *search* options within the official page of Daraz ensures easy availability of the product. The prime benefit from the application of the SEM strategy is the pay per click which adds the profit by searching content on web pages by consumers. Through installation of the official web application of Daraz, customers get the entire product history which increases their interest rate. Daraz uses this strategy for tracking the customer retention rate. A major challenge faced by Daraz while installing SEM is incorporation of a paid advertisement method which increases the budget rate (Daraz, 2020).

Daraz also uses the remarketing strategy by introducing new advertisements based on the track record of the previous search result of the customer (Daraz, 2020). Remarketing is another digital marketing strategy which highlights the offers that customers miss during visiting the webpage (Devendra, 2020). Another aspect of the strategy is to track the searching results of customers in the webpage. The interest rate of customers on the product is gathered from the result. Different advertisement content that focuses over special demand of customers increases the interest rate of the customers. As discussed by Esteve (2017), tracking of the specific interest level of a customer cannot be identified from the search result which is one of the limitations of the strategy. Daraz tracks the information of the visitors by the application of cookies. The personal search result tracking creates challenges in personal data security of customers.

Furthermore, Daraz adopts *video marketing* which is considered as the forward face marketing having the capacity to grab the attention of the customers from different areas. As stated by Alamäki, Pesonen, and Dirin (2019), digital communication establishes between customer and organization through construction of informative

videos. Wang and Gao (2019) also mentioned that video making that promotes the details of a product increases engagement of the customers towards a company. One of the major challenges of video marketing is the viral of negative content which disturbs the consumers. In this context, Daraz promotes its brand, services and products through this strategy which increases the customer loyalty. But Daraz does not opt for promoting live streaming of video, which is one of the limitations of the organization. Moreover, differences in price in comparison to product quality may also challenge Daraz to lose its customers. Thus, by overcoming the limitations, Daraz can try to generate significant web traffic in building a congenial environment among its online customers.

**Figure 4: Different Digital Marketing Strategies adopted by Daraz**



*Source:* (Alamäki et al., 2019).

## 5. Formulation of E-marketing Strategies

***Content Marketing (CM) strategy*** is considered as the digital marketing strategy which provides an entire guideline regarding the proper usage of keywords and how the audience can be attracted or acquired based on the relevant and valuable contents. The main principle of CM is spreading out the contents by targeting the customers online (Du Plessis, 2017). As mentioned by Staub (2019), interaction and sustainable conversation increase the customer retention rate of an organization.

Another positive aspect of CM is promoting original content that conveys original review of authentic custom. The interest rate of the customers increases by making the content relevant (Al-Gasawneh & Al-Adamat, 2020). One of the limitations of this

strategy is high investment over the high-quality software that is used for generation of subscription options. However, Daraz applies this content marketing strategy rigorously.

**Social Media Marketing** is another strategy which has the capacity to communicate with the customers. This strategy figures out the interest rate of customers regarding specific products and services provided by an organization. It maintains personal data of the customer without tracking the searching result (Alves et al., 2016). The sharing and liking of products and services by customers on social media provides the information which conveys the interest rate of the customers. It has the capacity to address the actual need of the customer by tracking the liking and sharing history of the official pages. In Bangladesh, social media such as Facebook, LinkedIn, YouTube, etc are very popular among the people of all ages. The total number of social media users in the country is 45 million, according to The Digital Report, a report published in February 2021 by We Are Social. This number is quite significant and for brands it is very easy to execute targeted marketing campaigns via these social media platforms. So, this marketing strategy can be an effective way of promoting the products. However, Daraz the high cost invested over paid advertisements may be a limitation of this strategy.

The application of **Target Wearable and VR Technology** in Daraz, the company can convey offers and special discounts on the basis of special occasions by the introduction of application. As stated by Engelsma, Arora, Jain, and Paulter (2018), target wearable technology collects data from target customers by using images with product taglines to drive the sales of a company. Customers get the scope to search the product over the official application of Daraz. New trends of the market are known by the customer by this application. Daraz gets a high scope of extension of customer retention through a compiled manner of showing the content. The cost of incorporation of the technology is quite low which also reduces the limitation of high cost for subscription mentioned by SEO.

**Business branding** is another strategy which has the ability to extend the competitive advantages. As cited by Browning (2016), key values of branding are conveyed to customers by the application of this strategy that raises the brand value of an organization. The negative effect of SEO which creates imitation in visibility of content of Daraz can be resolved by the use of the stated strategy. The strategy involves the customers to use business cards that offer discounts to them when they buy products from online platforms (Putra & Dewanto, 2020).

Moreover, **Optimize website layout** supports an organization in improving website layout through incorporation of different languages for accessing the web page. It provides visitors an easy understanding of the content by switching to their native languages (Alves, Fernando & Rapso, 2016). By adopting this strategy, Daraz reaches out to its multilingual customers nationally and internationally.

On the other hand, **email marketing strategy** is the digital strategy that has the capacity to solve the issues that arise in Evaly during maintenance of online shopping carts. As stated by Al-Gasawneh and Al-Adamat (2020), this strategy involves personal promotion of the products and services to customers through implementation of email. Shopping details are conveyed to customers through email which boost up the customer reach capacity. Online shopping carts are maintained through providing them useful content regarding promotion within email.

Evaly has also the capacity to extend the visibility of online platforms through incorporating a **shoppable integral approach** which is by providing attractive images and videos regarding discounts and offers. This approach makes sure that a superstore can make the use of its resources properly by tracking the stock market online (Zainuddin, 2020). This strategy has the capacity to involve the brand that creates a positive impact over the brand value.

Apart from this, posting of the actual **shoppable posts** provides the exact idea of the product that the company offers to their customers. The strategy ensures the product quality through integration of the mentioned strategies that increase the competitive advantages.

On the other hand, the application of the **Pay-Per-Click Marketing** is considered as the marketing campaign used for landing the official page of an organization. The major aspect of this strategy is delivery of reward by clicking on the advertisement. Moreover, a visitor conversion funnel is established within the official page which has the potentiality to reduce the high competition of the market. Evaly can reduce the challenge of high competition by applying the mentioned strategy.

The application of **Marketing Efforts Optimization Strategy** by utilizing mobile devices increases the user experiences. Market trends are conveyed to different regional customers through adoption of geo-targeting tools of this strategy. Furthermore, it has the capacity to maintain online shopping through tracking the location from where the customer orders the product. The availability of products in that specific area can be evaluated by the application of this strategy.

**Development of Multiple Platforms** is one of the unique ways to maintain the online platform through customizing the user experiences. As cited by Browning (2016), the strategy has the capacity to reduce the issues of Evaly which is due to poor maintenance of the online platform. Different processes and procedures that support users to place the order becomes easy by following this strategy.

Retargeting is another strategy in raising the awareness of a brand through displaying advertisements according to the viewers' interest. The strategy has the capacity to clear the concept of a specific product the customer is searching for. Evaly uses this strategy by generating advertisements on the basis of the customers' browsing track record.

## **6. Conclusion**

Thus, the study highlights various external as well as internal factors that create impact over two popular online supermarket stores in Bangladesh. It also formulates operational strategies that can improve digital marketing strategies adopted by the two organizations, Evaly and Daraz. Both the supermarket stores are renowned for providing home deliveries in Bangladesh. Evaly has its highly potential supply base whereas diversification in the clothing segment and high security in the transaction method are the strengths of Daraz. On the other hand, poor quality of labour and only one (single) website are the major challenges that Evaly faces whereas poor brand awareness with poor refund policy creates the major constraint in product sale of Daraz. In the tough time of the prevailing Covid 19 pandemic crisis, both the organizations are not in a position to supply food and grocery items effectively as per the huge demand of the customers. It is because there is great scarcity of delivery persons although both the organizations have their own individual express (on-demand) delivery services. Doing such social work upholds an organization's brand name. However, the competitive advantages between the two organizations analyzed by Porter's five force analytical tools are found to be moderate. Hence, implementing operational strategy with efficiency will be their main key for increasing performance of the two supermarket stores in Bangladesh

## **7. Recommendations**

Both the organizations, Evaly and Daraz can utilize social media such as Facebook and Instagram and other online feedback options that can analyze customer needs and wants. By addressing customers' Pain Points, they can evaluate the factors that need to be improved for raising customer satisfaction level. Both the organizations may use Artificial Intelligence (AI) and data analytics for analyzing data, understanding consumer behavior and purchase decisions and making improved plans from customer experience for operating efficiency. In times of critical covid 19 pandemic situation, both Evaly and Daraz can focus intensively on inventory management, supply chain management and offer essential groceries by analyzing the supply and demand of the products of their individual companies (Hasan, 2020). They can request customers for different delivery time-slots or delayed delivery by clarifying the helpless situation. They can also promote brand safety by delivering and ensuring safe and disinfected products to the customers. Furthermore, they can develop customer support channels by offering 24-hour services to reduce customer dissatisfaction level. Through the implementation of Acquire Automated Logistic Software, they can reduce delivery delay through automatic dispatch of products on the basis of order. In addition, Quality Management System (QMS) can be implemented



for checking the proper use of raw materials that are used in products which will assure product quality for both the organizations. Such a quality improvement approach and customer satisfaction will eventually facilitate improving the market share of both the organizations. Finally, since there is huge competition in the e-commerce industry, organizations should not choose shortcuts in order to gain interim success, rather it should also focus on sustainability and a viable business model.

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## Appendix

**Figure 5: Different Aspect of Video Marketing Strategy**



*Source:* (DeJarnette, 2017).