MGI

Master's degree Program in
Information Management

Slow Fashion Brand's Digital Marketing

What impact does digital marketing's slow fashion brand have on e-commerce implementation?

Maria de Lancastre Teotónio Pereira

Project Work

presented as a partial requirement for obtaining the master's degree program in Information Management

NOVA Information Management School

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Universidade Nova de Lisboa

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By

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Project Work presented as a partial requirement for obtaining a master's degree in Statistics and Information Management, with a specialization in Marketing Intelligence

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February 2023

STATEMENT OF INTEGRITY

I hereby declare having conducted this academic work with integrity. I confirm that I have not used plagiarism or any form of undue use of information or falsification of results along the process, leading to its elaboration. I further declare that I fully acknowledge the Rules of Conduct and Code of Honor from the NOVA Information Management School.

Maria Teotónio Pereira

Fevereiro 2023

DEDICATION

I am deeply grateful to all those who have supported me throughout the completion of this project thesis. I would like to sincerely thank my advisor, Professor Paulo Rita, and my co-advisor, Professor Teodora Szabo-Douat for providing me with valuable guidance, feedback, and encouragement throughout my research journey.

I want to express my heartfelt gratitude to my friends and family for their unwavering support and encouragement. Their constant belief in my abilities and their love and support during stressful times made all the difference.

I would like to thank the Founder of the Brand, Inês, who generously gave her time to help me in this study. Her cooperation and support significantly contributed to the success of this project.

Thank you to everyone who has helped me make this project a reality. I am truly grateful for your support and guidance.

ABSTRACT

This project thesis aims to examine the impact of digital marketing on slow fashion brands through the implementation of e-commerce. Slow fashion brands have gained significant attention recently due to their commitment to sustainable and ethical production practices. However, their success in the digital age largely depends on their ability to utilize digital marketing tools to reach their target audience effectively. This thesis explores how implementing e-commerce can impact the overall digital marketing strategy of a specific slow fashion brand, Portuguesa. The research uses an approach of a quantitative analysis of data from slow fashion e-commerce websites and *Google analytics*. The findings show that e-commerce implementation can significantly improve a slow fashion brand's digital marketing performance, particularly regarding online visibility, customer engagement, and conversion rates. The results highlight the importance of aligning digital marketing efforts with e-commerce implementation for the success of slow fashion brands in the digital age. The study also points out that e-commerce implementation supports slow fashion brands' sustainable and ethical values. Overall, the thesis contributes to understanding how digital marketing and e-commerce can be used to promote sustainable fashion and support the growth of a recent slow fashion brand, Portuguesa.

KEYWORDS

Digital Marketing; Fashion industry; e-commerce; KPI's; digital campaign, Web Analytics

Sustainable Development Goals (SGD):

INDEX

LIST OF FIGURES

LIST OF TABLES

LIST OF ABBREVIATIONS AND ACRONYMS

KPI   Key Performance manager

WA   Web Analytics

DM   Digital Marketing

1. INTRODUCTION

Change is constant, and we live in a century where we must follow these changes to ensure we do not miss the boat. Digital marketing has been the recent approach and a fundamental element close to traditional marketing (Awada et al., 2020).

Despite Traditional marketing not being replaced, digital marketing has become an essential part of business life. It is increasingly important for businesses to reinvent themselves and adapt to the digital world to have effective digital strategies and keep track of technological developments. This is an efficient strategy where the consumer plays the most significant role (Awada et al., 2020). Nowadays, being digital is crucial to communicating and interacting with potential customers and having a close relationship that seeks to convey trust more effectively than traditional marketing. In addition, it impacts revenues, and it is possible to measure them.

Digital technologies can impact the company since it creates value for customers. We can also extract information about this and be continuously updated. Also, consumers' buying process is easily understood through digital technologies: pre-purchase, purchase communicating, and post-purchase stages. In all those stages, we can make a caption of consumers more likely to become loyal or convenience consumers. With the evolution of digital technologies, companies such as Google, Facebook, LinkedIn, YouTube, and Pinterest have easy access to instant platforms that can help us gather that information. These platforms allow us to target our correct community and be more effective in having personalized communication than traditional marketing, so we do not have those options so clearly (Kannan & Li, 2022).

The fashion industry system is impacting the environment and people. Fast fashion is the most frequent fashion modality, which means the production is done just in time. In other words, the pieces are produced massively, so the waste is more significant. Slow fashion is changing this way of working with fashion. The term "slow fashion" is used to segment and differentiate garments produced in the growth fashion model, offering an innovative marketing angle on products and brands with a long heritage, durable pieces, or classic designs (Fletcher, 2010) .

In slow fashion, brands operate on a smaller scale, meaning that fashion designers and everyone involved have more time in some perspectives to think and create outside the box. Slow fashion pieces are unique, and the objective is to buy less but with more quality. (Ferronato & Franzato, 2016).

This thesis aims to examine the impact of digital marketing on slow fashion brands, specifically concerning e-commerce implementation. The study aims to identify the key factors that influence the success of slow fashion brands in the digital marketing arena, including the use of social media and the

implementation of e-commerce in a specific slow fashion brand, Portuguesa (Mortimer & Zabkar, 2015). By examining these factors, the study seeks to provide a deeper understanding of the relationship between digital marketing and slow fashion and to offer insights and recommendations for improving the effectiveness of e-commerce strategies for Portuguesa.

One key aspect of the study is to analyze the current state of the slow fashion market and the trends driving consumer behavior. This will be done by reviewing the relevant literature, including academic research, reports, and specific case study (Wiedmann et al., 2011). The study will also collect data from analysis of digital marketing activities on social media and website data (Abebe & Lusch, 2013).

Once Portuguesa is a new brand in the market, and as such, this topic has never been studied before. The brand posed a challenge to study the impact of its e-commerce website, and they also requested suggestions and effective strategies to increase brand awareness and boost digital sales.

Becoming a digital brand requires a comprehensive digital transformation that involves several pillars, with e-commerce being a crucial aspect of the business. For a brand that aims to exist solely in the digital space, e-commerce is the starting point (Ulas, 2022). According to the Organization for Economic Cooperation and Development, e-commerce encompasses the manufacturing, distribution, sale, and delivery of goods and services through telecommunication and includes all transactions relating to commercial activities (Digital Transformation Process and SMEs). This digital transformation can help small businesses compete in local and global markets with their products (Ulas, 2022).

Portuguesa is a new fashion brand launched in Portugal in 2021 by founders Ines Carrilho Ribeiro Teotónio Pereira and Mafalda Duarte Jorge. The brand offers dresses for special occasions and began selling exclusively on Instagram. During the pandemic, the founders noticed a gap in the Portuguese market for occasion wear and decided to create a new business to address this need. They aimed to create a local brand that embodied Portuguese style and could expand globally.

To compete with other brands, Portuguesa must invest in digital platforms. Digital platforms enable brands to establish meaningful connections through interactive services and effectively reach customers (Awada et al., 2020). Portuguesa aims to become a digital brand to transition to a drop-shipping model based on Instagram and e-commerce websites. However, the brand also has a physical showroom for customers to try on garments before purchasing.

Portuguesa prides itself on being a slow-fashion brand that promotes a "buy fewer but bigger" approach, where quality is paramount over quantity. The brand's unique selling points are its boldness, effortless sophistication, and attitude, which embody the authenticity of Portuguese women's style.

To continue its growth, Portuguesa will concentrate on the pillars that have contributed to its success so far, such as maintaining effective communication with its existing clients on Instagram, investing in high-quality media and digital strategies, and attracting new clients through digital platforms, such as e-commerce. The main challenges encountered during the launch of Portuguesa were the inconsistency and lack of structure in the dressmaking process and the limitations imposed by the pandemic.

The current project is structured as follows: The first section introduces the project, including its objectives and brand description. The second section presents a literature review, focusing on theoretical topics that need to be addressed to apply them in practice to the Portuguese brand, such as the web analytics framework. The third section describes the materials and methods used throughout the project's development. Sections four and five present the project's results and discussion, respectively. Finally, the main conclusions are drawn.

2. LITERATURE REVIEW

This section will discuss the framework used in this project, which involves literature reviews and investigations to answer the main question. An approach was identified to build a web analytics framework to support the design of the web analytics system's content. As Portuguesa considers digital marketing activities as one of its top priority marketing goals, this framework includes web analytics metrics that would indicate how these activities support the objective of these goals. A complex web analytics framework was created by a company that measures the purchase process, from website traffic generation to user behaviour and website interaction, and finally to revenue and costs gained through online sales conversion. Below is a presentation of the web analytics framework that will complement and support the literature review.

Traffic generation to website	Website Behavior	Revenue & Profits
Key performance indicators		
Number of all website visits	Number of sales leads	Sales revenue through sales leads
Website visit growth (%)	Sales leads growth (%)	Profits through sales leads
Visit through social media	Converstion rate	

Table 1 - Portuguesa. Web analytics metrics for the distinct stages of customers' path to purchase

2.1 WEB ANALYTICS FRAMEWORK

According to the official definition of web analytics, it refers to a combination of measuring, acquiring, analyzing, and reporting data collected to understand and optimize web experience (Hasanah & Hermawan, 2019).

Measurement involves the calculation of various metrics and their expression in numerical form, ratios, and key performance indicators (KPIs). Data acquisition activities utilize two widely used methods, including using log files to collect data from the company server. These activities are in the form of text and are related to requests made to the web server, such as page displays and images in PDF format. Another popular method is supported by JavaScript code inserted into all web pages, enabling it to run and record each time a user opens a tagged page (Järvinen & Karjaluoto, 2015).

Data analysis serves the purpose of transforming raw data into valuable and interesting information that can inform decision-making. Reporting, which involves generating features based on metrics

outputs, is an essential tool for company strategy (Järvinen & Karjaluoto, 2015). There are three types of web analytics frameworks: counts, ratios, and key performance indicators (KPIs), as previously mentioned.

Counts are the most basic unit, represented by whole numbers (e.g., visits). On the other hand, ratios are typically named metrics, such as "page views," and are not whole numbers. Key performance indicators (KPIs) can be either counts or ratios but are usually defined as ratios. The "key" in key performance indicators (KPIs) refers to their alignment with business strategy (Bekavac & Garbin Praničević, 2015).

Internet data can provide relevant information on website traffic, transactions, server performance, and user-submitted information. Detailed information on website optimization can help ensure the target audience is engaged, increasing conversion rates and customer loyalty. Analyzing website traffic can provide information on the number of visitors, location, time spent on the website, and other metrics and parameters of interest. Marketers and brand owners use web analytics frameworks to improve their products or services, evaluate the success and behaviour of marketing campaigns, and gain insights on generating revenue and improving user experience and competitiveness (Bekavac & Garbin Praničević, 2015).

According to Bekavac & Garbin Praničević (2015), web analytics is a reporting technology and a website optimization process that can identify the most profitable user behaviour and measure costs to improve performance and profitability. This cyclical process involves goal determination, defining key performance indicators, data collection, analysis, and implementation of change.

In this project, web analytics key performance indicators (KPIs) make the most sense to use as a framework. These key performance indicators (KPIs) can help improve the project's marketing performance and brand performance.

Web analytics These key performance indicators (KPIs) provide a robust and efficient framework for measuring and improving marketing and brand performance (Bekavac & Garbin Praničević, 2015). By tracking and analyzing key metrics, such as the number of total visits, website visit growth, and visits through social media channels like Instagram, this project can gain valuable insights into the behaviour of its target audience, the effectiveness of its marketing efforts, and the overall performance of its brand.

These key performance indicators (KPIs) enable the project to set clear benchmarks and targets for performance, allowing for more accurate and targeted measurement of progress and success (Järvinen & Karjaluoto, 2015). Moreover, by focusing on These key performance indicators (KPIs) that are directly tied to the project's success, this framework can help ensure that all efforts are aligned and working towards the same outcomes.

Overall, the use of web analytics KPIs as a framework for this project is supported by research and provides a powerful tool for measuring and improving marketing and brand performance. By carefully selecting and tracking relevant metrics, the project can gain valuable insights, set clear targets, and work together more effectively toward achieving its goals.

2.2 KPI's definition

Defining the objectives of a website is a complex task that can vary depending on the type of business model being used. As such, there is no one-size-fits-all answer to this question. However, a process exists to implement and define the key performance indicators (KPIs). However, it is easy to prove that "the objective of the website is to support product sales by providing useful information to visitors to transform them into buyers" (Bekavac & Garbin Praničević, 2015). Once the objective is accomplished, it is possible to define some project's key performance indicators (KPIs). Each key performance indicator (KPI) is related and correlated with a specific action or match to something related and valuable to the specific company, in this case, to Portuguesa.

The primary objectives of this project have been defined using key performance indicators (KPIs). These using key performance indicators (KPIs) have been selected to achieve the project's main goals, which include generating website traffic, increasing website usefulness and behavior, and ultimately increasing revenue and profitability. Each of these using key performance indicators (KPIs) is supported by specific metrics that can be measured and analyzed to determine progress towards these goals (Bekavac & Garbin Praničević, 2015).

2.3 Data collection & Data Analytics

The next step in the web analytics process is data collection, which involves using a web analytics tool to gather data relevant to the questions addressed in the thesis. The collected data is transformed and analyzed during this stage to extract the necessary information to achieve the research objectives. Various web analytics tools are available that can be highly useful for collecting quantitative and qualitative data. In addition to gathering numerical data, these tools can provide rich qualitative data that can help provide deeper insights into user behavior and website performance. By leveraging both types of data, website owners and marketers can comprehensively understand how users interact with

their websites and identify areas for improvement. This can inform decision-making and optimization efforts that can help increase engagement and drive better business results.

The different web analytics tools available can be divided into five categories: traditional web analytics tools, which answer simple questions such as "What happens on the website?"; tools that enable tracking of social media performance; tools for mobile website analytics; tools for conducting experiments and testing; and tools for finding optimal technical or design solutions (Bekavac & Garbin Praničević, 2015).

In the case of Portuguesa, implementing a reporting or analysis process in its business model is necessary. Google Analytics can extract data, and Microsoft Excel can be used to analyze the collected data.

2.4 Google analytics – Why use it?

Google Analytics provides time-series data. It is a free service offered by Google that, when linked to a website, allows for the detailed generation of statistics and data about website visits and behavior (Google, n.d.). To extract this data from a website, a small piece of HTML code must be placed on every website page. With this feature, it is possible to compare the behavior of visitors, analyze how visits found the website, and review other essential metrics included in the analysis. Additionally, it is possible to extract graphics and useful reports. Usually, it is used by medium and small companies, whereas larger companies may choose to invest in another platform (Plaza, 2011).

Regarding Portuguesa, a new page has been added to its website and linked to every other page using an HTML code. This tool enables the analysis of data and the creation of a dashboard to address the main question and all the KPIs within the framework of web analytics.

2.5 Web analytics metrics

Effective web metrics should be based on commonly accepted terms, definitions, and practices (Cohen, 2019; Kaushik, 2015; Tuten & Solomon, 2017). Web analytics, which encompasses web metrics, provides online businesses with valuable insights by analyzing website visits, revenue generated, exit pages (bounce rate), visitor traffic, and detecting website errors (Bekavac & Garbin Praničević, 2015; Levene, 2016). Web analytics tools offer various metric options, such as dimensions, visitor segmentation, visitor engagement, and conversion metrics (Kumar, 2021; Wörmann & Geyer, 2017). The table below shows the metrics that will be analyzed and discovered in this thesis (Adams, 2018).

One significant advantage of web analytics metrics is that data collection can be standardized and automated, which ensures consistency and accuracy (Berkelaar & Popescu, 2018; Hohenberg, 2016). The analysis and interpretation of data are crucial for gaining deeper insights into improving digital marketing practices, which can help online businesses to enhance their customer experience, increase conversion rates, and drive revenue growth (Hassan & Tariq, 2019; Kim & Yang, 2017).

2.6 E-COMMERCE REVENUE AND PROFIT

Since there has been a growth of e-commerce in the last years, the question is whether companies increase their turnover. According to Duch-Brown et al., 2017, e-commerce benefits consumers and producers, considering online channels more convenient. Online distribution writes off traditional sales; nevertheless, it activates the consumers who consider online sales more appealing. It is also an opportunity to extend a portfolio of customers and interact with new consumers and young people Cao & Li (2015) identify five ways cross-channel integration affects firm sales growth: improved trust, increased customer loyalty, higher consumer conversion rates, greater opportunities to cross-sell, and the loss of special channel features.

According to a study by the marketing research institute, in Portugal, about 43% of total users buy online and display the following behaviors (Almeida, 2022), followed by figure 1:

Portuguese consumers who shop online

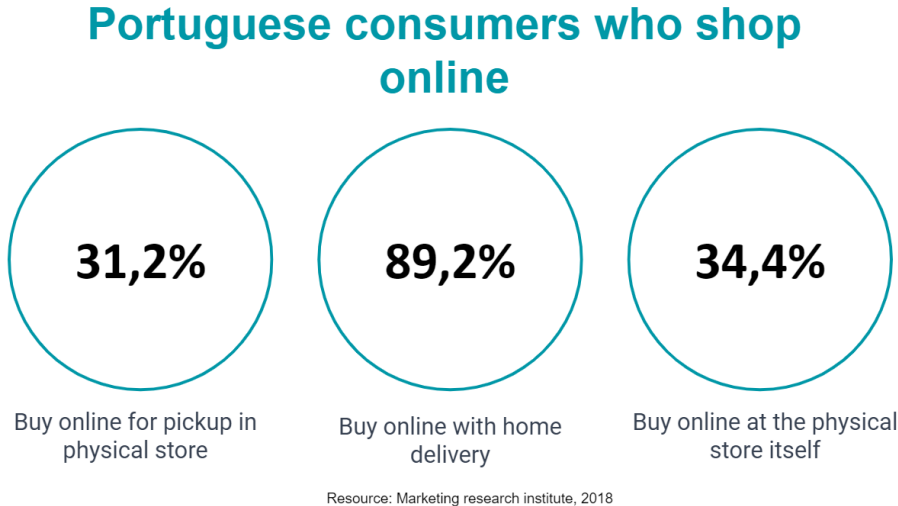| 31,2%	89,2%	34,4%
Buy online for pickup in physical store	Buy online with home delivery	Buy online at the physical store itself

Resource: Marketing research institute, 2018

Figure 1 - Portuguese consumers buying online.

This graphic concludes that most online buyers prefer to receive them at home rather than pick them up at physical stores, which indicates an opportunity for Portuguesa to implement e-commerce in this era. The fashion sector has the highest sales volume of all categories worldwide, and this consumption is conducted by small desires to create an identity. (McNeill & Venter, 2019). However, building a solid strategy for differentiation is crucial for having a place in the fashion market. Also, consumers are sensitive to the quality and price of the products, so establishing a concise relationship with the customers in this industry is essential.

Nonetheless, despite the importance of online sales, it only represents a short percentage of companies. Thus, what happens is that the adoption of e-commerce is imperceptible. In fact, for example Some examples and opportunities for saving costs are: in France, the companies that implemented B2C did not increase their sales (INSEE, 2014).

Nowadays, more companies are choosing online presence, cheaper than physical, telephone or mail transactions. Bergendahl (2015) argues that online operations offer several cost-saving opportunities, including reductions in operations, distribution, holding inventory, order, and payment costs. If the company operates only digitally, it can take advantage of places with lower prices. Some examples and opportunities for saving costs are:

- Coordination is more efficient as products are directly shipped from a manufacturer or wholesaler to an end-user. (Reijnders & Hoogeveen, 2001)
- Market transparency implies downward pressure on products sold via the internet. (Reijnders & Hoogeveen, 2001)
- E-firms can operate with a small number of warehouses and reduce costs simultaneously.
- Not having a physical store reduces the need for a large workforce of salespeople.
- Electronic commerce increases the product portfolio.

In addition, companies can offer incredibly detailed information about the brand and its product, with the reliable performance of catalogs, photos, and providing complete descriptions of the products.

2.7 ROLE OF DIGITAL MARKETING IN THE SLOW FASHION INDUSTRY

The slow fashion movement, which emphasizes sustainable and ethical practices in clothing production, has gained momentum in recent years. As part of this movement, digital marketing has emerged as a powerful tool for promoting and growing slow fashion brands.

Digital marketing allows slow fashion brands to reach a wider audience and tell their story to consumers who prioritize sustainability and ethical production. Social media platforms like Instagram and Facebook allow brands to share their values and connect with consumers who share those values (Kumar & Aithal, 2021).

One effective digital marketing strategy for slow fashion brands is content marketing. By creating high-quality and engaging content that displays their sustainable practices, brands can build a loyal following of consumers who appreciate their mission (Kapoor & Gupta, 2018).

Another critical aspect of digital marketing in the slow fashion industry is search engine optimization (SEO). By optimizing their website and content for search engines, slow fashion brands can increase their visibility and reach consumers actively seeking sustainable and ethical fashion options (Zhang & Kim, 2021).

Email marketing is also an effective strategy for slow fashion brands, as it allows them to communicate directly with their audience and keep them updated on new products and initiatives (Patel, 2019).

In addition to these strategies, slow fashion brands can also leverage influencer marketing to reach new audiences and promote their message of sustainability and ethical production (Chen, 2019).

Overall, digital marketing is critical for slow fashion brands looking to grow and promote their mission. By utilizing various digital marketing strategies, these brands can reach a wider audience, build brand loyalty, and positively impact the fashion industry.

3. METHODOLOGY

The slow fashion industry has emerged as a response to the fast fashion industry, which prioritizes speed and low-cost production over social and environmental responsibility. The slow fashion industry aims to promote sustainable practices by producing high-quality, long-lasting products that are environmentally friendly and socially responsible (Osorio Urrego, 2016). In this context, the current project seeks to examine the impact of e-commerce on a Portuguese slow fashion brand.

The brand under study has recently implemented an e-commerce platform to improve its competitiveness in the market. The objective of this project is to investigate whether this strategy was profitable in the previous year, or whether the existing strategy of selling on Instagram is sufficient (h & Ellis-Chadwick, 2019).

To achieve this objective, the methodology used a qualitative approach that analyzed website traffic, website behavior, and revenue and profit metrics before and after the e-commerce website's creation. Data collection involved the performance of the Portuguese brand website through the newly implemented e-commerce platform (Kang & Kim, 2017). The web analytics framework used three major key performance indicators (KPIs) to collect qualitative data: Traffic website generation, website behavior, and revenue and profit of the brand.

Measuring the performance of the Portuguese brand website is essential for effective online marketing. Therefore, to collect qualitative data, it was necessary to analyze the effectiveness of website traffic using several metrics, such as visit behavior and the length of sessions. The method involved a time-series analysis of Google Analytics data and e-commerce back-office website (Plaza, 2011). This approach could be useful for optimizing any new fashion brand website (Nasir, 2015).In summary, the methodology used in this project involved a qualitative approach to analyze the impact of e-commerce on a Portuguese slow fashion brand. The project analyzed website traffic, website behavior, and revenue and profit metrics before and after the implementation of an e-commerce platform. The study aimed to contribute to understanding the impact of e-commerce on slow fashion brands' profitability and competitiveness. The results of this study could help other slow fashion brands to develop effective online marketing strategies to increase their competitiveness in the market.

4. RESULTS AND DISCUSSION

To achieve the first stage of the framework, a new automated website was constructed to sell Portuguese products online directly. The most crucial activity of this project was building a modern website that presented the company and enabled e-commerce activities.

The brand's primary objective was to begin selling its products on the website, www.portuguesa.pt/pt,
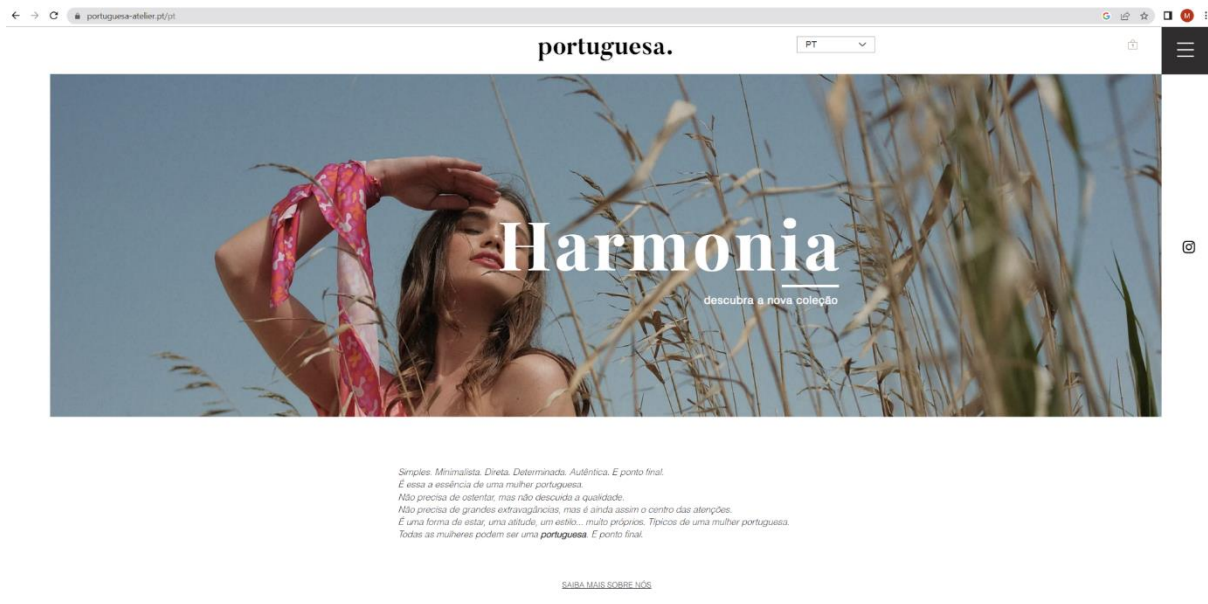
created using Wix. Figure 2 displays the website's homepage. The website was launched in April 2022 as part of the Harmonia campaign, and traffic has been measured from that point until December 2022.

Figure 2 – Portuguesa homepage website

To further analyze the effectiveness of a website, it is crucial to have a comprehensive understanding of website traffic, website behavior, and revenue and profit. As shown in Figure 2, a web analytics framework includes these three key aspects (Bekavac & Garbin Praničević, 2015). To collect data on these aspects, a popular tool utilized by many businesses is Google Analytics, which can be easily linked to a website. By accessing the website's back office, relevant data on website traffic, such as the number of all website visits, website visit growth, and visits through social media, can be retrieved.

Furthermore, website behavior metrics can be obtained, such as the number of sales leads, sales leads growth, and conversion rate, providing insights into how visitors engage with the website. Finally, data

on sales revenue through sales leads and profit through sales leads can be analyzed to determine the effectiveness of the website in generating revenue for the business.

According to Bekavac and Garbin Praničević (2015), effective web metrics should be based on commonly accepted terms, definitions, and practices. To achieve this, the first stage of the framework involves analyzing website traffic, which is measured by various metrics such as the total number of website visits, growth in website visits, and the number of visits through social media channels. The website behavior is measured by the number of sales leads, growth in sales leads, and the conversion rate. The final metrics to be analyzed are the sales revenue through sales leads and the profit generated through sales leads. By analyzing these metrics, it will be possible to determine the effectiveness of the website for the specific brand, Portuguesa. This analysis can provide valuable insights into the performance of the website, enabling the brand to make informed decisions regarding digital marketing strategies and improve their overall online presence. Although digital marketing is not suitable for all products and brands, the fashion industry has increased because of the emergence of digital marketing; once digital marketing can easily connect buyers with sales, not only through e-commerce but also through the website of the brand, social networks, online forums, and e-mail marketing. With this information, we can target and monitor consumer behavior to impact the relevant target audience for the brand. Next, we will analyze the first stage of the web analytics framework to obtain information on the increase and impact of traffic generation.

	Users	Visits	Visits with interaction	Visit with interaction p/ user
Organic Social	276	302	42 sec	1.01
Organic shopping	62	65	26 sec	0.73
Direct	13	15	69 sec	0.54
Organic Search	3	7	89 sec	1.67

Table 2 - Website traffic - Sessions of the website

Based on the table above, it can be observed that the most common path for users is organic social, where users are impacted by the brand's social media campaign and are redirected to the website through the Instagram shop. On the other hand, users who arrived via organic search (i.e., Google search for the brand) had an average session duration of 89 seconds, which is 47 seconds more than users impacted by organic social. This suggests that organic search users will likely be more interested in and familiar with the brand. However, since the number of users arriving via organic search is only three, the brand's strategy should focus not only on organic social and shopping but also on paid media

to reach a larger audience who might be interested in the brand. This information was obtained from Google Analytics reports.
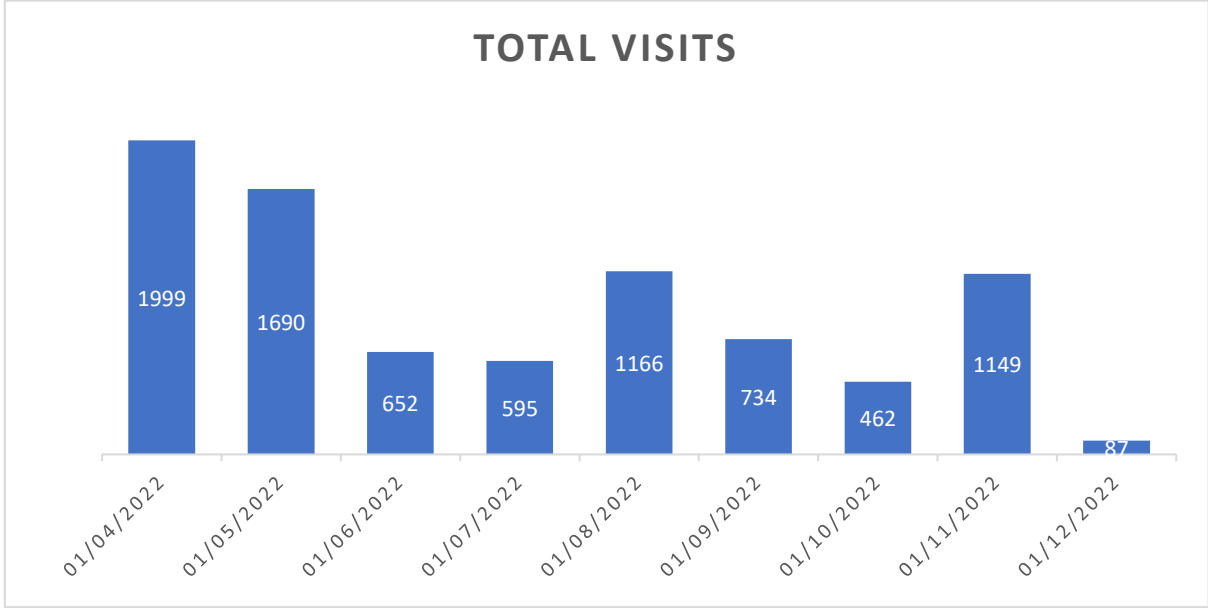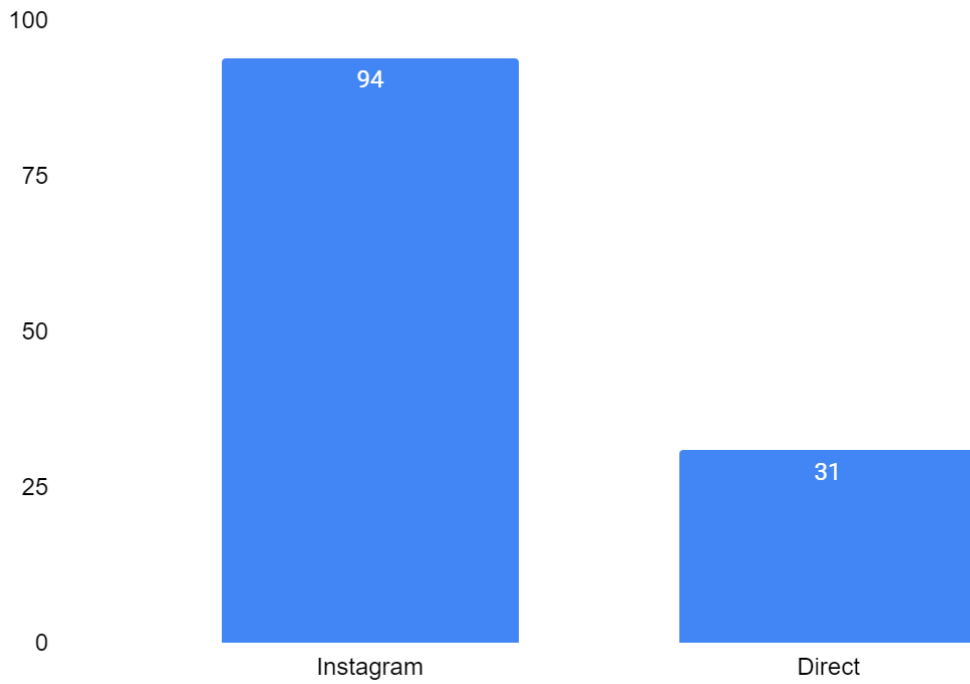

Figure 3 - Total views of the website

The data was obtained from the website's back office. The launch month of April, supported by a marketing campaign on Instagram featuring the new collection, recorded the highest number of views. The brand invested in a marketing campaign during April to launch its summer collection. Following this, there were occasional action posts on Instagram to monetize and remind users about the products. In August, the brand initiated a new social media activation in August featuring videos of "real girls" wearing the dresses. This activation resulted in increased interest in the Portuguesa brand. In November, the brand launched a Black Friday promotion on the entire collection, resulting in more website visits and sales of the dresses. Overall, these marketing efforts have positively impacted the brand and its sales.

To conclude, the final step of the first stage in the web analytics framework is to analyze the website visits that originated from social media. This is crucial for understanding the impact of digital marketing activities and their significance in driving traffic to the website.

Figure 4 - Total views of the website

Figure 4 above shows the segmentation of website input channels through a graphic bar. Notably, users are likelier to come from Instagram than directly visiting the website. This can be attributed to the fact that many followers and potential customers of Portuguesa are present on Instagram, where the brand conducts most of its digital marketing activities.

The pages that received the most views and visitors are closely related to the Instagram campaigns. For instance, when the Harmonia collection was launched, a campaign was created on Instagram with a deep link that redirected users directly to the collection page. Moreover, promotions are regularly offered on the website, and their communication is mainly done on Instagram, which also uses deep links to direct users to the sales page. In conclusion, Instagram is the primary source of traffic to the website, and it is where users first encounter the brand. Consistent and ongoing communication on Instagram is therefore crucial for the brand's success in conveying news and showcasing products to potential customers.

		5 453 100% do total	351 100% do total	15,54 Média 0%	250,00 € 100% do total
1	page_view	2 782	349	7,97	0,00 €
2	view_item_list	934	278	3,36	0,00 €
3	session_start	389	351	1,11	0,00 €
4	first_visit	351	351	1,00	0,00 €
5	scroll	319	276	1,16	0,00 €
6	view_item	315	178	1,77	0,00 €
7	select_content	212	124	1,71	0,00 €
8	user_engagement	111	86	1,29	0,00 €
9	add_to_cart	8	8	1,00	0,00 €
10	click	6	6	1,00	0,00 €

Table 3 - Website behavior - Events

By examining the data in the table, we can gain a better understanding of the events taking place on the website and how customers are behaving. This information can be used to gather insights into consumer behavior and determine their primary interests.

In 2022, the brand had 5,453 interactions with users who displayed various behaviors, making them potential customers for its products. The table provides insights into the events performed by users, which can help identify their level of interest in the brand. The "Page Views" metric represents the total number of times the website was viewed, accounting for instances where a user viewed the same page multiple times. Between April and December 2022, there were over two thousand page views on the Portuguesa website. In addition, eight users added a product to their cart, and six clicked on it. Generally, users who add products to their cart have a higher probability of making a purchase.

To achieve the project objective, the web analytics framework's second stage focuses on analyzing website visitors' behavior. Specifically, this stage aims to examine the leads management process and identify ways to increase lead generation, ultimately resulting in higher sales.

Sales leads are individuals or organizations that express interest in a company's goods or services and can be acquired through referrals from existing customers, direct responses to advertising or publicity, or other methods. (Smith et al., 2018) The website can determine how to attract and engage potential customers and drive more sales by analyzing lead management.

portuguesa.

EN

CONTACT US

Name   Phone

Email

Message

Send

Figure 5 - A Portuguesa. - Contact page

While the Instagram page and direct messages are valuable communication channels, creating a dedicated contact page on the website with a form for customers to provide their contact details was essential. This allows the company to receive notifications and contact the customer directly, helping to address any questions or concerns they may have. Additionally, the contact page serves as a valuable tool for collecting customer information, which can be used to generate leads for future marketing activations. By gathering contact information and other relevant details, Portuguesa can tailor their marketing strategies to reach better and engage its target audience.

Since the website was launched, it would be possible to collect four sales leads collecting users' contact information. By contrast to the website contact section generation leads, the Instagram page generates more leads by direct messages in total, since the page was created, it has generated more

than two hundred leads by messages about a product or some question or partnership about the brand. The messages of Instagram direct were helpful in collecting information about the product and creating communications and activations for that people. As mentioned, digital marketing activities facilitate and provide opportunities for creating effective relationships with users, which is happening with the Instagram page of Portuguesa but not with the website.

Regrettably, the growth of sales leads cannot be identified, as there were only four leads throughout 2022. However, these leads occurred during the months with the highest level of interactions, namely April, August, and November. This observation suggests that generating website visits, sessions, and leads may be achievable.

This situation highlights the need to explore further and develop strategies to foster lead generation. Increasing the quantity and quality of leads is critical for driving business growth, and doing so requires a comprehensive understanding of the target audience and their behaviors (Kumar, 2019). By analyzing the interactions that occurred in the previous months, it may be possible to identify trends and patterns that can inform the development of effective lead-generation strategies (Zhang & Wang, 2018). This approach can help ensure that the website attracts visitors and converts them into sales leads, ultimately contributing to the brand's success (Sun, Han, & Liu, 2020).

To calculate the conversion rate, the number of conversions is divided by the number of visitors. In 2022, Portuguesa sold 73 dresses, resulting in a website conversion rate of 0.9%. To determine the success of this rate, it is essential to investigate the typical conversion rates for slow fashion brands.

Comparing Portuguesa's conversion rate to industry standards can provide insight into the effectiveness of the brand's e-commerce efforts. Additionally, analyzing the conversion rate alongside other key performance indicators (KPIs), such as website traffic and revenue, can provide a more comprehensive understanding of the website's overall success.

According to a study by Gil, Escribano, and Contreras (2019), the interest in slow fashion has been growing in recent years, and consumers are becoming more aware of fast fashion's environmental and social impact. The study found that the conversation rate of slow fashion brands increased by approximately 10% from 2016 to 2018.

Another study by Sagawa, Naficy, and Graaf (2021) found that slow fashion brands have higher engagement rates than fast fashion brands on social media. The study found that slow fashion brands received about 20% more likes and comments than fast fashion brands. These studies suggest that the conversation rate of slow fashion brands is increasing and that consumers are becoming more interested in the benefits of slow fashion.

The final stage of the Web Analytics framework concerns the measurement of sales revenue and profit, which are essential indicators of a brand's success and growth (Wu & Xu, 2021). Comprehending these metrics empowers businesses to make informed decisions regarding their operations, marketing strategies, and product offerings (Wu & Xu, 2021).

Overall, monitoring sales revenue and profit is a critical step in the Web Analytics framework, as it allows businesses to gain a comprehensive understanding of their financial performance and make data-driven decisions that lead to sustainable growth and success (Nasir, 2020; Wu & Xu, 2021).

In slow fashion, which emphasizes sustainable and ethical practices, digital marketing is crucial for reaching customers and building brand awareness. Implementing an e-commerce platform allows the brand to reach a wider audience and increase sales revenue.

Studies have shown that e-commerce implementation increases sales revenue for slow fashion brands (Euromonitor International, 2020). For example, in a case study of Patagonia, a leading slow fashion brand, it was found that implementing an e-commerce platform led to a significant increase in sales revenue and overall brand growth (Biswas, 2018). Moreover, a well-executed digital marketing strategy can increase brand awareness and customer loyalty. This can lead to repeat purchases and higher profits for the brand (Narwal, 2019). A survey of slow fashion consumers found that most respondents preferred to purchase from brands with a clear digital presence and actively engage with their customers (Fashion & Sustainability, 2019).

Therefore, to conclude with the analysis above, it will compare the brand's costs and investments, complete whether the website was a favorable investment and fulfilled the efficiency expectations relative to sales growth. Table 4 shows an overview of the sales chronologically with year-on-year evolutions and percentual changes from most indicators.

Data	Revenue	Qtd	Δ %
9/21	823 €	7	
10/21	585 €	5	-29%
12/21	428 €	4	-27%
02/22	293 €	3	-32%
Total			2.128€

Table 4 - Financial resume through Instagram

The revenue line in the table is one of the most important KPIs (Key Performance Indicators) to analyze for the company. This chapter represents all sales provided by Portuguesa before investing in the automated e-commerce website. It is possible to observe a decrease in sales during the first two collections, with a significant decline until February, just before the website launch. However, the total sales amounted before having a website were 2.128€. The table below illustrates the total sales by product quantity revenue and profit after the website launch with collection 3, Harmonia.

Nome	Revenue	Profit	Units
Orquídea	590 €	358 €	10
Lírio	780 €	439 €	20
Margarida	436 €	255 €	4
Malmequer	624 €	334 €	16
Hortência	436 €	259 €	4
Jasmim	290 €	175 €	3
Lavanda	356 €	215 €	4
Violeta	297 €	172 €	3
Papoila	291 €	191 €	3
Girassol	349 €	227 €	3
Tulipa	285 €	172 €	3
Total Profit	2.795,87		

Table 5 - Financial resume of sales after the website launch

The first two collections sold a total of 2,128€, while the collection launched together with the website resulted in sales of 2,795.87€, indicating a significant increase in sales. This increase can be attributed to the implementation of the e-commerce website, which allowed customers to purchase products online easily. Launching the website and digital campaign increased the brand's visibility and accessibility, contributing to the surge in sales. These results show the importance of a robust digital marketing strategy and e-commerce platform to drive sales growth for the brand. The brand can continue to leverage these channels to attract and retain customers, build brand awareness and increase its sales revenue and profitability.

Understanding all costs of producing and creating a brand is essential for sustainable growth and profitability. It is important to analyze and track all costs, including production, marketing, and operational expenses, to ensure that the brand is pricing its products competitively and generating profits. Accurate tracking of costs can help businesses identify inefficiencies and opportunities to optimize their operations and marketing strategies, ultimately leading to improved profitability. In the context of slow fashion brands, which often prioritize sustainability and ethical production, the costs associated with producing products can be higher. Therefore, careful tracking and analysis of costs are crucial to ensure that the brand is sustainable in the long term while maintaining its commitment to ethical and sustainable practices. By understanding all costs, Portuguesa can make informed decisions regarding its pricing, production, and marketing strategies to achieve sustainable growth and profitability.

Below is a table with descriptions and categorizations of the associated costs for the brand. By carefully tracking and categorizing these costs, the brand can better understand its expenses and make informed decisions regarding its pricing, production, and marketing strategies. This information is crucial for achieving sustainable growth and profitability while maintaining the brand's commitment to sustainability and ethical practices.

Description	Entity	Type	Value
Modeling + Prototypes	Atelier Lismod	Development	468 €
Final Samples	Atelier Lismod	Development	106 €
1,000 Brand Labels	HACO-Etiquetas	Development	69 €
Tam+Latches+Buckles Labels	Unibotão Amadora	Development	43 €
Composition Tags		Development	70 €
Winter Prototypes	Susana Costureira	Development	125 €
Lining Fabrics	Carla Dias	Development	115 €
Prototypes SS 2022 Collection	Susana Costureira	Development	293 €
Model Shooting Cleaning	5asec	Maintenance	50 €
Brand Registration	INPI	Marketing	127 €
Web Site Domain	DNS	Marketing	1 €
Email domain		Marketing	20 €
Photographer	João Hasselberg	Marketing	325 €
Hair & make up	Mafalda Sá-Couto	Marketing	50 €
Model	Bea Marxen	Marketing	50 €
Wrapping Paper	Feira de Biju	Marketing	5 €
Packaging complements	China Megastore	Marketing	8 €
Packaging Boxes	IKEA	Marketing	30 €
Packaging & Decor	Staples	Marketing	75 €
Catering Launch	Makro	Marketing	46 €
Staff Support Launch	Portas do Sol	Marketing	40 €
Showroom + Packaging	IKEA/Staples	Marketing	101 €
Collants Shooting	Calzedonia	Marketing	29.85€
Shooting Lunch	Bolt Food	Marketing	42.70€
Economat packaging	Staples	Marketing	22.08€
Monthly fee Wix site	Wix	Marketing	1,189.81€
Fabrics (1st order)	Ioakimidis	Variables	638.83€
Production Susana	Susana Costureira	Variables	729 €
Winter Fabrics	Ioakimidis	Variables	566.59€
Winter Collection	Susana Costureira	Variables	1,13 €
Fabrics SS 2022 Collection	Ioakimidis	Variables	556.85€
Production SS 2022 Collection	Susana Costureira	Variables	475.60€
Shipping Costs	CTT	Variables	
Total			**7,590.31€**

Table 6 - Associated brands' costs

Based on the sales and cost data, it can be concluded that the brand did not make a profit during the analyzed period. The brand's total sales revenue was €5,195.87, while the associated costs were €7,590.31. The costs include expenses related to production, marketing, and operations. These findings suggest that the brand needs to reevaluate its pricing strategy, cost structure, or production methods to increase efficiency and reduce expenses. Additionally, the brand may need to explore new marketing channels or refine its existing approach to attract more customers and drive sales. By carefully analyzing and addressing the factors that led to a lack of profit, the brand can position itself for sustainable growth and success.

However, it is important to note that the e-commerce implementation positively impacted the brand's sales revenue. The third collection launched with the website, sold more than the previous two collections combined, totaling €2,795. This suggests that the e-commerce platform effectively attracted customers and facilitated sales. By expanding its online presence and optimizing its e-commerce strategy, the brand can potentially increase its revenue and profitability in the future.

Sales revenue and profit are essential to a brand's success and growth. Digital marketing, mainly through e-commerce implementation, can significantly increase sales revenue and overall success for slow fashion brands.

After conducting a comprehensive analysis of the web analytics framework for Portuguesa with only a website and posts on social media, it can be concluded that implementing effective strategies for traffic generation, website behavior, and revenue optimization is essential to keep improving the success of the brand.

Firstly, generating traffic to the website is a critical step in increasing brand awareness and reaching a broader audience. The brand can leverage social media platforms such as Instagram, Facebook, and Pinterest to drive traffic to the website by posting engaging content and using relevant hashtags. Optimizing the website's SEO, using paid advertising, and collaborating with influencers and bloggers to attract more visitors are also recommended.

Secondly, monitoring website behavior through web analytics tools such as Google Analytics is essential in understanding how visitors interact with the website. By tracking metrics such as bounce rate, time on page, and conversion rates, the brand can identify areas of improvement, optimize user experience, and increase conversions. For example, the brand can improve website load speed,

optimize product descriptions, and enhance checkout to reduce cart abandonment. Finally, revenue and profits can be optimized by implementing effective e-commerce strategies such as cross-selling, up-selling, and personalized recommendations. The brand can also use retargeting and email marketing to increase customer retention and loyalty.

In conclusion, implementing a web analytics framework that focuses on traffic generation, website behavior, and revenue optimization is crucial for the success of a slow fashion brand with only a website and social media presence. By leveraging web analytics tools and implementing effective strategies, the brand will increase brand awareness, improve user experience, and drive revenue growth.

5. CONCLUSIONS, LIMITATIONS, AND FUTURE WORKS

As Portuguesa is a recent and small brand in the market, it may be challenging to reach the desired conclusion. In addition, the data obtained throughout the digital campaign made during this year is essential to conclude the brand's performance. However, the primary objective of this project was to determine if the digital campaigns made during this year were effective and brought benefits to the brand in terms of sales and, consequently, notoriety. Being the first time that Portuguesa has implemented a digital marketing strategy, including creating a website from scratch, it could be an advance for the brand's growth, but also a challenge to create a website and its structure that can contribute to the brand's growth. It was a significant responsibility.

Moreover, this framework aims to test and conclude if the results of the campaigns analyzed significantly impacted e-commerce activity. In this project, only Instagram marketing activities were analyzed. It can be concluded that the brand lacks marketing activity, and it is suggested that this is the next step. The last limitation is that some data depended on the brand's founders, and everything was done manually. As a highly new brand in the market, the information available was limited and depended on the information gathered from the company's founders. It is challenging for both sides. However, having more information about the market and the brand itself could make gathering data and analyzing all the metrics easier. One of the steps of this thesis was creating a Google Analytics account to analyze the performance.

According to Heuer et al. (2015), "Regression results show unexpectedly low levels of cross-brand competition due to the distinctiveness of fashion merchandise prohibiting customers from taking advantage of increased market transparency in e-commerce." This study used a data set with more than 3.3 million observations that a leading e-commerce company provided. As mentioned above, one of the disadvantages of e-commerce is "the Lack of consumer confidence, digital marketing implies the utilization of personal information and security of their privacy" - The lack of transparency. In the case of Instagram, being present in the digital world is essential. However, multi-channel online is especially important for the consumer's relationship and the brand's value.

According to a study by Jones (2010) about "Brand experience and Brand implications in a multi-channel setting," the results of this study are: "Our results demonstrate the effect of the channel as a moderator among these brand and consumer relationships providing valuable insight into brand management in multi-channel settings." Some recommendations are important for the future:

- Importance of Marketing activations: Keep working on the great production of the photos of the dresses to create useful content to communicate with the customer.

- Seek to grow the reach and awareness of the brand through paid marketing activations on Instagram. Through this tool, one can segment the users interested in impact.

- Working with tools such as Google Analytics, the connection with the website and Instagram has already been made. However, it has not been developed due to a lack of information. Still, start using this tool to understand consumer behavior, the peaks of purchases, and actions and be able to act.

- Create a newsletter with the current database and send by occasional e-mail information such as Black Friday, Christmas, and wedding season, among others. It is considered one of the most effective communication tools (Hudák et al., 2017). With this feature, it is possible to analyze important metrics to impact the right customers in the future.

The results of this thesis suggest that Portuguesa should continue to invest in digital marketing strategies and e-commerce implementation to remain competitive in the fashion industry. This includes leveraging social media and influencer marketing and using data analytics and personalization techniques to target their customer segments better. By doing so, slow fashion brands like Portuguesa have the potential to achieve significant growth and success in the digital marketplace.

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　　　　10.1109/ICCSE52723.2021.9520139;

APPENDIX

Google Analytics creation:

https://analytics.google.com/analytics/web/#/p335360396/reports/explorer?params=_u..nav%3Dm
aui%26_u.comparisonOption%3Ddisabled%26_u.date00%3D20220401%26_u.date01%3D20221231
&r=lifecycle-traffic-acquisition-v2&ruid=lifecycle-traffic-acquisition-v2,life-
cycle,acquisition&collectionId=life-cycle