Teaching notes

If content is king, conversion is queen: The dilemma of Dona Diva

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Abstract

This work presents the real story of Dona Diva, a semi-jewelry company operating in e-commerce and serving the entire national territory, both in wholesale and retail. This study focuses on highlighting the digital marketing strategies implemented by the company's founders and its marketing and sales team. Within this context, the primary objective is to investigate the importance of digital marketing and social media in showcasing the advantages and disadvantages (especially when misapplied) of these marketing and communication channels between the company and its customers. The central dilemma of the case is: *How can content be created for two distinct channels, with different characteristics and interests (B2B and B2C), to drive e-commerce sales for both?* The case was built using primary sources, through interviews with the company's founders, as well as secondary sources. The names of the founders, the company, and the originality of the story were faithfully preserved throughout.

Keywords: Digital Marketing; Social Media. Engagement; Conversion; Semi-Jewelry.

Se o conteúdo é rei, a conversão é a rainha: O dilema da Dona Diva

Resumo

Este trabalho apresenta a história real da Dona Diva, uma empresa do ramo de semijoias que opera no *e-commerce* e está presente em todo território nacional, tanto no atacado quanto no varejo. O foco é apresentar as estratégias de marketing digital utilizadas pelos sócios e pela equipe de marketing e vendas da empresa. Neste contexto, o principal objetivo é investigar a importância do marketing digital e das mídias sociais para expor os benefícios e malefícios (quando não aplicados de forma correta) desses canais de marketing e comunicação entre a empresa e seus clientes. O dilema do caso é: Como gerar conteúdo para dois canais distintos, com particularidades e interesses diferentes (B2B e B2C), para vender por meio do *e-commerce*, para ambos? O caso foi construído a partir de fontes primárias, com entrevistas com os fundadores da empresa, e de fontes secundárias. Os nomes dos sócios, da empresa, e a originalidade da história foram mantidos fiéis em todos os momentos.

Palavras-chave: Marketing Digital; Redes Sociais; Engajamento; Conversão; Semijoias.

TEACHING NOTES

Teaching objectives

The goal of this teaching case is to foster reflection on digital marketing strategies, ranging from diagnosing benefits and drawbacks to communication between the company and its customers. The company's environment is portrayed, along with its trajectory and current situation, which broadens the understanding of the company under study and provides tools to address the emerging issues presented in the case.

The specific objectives are as follows:

- Understand digital marketing and e-commerce processes.
- Gain knowledge of aspects related to content marketing.
- Apply digital marketing tools.
- Analyze digital marketing metrics and indicators.

Research methods

The information used to develop this teaching case was obtained from both primary and secondary sources. Primary sources included interviews with the founders of the company Dona Diva, Claudia and Jordan. Secondary sources consisted of transcribed information gathered from documents, books, and other materials. The names of the founders and the company were kept consistent throughout the case, preserving the originality of the story.

Teaching plan and timing

This teaching case is recommended for undergraduate students in Administration programs or Marketing and Digital Marketing Technology courses, in subjects such as Marketing Planning, Digital Marketing, Sales, E-commerce, and related disciplines.

For using the case (Table 1), it is suggested to allocate it to a single class session, typically lasting three hours and thirty minutes (or 210 minutes). For undergraduate programs, it is advisable to assign the reading at the beginning of the session. For full-time undergraduate classes, the reading can be assigned beforehand.

Table 1

Teaching plan

Scheme	Suggested time
Individual reading and analysis carried out by students in the classroom.	30 Min.
Division of the class into teams, formed by small groups (up to 4 people).	10 Min.
Analysis and discussion of the case and the proposed questions in teams.	60 Min.
Presentation of the analyses developed by the groups, encouraging competition between teams.	30 Min.
Discussion of the assignment questions, facilitated by the course instructor.	40 Min.
Closing of the activity with a vote for the team that presented the best analyses and solutions to the case.	20 Min.
Closing of the class, with questions on expanded themes.	20 Min.

Note: Elaborated by the authors.

The proposed approach begins with individual reading, where each student works independently at their station. Following this, students are divided into teams of up to four members to solve the prepared questions. At this stage, students are expected to gather information on the topic and deepen their familiarity with the subject. Next, groups present their analyses, encouraging competition between teams as they address the case dilemma. After the presentations, the professor moderates the discussion by highlighting key points of each question and referencing the team that proposed the most effective solutions. The session concludes with a vote to determine which team provided the best solution, followed by the professor wrapping up with any emerging questions from the discussion, particularly those that extend beyond the initial scope of the proposed questions.

Discussion topics

Below are questions suggested to teachers for initiating a classroom debate, selected under thematic axes: creativity and innovation, marketing management, strategic marketing.

1. In the text, the concepts of audience, engagement, and conversion are discussed. Claudia and her team were successful at a certain point regarding the audience and less so with engagement. Despite these results, why did the company feel the need for new digital marketing strategies?

2. The case shows that, despite the strategies applied, the expected conversion results were not achieved. Based on the case, where did the conversion strategies fail?

3. One of the central aspects of the case relates to content strategies. In this sense, what are the best practices in content marketing, and how did the managers at Dona Diva use them to achieve results, considering their context and needs?

4. During the case reading, Jordan mentions the concept of SEO, which, in a way, emerged from digital marketing practices. Based on this framework, what does this tool consist of, and how can Dona Diva improve its content by using it?

5. Several tools were mentioned in the case as ways to enhance the company's performance. But how do these tools connect to the company's e-commerce?

Analysis of assignment questions

Topic 1

The exponential growth in the use of social media has created opportunities for marketing professionals to attract customers through digital platforms with high commercial impact (Bala & Verma, 2018). In this sense, companies have sought to understand how customers behave during online purchases, with factors such as trust, security, convenience, and price directly influencing the purchasing decision.

According to Garcia (2007), the study of digital consumer behavior has analyzed the importance of certain factors, such as demographic, psychological, and cognitive characteristics, risk perception, benefits related to online shopping, and motivation and orientation for purchasing—all from the consumer's perspective.

Although social media connects digital consumers with their close friends and acquaintances, this audience still prefers search engines and specialized websites to gather information about a brand or product (Rosa et al., 2017). Short videos emphasize brand image building, and while informational content may not be sufficient to engage consumers on social media, transformational

content, such as entertainment-driven value content, may be more effective (Wang & Chan-Olmsted, 2020).

In the digital environment, connectivity is available 24/7, meaning that brands have more touchpoints with consumers than ever before. The brand experience, or the consumers' experiential evaluation of their activities related to the brand, plays an increasingly critical role in long-term brand building and must be handled with care (Lou & Xie, 2020). Companies' efforts in digital marketing have proven effective in fostering closer relationships with digital consumers, due to various factors such as accessibility and the ability to reach diverse audiences simultaneously (Rosa et al., 2017).

The perceived functional value of a brand's social media platforms can increase brand loyalty through enhanced consumer experiences (Lou & Xie, 2020). Consumer attitudes, personal characteristics, and other factors can influence online shopping either positively or negatively. Costa (2009) notes that consumers are also influenced in their decision-making process by traditional marketing tools, as well as online experiences.

The convenience of being able to buy a product without the need to travel is, according to Costa (2009), considered by most consumers to be the primary factor in deciding to shop online. Additionally, factors such as ease and speed of navigation, access to products not available on the market, security tools, product quality and variety, timely delivery, availability of customer service channels, and lower prices than other forms of commerce are also considered by consumers.

Engagement indicates the level of consumer interest in a brand's message (Barger & Labrecque, 2013) and can also be seen as a high-quality audience, as it represents a 'reaction' from the user to the content. Engagement metrics are key performance indicators, showing the success or failure of digital marketing campaigns (Silva, 2013). Conversion, on the other hand, is the result of an action, such as clicking on a link that leads to an environment where the consumer can complete their desired objective—whether it's purchasing a product or service or simply subscribing to a newsletter. Conversion rate, therefore, "represents the proportion of people who perform a proposed action on the site. In other words, whether the visitor was converted into a customer after visiting the site" (Las Casas, 2021, p. 222).

The interest in applying new digital marketing strategies stems from the need to reach a larger audience. Investing in this digital medium has become the most efficient way for companies to achieve this goal (Kannan & Li, 2017). Social media has enormous opinion-shaping power and can help build or destroy a brand, product, or advertising campaign (Torres, 2009, p.111). When the owners of Dona Diva realized that, although the results were good, they were not as expected and that the company needed to be more assertive, the best alternative chosen by the partners was to implement new digital marketing strategies to achieve the planned objectives.

Topic 2

The conversion rate indicator refers to the ratio of customers who searched for a specific product/service versus those who actually purchased it (Camargo, 2019). According to Marques (2011), the internet not only enhances communication with customers but also expands the range of tools available for new business models.

The goal of Claudia and Jordan throughout the case was to improve sales, turn their leads into actual conversions, and attract positive results for the business. However, several mistakes can be observed in the case regarding conversion strategies, such as: the failure to create a segmentation strategy for email marketing, sending the same content to the entire lead base, using the same sales channels, and investing in strategies that yielded no results.

Is the purchasing process too complicated? Are shipping costs too high? Is it clear which products and how many are included in the final total of the purchase? Do customers feel confident about the security of submitting their personal information? All of these factors can affect the conversion rate (Las Casas, 2021). According to Barbulho (2001), there is an intense battle for gaining or maintaining customer loyalty, trust, and partnership, as customers are becoming more demanding over time and competition is increasing. Therefore, companies should prioritize service quality and keep costs as low as possible to remain competitive.

For a better relationship between the consumer and the company, the first step is to study the target market. It is essential to analyze opportunities to determine the focus of the company's marketing actions. This analysis of consumer behavior helps describe and predict the company's future choices regarding its audience (Ogden & Crescitelli, 2007).

Topic 3

According to Quinn (2001), strategy is a plan or pattern of actions by an organization that integrates key policies, goals, and segments. As a tool for allocating and organizing resources, an appropriate strategy helps an organization adopt a posture based on its internal strengths, weaknesses, and competencies, as well as changes in the environment.

Content marketing can be defined as creating content that is relevant to a target audience, and its goal is for "the company to talk about what it knows, not what it sells" (Politi, 2013). However, "it's not enough to simply produce content and expect it to bring new users and retain your audience on its own... the first step is planning the content marketing strategy" (Las Casas, 2021, p. 73). The focus is to attract the audience with the intention of generating more engagement and, consequently, converting them, aiming for a long-term goal, not just a temporary campaign.

Torres (2009) argues that not investing in online media means losing opportunities to position yourself in the market. These contents appear on the internet in various forms, including:

Websites: A website consists of a set of pages created through hyperlinks, accessible via the internet's HTTP protocol.

Blogs: Platforms that enable publishing, writing articles, and content management.

The practices for achieving results in content marketing are vast and can include reels, videos, photos, infographics, texts, tweets, e-books, email marketing, informational and interactive posts, apps, websites, podcasts, newsletters, virtual conferences, webinars, surveys, slideshows, among others.

From topic 3 of the case, it can be seen that the sequence of dialogues accurately reflects the concerns of the partners, Jordan and Claudia, as they discuss with Gabriela what to do regarding the content for Dona Diva. The company should focus on improving the content posted, offering information, fashion tips, product combinations, and showing behind-the-scenes creation, production, and logistics processes, as examples to boost consumer engagement. By improving the content and understanding that social media is not just a window to display products virtually, the brand attracts consumer attention, who, in turn, see value in following the brand's profile. This value can be gained through important information, social belonging, humor, or other factors that make sense to the consumer and encourage them to follow the company. According to the text, people interact with people, and in this sense, the brand must maintain this type of relationship with its consumers through the content posted.

Topic 4

Among the numerous strategies of digital marketing, there are two that stand out for content marketing and for improving results in search engine mechanisms like Google: SEM and SEO.

According to Almeida and Ferrari (2006), Search Engine Marketing (SEM) is a set of search marketing strategies. SEM

includes paid positioning and even contextual ads. SEM is one of the most important digital marketing tools for promoting a website in search engines like Google, as it is responsible for highlighting websites and their individual pages in the responses of major search engines. As a set of marketing strategies for searches, SEM includes both SEO and PPC.

SEO (Search Engine Optimization), known in Brazil as website optimization or MOB, "is an optimization for search engines and corresponds to a set of techniques that impact algorithms and determine the ranking of a searched page" (Las Casas, 2021, p. 19). The consequence of using SEO techniques is the better positioning of a website on a search results page.

PPC (Pay Per Click), according to Almeida and Ferrari (2006), is an online advertising strategy where advertisements are placed within search engines and linked to the website. With search engines, advertisers typically bid on keywords, which in Google are called AdWords, and choose which keywords are most relevant to their target audience.

Efficient searching depends on the user's ability to use the tool and the search engine's capability to understand the user's needs and retrieve the appropriate information based on a term or concept (Branski, 2004). In the context of the case, in the direct dialogue between Jordan and Gabi, the need to drive the consumer from search engines to the brand's e-commerce is the role of SEO. During the conversation, Jordan states that Dona Diva needs to appear when a customer searches for any word related to the brand. If the search engine displays the brand's products or answers questions about style and fashion by providing the best response, information, or solution to what was searched, it solves the consumer's query.

In this sense, an analytical effort is required to identify the keywords used in the copywriting, with a lot of content production, such as articles, white papers, and other materials. It is the responsibility of the digital marketing manager to identify and successfully mix the keywords to achieve the right balance between them in terms of goal achievement and marketing budget optimization (Erdmann et al., 2022). Thus, when a word or phrase is entered into the search engines, and the content contains these keywords in the body of the text, Dona Diva will appear to the customer as a great option for resolving their question or issue, subsequently directing the consumer to the brand's e-commerce.

Topic 5

E-commerce has gained momentum due to consumers' access to the internet, replacing traditional transaction methods. E-commerce, which emerged with Web 2.0 and was driven by new internet technologies, refers to the practice of selling products through the global network of computers. E-commerce acts as an intermediary between the consumer and the store, establishing contracts for the purchase, sale, and delivery of products (Dias et al., 2020).

The perceived quality of an online product or service plays a significant role in an individual's purchase decision and can be understood through signaling theory. This theory suggests that online consumer behavior is based on their usage experience, meaning the quality of a website influences consumer perceptions (Lopes et al., 2022). According to Yoo and Donthu (2001), several factors are considered when measuring the quality of a website, including aesthetic design, ease of use, processing speed, and security (Brambilla & Gusatti, 2017).

Perceived quality is a key factor in customer satisfaction in e-commerce, as it is related to meeting each customer's individual expectations. Since it is a subjective evaluation, perceived quality can vary from person to person. However, it is important to note that when a customer's expectations regarding a product are met, perceived quality plays a positive role in their satisfaction (Lopes et al., 2022).

In this regard, and according to the case, Jordan and Gabi explain that each tool, within its particularity, serves to bring

the potential customer into the e-commerce platform. Once the potential customer arrives at the platform, the platform itself needs to contain elements that convert desire into purchase, such as ease of navigation, responsive layout, detailed product pages, a simple checkout process, diverse payment options, security, reviews and testimonials, efficient search tools, customer service, loyalty programs and discounts, site speed, efficient logistics, transparency in policies, and personalization. These attributes provide the customer with the necessary security and, most importantly, a sense of perceived quality.

Extra discussion topic

This section is designed as a complement to the case and for situations where the teacher may be interested in expanding the classroom topic beyond content marketing, extending it to a broader sense of digital marketing. To do so, the following question was added, related to traffic management and boosting, seeking suggestions for using the technique to enhance content marketing and achieve better performance in digital marketing, potentially serving as a conclusion and broadening the use of the case. Since the case does not address this aspect, it is an open-ended question where the authors only conceptualized the technique based on theoretical knowledge.

Thus, the discussion may lead to the use of boosting and traffic management, but since this is another digital marketing tool, how does traffic management and boosting depend on the content developed?

Boosting aims to increase the reach of content. Organic traffic and paid traffic are techniques that are not mutually exclusive, but rather interconnected (Powell et al., 2011). Although not mentioned during the construction of the case, they are crucial. Organic traffic and paid traffic are the most commonly adopted digital marketing strategies by companies, and they consist of content promotion on digital platforms, with or without investment. However, the result of this strategy is long-term and not measurable because there is no specific tool for this. On the other hand, paid traffic involves direct monetary investment in ads tailored to the media in which they are intended to be published, and it can deliver faster and more effective results. Both tools generate good results for content, but these strategies need to be well-aligned with objectives and goals.

A few decades ago, advertising options were primarily limited to television, newspapers, radio, and magazines (Kotler, 2017). Today, digital marketing, through connectivity, has enabled companies to advertise on social media by creating online ads that are influenced by online traffic—i.e., the flow of people browsing online (Magalhães, 2014).

Case Study

This teaching notes is an integral part of the case study:

Silva, I. M. da, Lana, J., Partyka, R. B., & Kreling, B. (2025). If content is king, conversion is queen: The dilemma of Dona Diva. *REGEPE Entrepreneurship and Small Business Journal*, 14, e2631. https://doi.org/10.14211/regepe.esbj.e2631.

Conflict of interest statement

The authors declare that there is no conflict of interest.

Authors' statement of individual contributions

Roles	Silva I. M.	Lana J.	Partyka R. B.	Kreling B.
Contributions				
Conceptualization	■	■		
Methodology		■	■	
Software		N. A.		
Validation		■	■	
Formal analysis	■	■		■
Investigation	■			
Resources		N. A.		
Data Curation		■		
Writing - Original Draf	■	■		
Writing - Review & Editing		■	■	■
Visualization	■	■	■	■
Supervision		■	■	
Project administration		N. A.		
Funding acquisition		N. A.		

Note: Acc. CRediT (Contributor Roles Taxonomy): https://credit.niso.org/

Open Science: Data availability

All the data that supports the results of this study is available as follows.

Badge	Description
OPEN DATA	The entire data set supporting the results of this study was published in the article itself.
OPEN CODE	Not applicable.
OPEN MATERIALS	Not applicable.
OPEN SUPPLEMENTS	https://doi.org/10.14211/regepe.esbj.e2351pr
PREREGISTERED	Not applicable.

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