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DETERMINING THE SKILLS GAP: TOWARDS DEVELOPING AN EFFICIENT DIGITAL MARKETING MODEL FOR THE AGRICULTURAL INDUSTRY

Abstract

The scientific literature often refers to gaps in digital marketing skills in industries, but the gaps are not clearly defined. The purpose of this study is to identify gaps in digital marketing skills in the agricultural industry. In-depth interviews were conducted with 16 agricultural industry experts. After that, a focus group was held, which verified the reliability of the data obtained. It was found that there are gaps in digital marketing skills in the agricultural industry, such as: limited knowledge and experience in using digital tools and platforms, insufficient understanding of the principles of SEO and content optimization, inability to effectively use analytical tools to evaluate the results of marketing campaigns, limited understanding of the characteristics of the agricultural industry. Based on the results obtained, a digital marketer model was developed, which described the key skills and competencies necessary for successful work in the field of digital marketing in the agricultural industry. As a result of the study, it is concluded that the research findings emphasise the need for further training and development of digital marketing skills in the agricultural industry. The development of educational programs and training aimed at filling the identified gaps can significantly improve the effectiveness of marketing strategies in this sector and contribute to the development of the industry as a whole.

Keywords: digital marketing, skills gaps, digital marketer model, agricultural industry, experts, educational programs, training.

Introduction

Digital marketing is marketing today and its future is entirely digital [1]. The growing need for interactive communications with buyer persona requires definitely digital skills from the marketing staff in every organization. At the same time the needs for digital and social media skills increase in the organizations due to the fact that they are not anymore responsibility of one person in the company but are requirements for most of the job positions and for the internal communications [2].

Recent insights from the Digital Marketing Institute reveal a modest enhancement in digital proficiency among marketers, particularly in domains such as social media and e-commerce, which have seen increases of 8% and 5%, respectively. However, despite these improvements, many marketers continue to struggle with keeping pace with the rapid changes in the digital landscape, highlighting

persistent gaps in critical skills across the industry [3]. This level is projected to decline further due to continuous advancements in digital technologies.

The global shortage of digital marketing talent is part of a broader deficit in digital skills. Even individuals from the digital-native generation exhibit deficiencies in their digital abilities. The fast-paced evolution of industries constantly reshuffles the top 10 competencies and introduces novel skills. Academic establishments must adjust to these shifts to provide students with the necessary competencies to fulfill evolving labor market demands [4].

In addition to downsizing amid the Covid-19 pandemic, there was heightened demand for IT and high-level intellectual roles, accompanied by the emergence of new job opportunities. The relative importance of various skills also shifted due to the pandemic's impact. The widespread adoption of remote work resulted in an increased emphasis on specific skills, notably collaboration, digital proficiency, empathy, autonomy, IT expertise, workload management, and stress resilience. However, soft skills such as motivation, patience, and leadership experienced a relative decrease in significance [5].

The lack of literature on digital marketing skills in the field of Agriculture prompted the creation of this research work. The term “digital marketing skills” is used in this study to refer to knowledge and awareness about digital marketing and its application in agricultural industries. The research focuses on this issue and contributes to the limited literature examining the challenges in digital marketing skills in agricultural industries. The aim of the work is to expand the understanding of the sector and the academic aspects of skills deficiencies in the agricultural industry and to offer a sound model that will help teachers and professionals overcome these problems.

The work draws on existing literature that examines the needs of industry and academia for digital marketing skills, and the article also asks experts from agricultural industries to identify the shortage of these skills. The article first examines modern literature, followed by in-depth interviews and a focus group. These conclusions are discussed in the context of the relevant literature. In conclusion, the results of the study are summarized and the limitations of the approach are indicated, as well as areas for further research.

Materials and methods

To establish the conceptual framework of this study, a critical literature review was first conducted. By analyzing previous studies, we were able to assess the current state of digital marketing adoption and its challenges in the sector. The literature review was conducted in three key directions:

1. Gaps in digital marketing skills
2. Gaps in digital marketing skills in agricultural industries
3. Addressing gaps in industry skills through marketing education

Gaps in digital marketing skills- in a study of the skills needed for modern digital marketing, researchers found that marketer graduates are required to adapt with two different skills. It should be noted that: Internet Marketing and Customer Relationship Management (CRM) [6].

No matter what industry you are, digital marketing skills undoubtedly require special knowledge [7]. Day focused on compatibility capabilities, ensuring smart future, market research and communication improvement, and investment in media understanding expertise of colleagues which is a way for effective use of digital marketing capabilities.

A study conducted by the Boston Consulting Group concluded that the gaps in digital marketing skills are larger than companies perceive. On BCG's 100-point Digital Capabilities Index (DCI) (with 100 indicating best practice), the average digital-skills score for all marketers was 57. While a few companies ranked higher than 70, the majority fell squarely into the 55-to-60-point range (figure 1).

In a research endeavor, it was discovered that Facebook, Twitter, and LinkedIn emerge as prominent social networking platforms, effectively drawing in fresh clientele and forging novel connections [9].

There remains a prevailing inclination towards employing one-sided communication techniques through digital tools due to insufficient human resources and technical know-how to fully leverage social media. Intriguingly, contemporary literature on digital marketing skills fails to distinctly outline the existing gap in digital marketing proficiency [10].

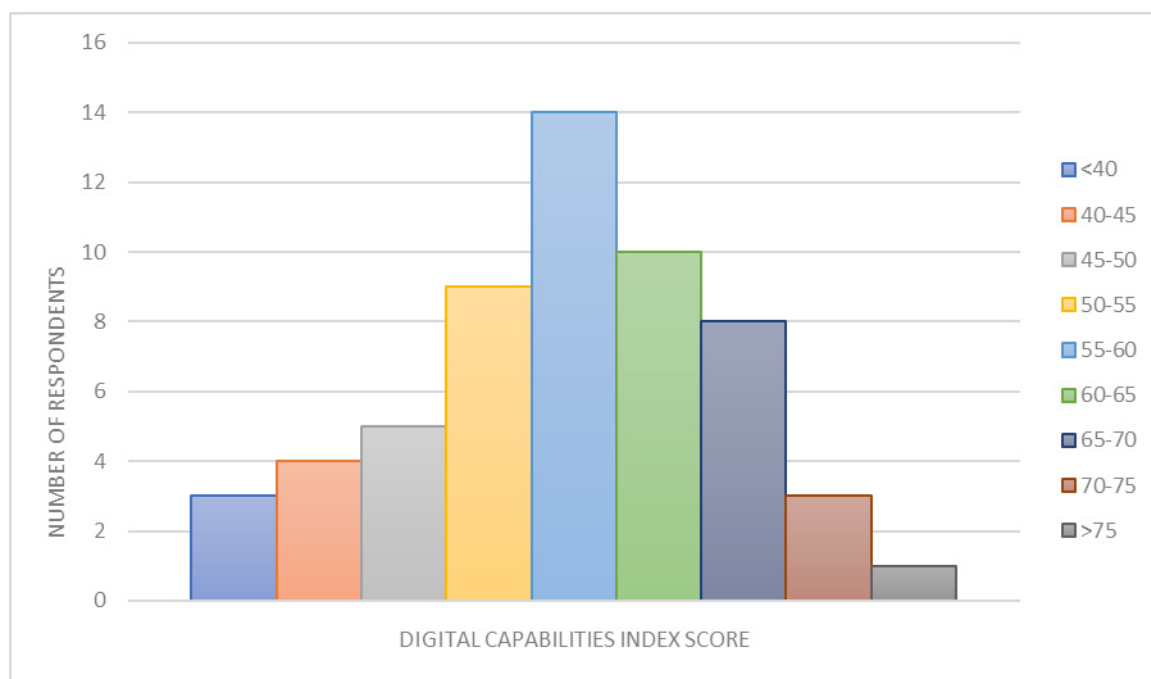


Figure 1 – BCG Talent Revolution Survey

Note: Elaborated by authors based on [8].

In their examination of how charitable organizations utilize online social networks like Facebook and Twitter, researchers identified obstacles hindering the adoption of digital marketing within these entities. These impediments encompass insufficiencies in resources and deficiencies in social media marketing expertise [11].

A study investigating the social media usage among General Electric executives pinpointed several strategic hurdles that managers encounter in optimizing the advantages of social media. It was noted that a process of reverse engineering is essential, as digital marketing proficiency is contingent upon the expertise of digital personnel [12]. Additionally, they took into account the educational background of customers as a significant contributor to the skill gap in digital marketing. Environmental factors also play a crucial role in shaping the skill gap in digital marketing within Agri- companies. Nonetheless, there is a lack of exhaustive research pinpointing the primary factors influencing the creation of skill gaps in digital marketing among communication industry firms. Thus, further investigation is warranted in this area [11].

However, research on the digital marketing practices of marketing and communication companies reveals numerous deficiencies that have presented significant challenges for them. Key areas of shortfall include adherence to communication principles, customer interaction strategies, future forecasting, integration of marketing competencies, research methodologies, technical acumen, and the monitoring, measurement, and refinement of campaigns [13]. By examining the studies, we have mentioned above, we are convinced that there is a shortage of digital skills.

Gaps in digital marketing skills in agricultural industries

The literature in the field of the agricultural industry shows that there are shortcomings in research examining gaps in the skills of this industry. The academic world has yet to learn in depth the skills needed to compete in the digital marketing world [14]. In a study focusing on the use of social networks (SNS) by B2B companies, Michaelidou, Siamagka and Christodoulides notes the lack of academic research in the agri-field [15]. We need the expertise of the agricultural industry in terms of digital marketing skills and what happens if these skills are not implemented. Day points out the need for expert knowledge of digital marketing skills in various industries and the damage that can be done if this skill set is missing [8]. He suggests focusing on adaptive capabilities that provide an intelligent assessment of the future, conducting market experiments and strengthening relationships, and using the experience of media-savvy partners is the way to effectively use digital marketing opportunities. This

study examines the proposed areas of activity in order to find out whether experts in the agricultural field support the need to master these digital marketing skills.

Digital marketing in agriculture is becoming increasingly important in various regions of the world. There is data reflecting the level of digital technology adoption in the agricultural sector of the United States, the European Union (EU), China and Central Asia, with a special focus on Kazakhstan. These data demonstrate that, despite the differences in the levels of digitalization, all the regions considered are actively investing in the development of digital technologies in agriculture, recognizing their key role in improving the efficiency and competitiveness of the agricultural sector (figure 2).

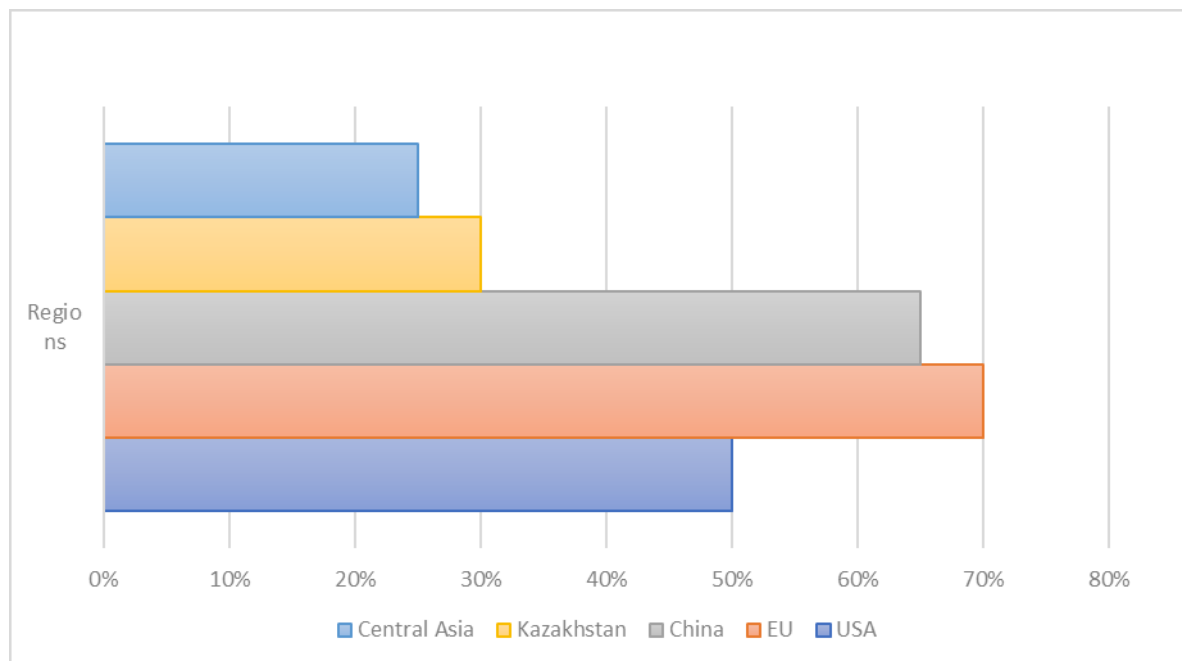


Figure 2 – Percentage of Farmers Using Digital Technologies (%)

Note: Elaborated by authors based on [16].

There is a lot of market data obtained in previous studies that give an idea of what the skills shortage is, but there is not enough data to support the thesis of a lack of skills in digital marketing. Consulting firms report that 77% of the more than 800 executives surveyed believe that a lack of digital skills is a major obstacle to their ability to digitally transform and develop in a networked economy. In addition, companies spend 20% or less of their annual budget on training specialists in the use of digital technologies (CMO Council (2016)).

Despite the lack of skills, it is interesting to note that, according to reports from CME market research, 44% of B2B companies associate their income with data-based marketing [17]. The report also says that marketing automation, which is part of the digital marketing channel, has the highest degree of effectiveness. This shows that although companies are talking about a huge skills shortage, there has been a marked increase in performance in terms of revenue distribution towards digital marketing.

Brady and co-authors express the need for additional research in the field of skills for the effective application of modern marketing techniques [13]. They emphasize the importance for marketers to be aware of and comply with the “conceptual, theoretical and educational standards of these techniques”. Brady and co-authors pointed out the need to identify and develop certain skills for marketing professionals. This indicates that the industry recognizes the importance of honed skills in digital marketing. However, research is required to create a sound basis for filling the gaps in these skills.

Royle and Laing argue that one of the most popular tools in the field of digital marketing has become the use of social media marketing [18]. Although they have considered many digital marketing techniques, including email marketing, websites, search engine optimization (SEO), mobile marketing

and others, they have also developed a digital marketer model that covers a variety of skills – from business requirements to technical skills: project management, writing and conducting blogs before creating digital campaigns, SEO, video editing and website development. Their analysis identified two main requirements: (a) customer management skills and (b) corporate communication skills. It is worth noting that the authors interviewed 16 experts in the agricultural field who integrated digital marketing into their practice. One of the most common topics was the lack of necessary skills in the field of digital marketing. For professionals in the agricultural field who have experience in their field, but do not have basic skills in digital marketing, it can be difficult to master new digital marketing channels. This study aims to identify what gaps exist in digital marketing skills in the agricultural industry.

Addressing gaps in industry skills through marketing education

An increasing body of evidence suggests the necessity for universities and colleges to reassess their teaching methodologies in marketing, aligning them with contemporary technological advancements [19]. This is reinforced by research exploring the integration of new digital technologies in classrooms, which has generally yielded positive outcomes for both students and teachers [20], [21], [22]. The evolution of marketing as a discipline appears to be heavily influenced by emerging tools such as social media and mobile applications, rather than the discipline itself driving the development of these technologies to enhance marketing strategies [23], [22]. Consequently, platforms like Twitter, Second Life, and YouTube, initially designed for different purposes, are now being utilized by educators to impart marketing concepts, serving both as tools and subjects for study [23]. Scholars highlight a gap in marketing education [22], stressing the importance of addressing digital marketing skills within the classroom to ensure graduates are equipped to manage social media campaigns effectively. Additionally, the dynamic nature of new technologies is reshaping both the content and delivery methods of marketing education. Previous studies have also observed that changes in the external business environment can influence the culture and practices within academic institutions [24]. Certainly, while this paper primarily focuses on digital marketing competencies within the agricultural sector, the rising adoption of these skills is reshaping educational and industrial strategies across a wide array of fields and disciplines.

As previously indicated, certain scholars advocate for a significant shift in the approach to teaching marketing within higher education, emphasizing the centrality of digital advancements in both teaching and research, rather than treating them as supplementary components. This perspective recognizes that the digital revolution has fundamentally altered the essence of marketing, rather than merely amplifying traditional methods [19]. Consequently, the demand for graduates with digital literacy is intensifying. Furthermore, industry commentary has highlighted deficiencies in digital skills and underscored the limitations of standalone short courses, emphasizing the necessity for a comprehensive strategic framework [25], [26]. It is suggested that a broader “strategy gap” may underlie the emergence of a digital skills gap. There is a growing body of discourse from political, economic, and industrial spheres regarding the influence of digital media. Government reports underscore the digital economy’s significance in driving economic growth, with universities and colleges identified as pivotal actors in maximizing future opportunities [27].

The lack of sufficient literature on digital marketing skills of experts working in the field of agricultural industry determines the conceptual framework of this study. In accordance with the main purpose of this study, it is necessary to obtain accurate answers aimed at identifying gaps in digital marketing skills in the field of Agriculture. This research work will solve the problems of digital marketing of experts in the agricultural industry.

We have defined our research question as follows: what are the challenges of digital marketing in rural areas? In order to answer this question, a qualitative approach was taken, which was followed by an interview, a focus group, which was supposed to triangulate the results of the interview. The semi-structured interview one-to-one was developed with the purpose of using issues as a starting point for detailed discussion about the subject. In-depth qualitative interviews can gain deep insights into an issue [28].

Based on the literature review, the main research question was formulated: What specific skills and competencies in the field of digital marketing are missing or insufficiently developed in your experience?

After clarifying the conceptual framework of this research, more in-depth questions were developed to address specific gaps:

Can you name the best practices in the field of digital marketing that have been applied to improve efficiency in your business?

A total of 15 questions were asked (figure 3). And also, we organized focus groups for a broader discussion and verification of the main conclusions made during the interview. A list of topics for discussion in focus groups has been identified (figure 4).

Interview Questions		
Introductory questions:	Introduction to Digital Marketing:	Skills, Competencies and Gaps:
1. What is your role in the organization? 2. Can you tell us about your experience in the agricultural industry and what tasks do you often face in your activities? 3. To what extent do you use digital tools and platforms in your current work? 4. What digital marketing methods or tools do you most often use or are interested in using them?	5. How do you perceive digital marketing in the context of the agricultural industry? 6. What advantages and opportunities do you see in using digital marketing for agricultural enterprises? 7. Do you have any experience using specific digital marketing tools or campaigns in your work? 8. Do you do digital marketing on your own or hire an agency to do these tasks for you, or both? If you hire agencies, why?	9. What skills and competencies, in your opinion, are the most important for a specialist in the field of agricultural digital marketing? 10. What skills do you need that are not currently available in your organization? 11. What difficulties or obstacles do you face when implementing or using digital marketing strategies? 12. What gaps in skills and competencies do you think are present among specialists in the agricultural sector in the field of digital marketing? 13. What do you think could help you or your organization use digital marketing tools and platforms more effectively? 14. What requirements or qualities should a digital marketing specialist have in order to work effectively in the agricultural industry? 15. Do you have anything to add? Additional comments?

Figure 3 – The full list of interview questions

Note: Elaborated by authors based on own research.

1. Confirmation and addition of the identified problems and skills that were discussed in individual interviews.
2. Discussion of the causes and root causes of the shortage of digital marketing skills in the agricultural industry.
3. Identification of common challenges and obstacles that may arise when implementing digital marketing strategies.
4. Exchange of experience and best practices in the use of digital marketing among the group members.
5. Discussion of potential solutions and strategies to overcome identified problems and skills deficits.
6. Evaluating the effectiveness of existing training programs or resources for developing digital marketing skills.
7. Planning further steps and recommendations for the development of an effective digital marketing model in the agricultural industry.
8. Identify the needs for additional research or training in digital marketing for industry participants.

Figure 4 – The list of discussion points for focus groups

Note: Elaborated by authors based on own research.

The sample for this study consisted of participants who have relevant experience that allows them to answer questions and research topics. For this study, the participants were “purposefully selected”, they had to have sufficient experience in their field to provide us with accurate and complete data for the study. Purposeful sampling is a widely used strategy in qualitative research for identifying and selecting individuals or groups of individuals that are especially knowledgeable about or experienced with a phenomenon of interest [29].

The starting point for the gathering of the study participants was the contacts of the State Institute of Agricultural Aerial Geodesic Surveys with its Personnel Department. As a result, interviewees working in various agricultural sectors were obtained. A total of 16 experts in the agricultural sector were interviewed.

The qualitative data obtained during the interview were recorded manually. Each interview was analyzed and coded immediately after its completion. When all the interviews were analyzed and encoded, a thematic analysis of all the received codes was carried out with the grouping of related topics using memos. As a result, a set of recurring patterns and observations emerged, with some being frequently echoed by agricultural industry experts while others were less prevalent.

After analyzing the data obtained during the interview, The Digital Marketer model was developed (figure 5). The model is a description of the key skills and competencies necessary for successful work in the field of digital marketing in the agricultural industry. This model includes technical skills, analytical abilities, creativity, communication skills, adaptability and flexibility, as well as an understanding of the characteristics of the agricultural industry. These aspects help organizations and professionals to effectively apply digital marketing strategies and achieve success in this area.

After developing the digital marketer model, a focus group consisting of public relations and communications specialists working in the agricultural sector and marketing researchers who know the agricultural industry and are interested in the topic of digital marketing was conducted to verify the correctness of the conclusions obtained from the analysis of the interview. A focus group is used to simultaneously explore the points of view and experiences of several people [30].

Results and discussion

As a result of the research, a digital marketer model was developed. This model reflects the most important topics that arose during the study based on a review of the literature and a survey of experts in the agricultural sector who participated in it. The model represents the qualities that are necessary for a full-fledged digital marketer. The key topics are discussed in the next section.

Technical skills

- ◆ Experts emphasize the importance of mastering a wide range of digital tools, such as Google Analytics, Google Ads, Facebook Ads Manager, Instagram Insights, LinkedIn Analytics, and others. This enables efficient tracking and analysis of data to optimize marketing campaigns.

- ◆ Experts note that understanding the basics of Search Engine Optimization (SEO) is crucial for increasing content visibility in search results.

- ◆ Specialists highlight the importance of being able to work with content management systems (CMS), such as WordPress, for creating and editing websites and blogs.

Analytical Abilities

- ◆ Experts emphasize the importance of analyzing data and metrics to evaluate the effectiveness of marketing campaigns, including website traffic, conversions, ROI, and other indicators.

- ◆ Specialists recommend using various analytical tools for data visualization and report creation, such as Google Data Studio, Microsoft Power BI, Tableau, and others.

Creativity and Innovation

- ◆ Experts note that creating original and creative marketing strategies is an important aspect of successful digital marketing.

- ◆ Specialists emphasize the need to create unique and engaging content for various channels and formats, including text, graphics, video, and interactive materials.

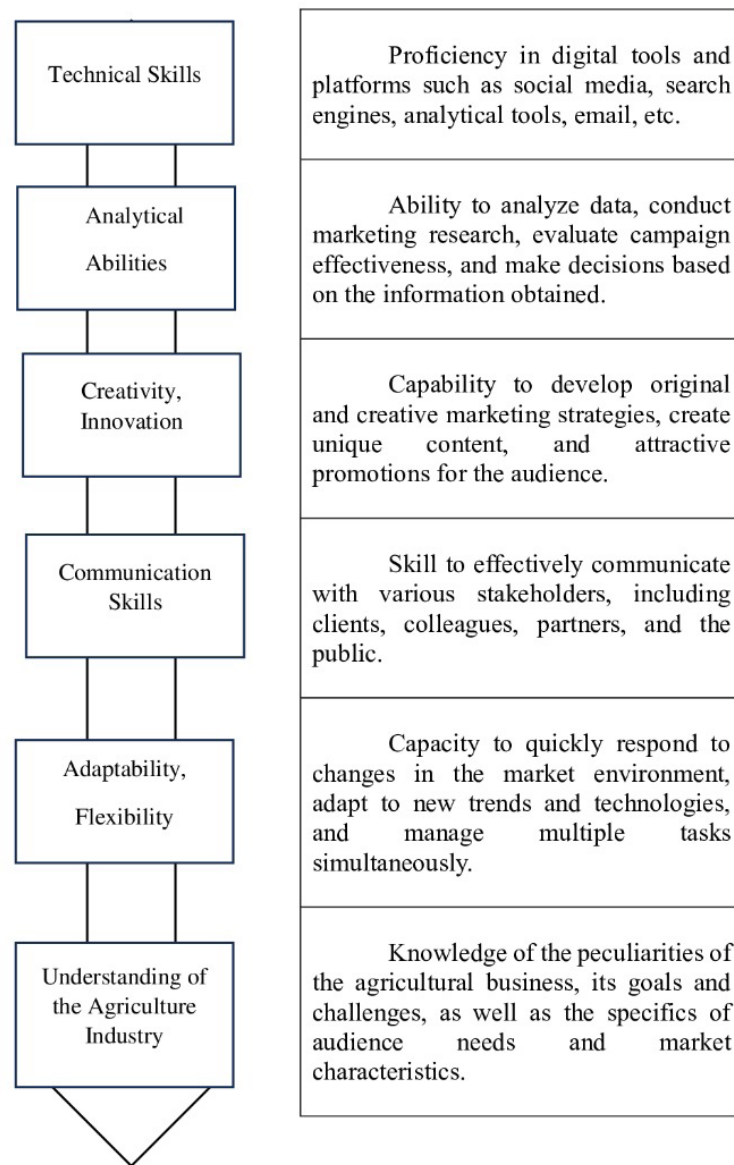


Figure 5 – Digital Marketer Model

Note: Elaborated by authors based on own research.

Communication Skill

- ♦ Experts emphasize the importance of excellent written and verbal communication skills for effective interaction with various stakeholders.
- ♦ Specialists recommend the ability to effectively present and explain marketing strategies and ideas to audiences of varying expertise levels.

Adaptability and Flexibility

Experts highlight the importance of being prepared to respond promptly to changes in the market environment and to quickly adapt to new trends and technologies.

Understanding the Agricultural Industry

- ♦ Specialists emphasize the importance of understanding the peculiarities of the agricultural business, its goals, challenges, and market specifics for the successful implementation of marketing strategies

♦ As shown in the graph, Technical Skills received the highest rating (4.8 out of 5), indicating that mastering a wide range of digital tools such as Google Analytics, Google Ads, Facebook Ads Manager, Instagram Insights, LinkedIn Analytics, and CMS platforms like WordPress is crucial for

tracking and optimizing marketing campaigns. Additionally, understanding the basics of Search Engine Optimization (SEO) was highlighted as a fundamental skill for increasing content visibility in search results (figure 6).

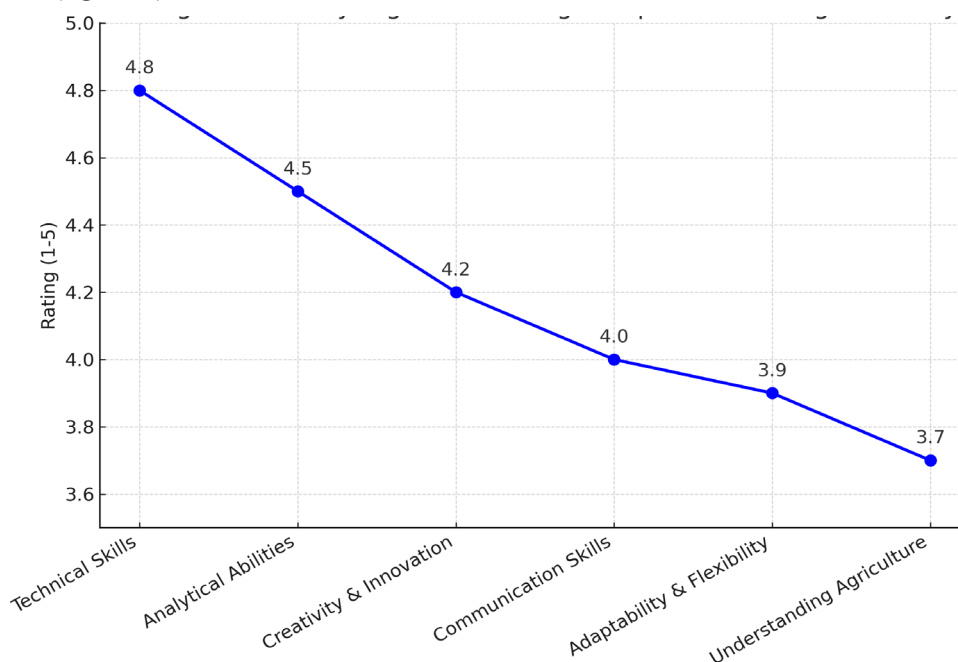


Figure – 6 Rating scale of key digital marketing skills in Agri-Industry

Note: Elaborated by authors based on own research.

Analytical Abilities (4.5) were also ranked highly, reflecting the necessity of data-driven decision-making in marketing. Experts emphasized the importance of analyzing key metrics, including website traffic, conversions, and return on investment (ROI), using advanced tools like Google Data Studio, Microsoft Power BI, and Tableau.

Creativity & Innovation (4.2) play a significant role in developing unique and engaging content across multiple formats, including text, graphics, video, and interactive materials. Similarly, Communication Skills (4.0) are essential for effectively presenting marketing strategies and engaging with stakeholders at different levels.

While Adaptability & Flexibility (3.9) scored slightly lower, experts emphasized its importance in responding to rapid market changes and emerging digital trends. Finally, Understanding the Agricultural Industry (3.7) was identified as a critical factor in successfully implementing marketing strategies, requiring knowledge of industry-specific goals, challenges, and market dynamics.

These findings highlight the need for comprehensive training programs that strengthen both technical proficiency and strategic thinking among digital marketers in agriculture. Training programs for digital marketers in the agricultural industry should, therefore, focus on strengthening these key areas to ensure they are equipped to meet the evolving demands of the market.

Conclusion

Research on digital marketing in the agricultural sector has led to the identification of a number of gaps in the skills needed to effectively implement marketing strategies in this sector. Based on interviews conducted with digital marketing experts, as well as on the data obtained during the focus groups, a number of conclusions can be drawn.

Firstly, there is a lack of proficiency in basic digital tools and platforms. Many experts in the agricultural industry have found themselves insufficiently familiar with key tools such as Google Analytics, Google Ads, Facebook Ads Manager and others. This makes it difficult to analyze the effectiveness of marketing campaigns and optimize advertising costs.

Secondly, there is a lack of understanding of the basic principles of SEO and the skills of optimizing content for search engines. In the context of growing competition in the agricultural industry, the ability to stand out from other market participants in search results is becoming increasingly important.

The third important gap is the limited knowledge of working with content management systems (CMS), such as WordPress. A lack of understanding of the capabilities of these systems limits the ability of specialists to create and edit websites and blogs, which can lead to missed opportunities in brand promotion.

Additionally, many focus group participants noted the lack of analytical skills of specialists in the agricultural sector. The ability to analyze data and metrics to evaluate the effectiveness of marketing campaigns is critical to success, but many professionals have difficulty in this area.

In conclusion, the results of the study emphasize the need for further training and development of digital marketing skills in the agricultural industry. The development of educational programs and trainings aimed at filling the identified gaps can significantly improve the effectiveness of marketing strategies in this sector and contribute to the development of the industry as a whole.

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ДАҒДЫЛАР ТАПШЫЛЫҒЫН АНЫҚТАУ: АУЫЛ ШАРУАШЫЛЫҒЫ САЛАСЫ ҮШІН ТИІМДІ ЦИФРЛЫҚ МАРКЕТИНГ ҮЛГІСІН ӘЗІРЛЕУ ЖОЛЫНДА

Аңдатпа

Ғылыми әдебиеттерде әр түрлі салалардағы цифрлық маркетинг дағдыларындағы олқылықтар туралы үнемі айтылады, бірақ бұл олқылықтар нақты анықталмаған. Бұл зерттеудің мақсаты-ауыл шаруашылығы саласындағы цифрлық маркетинг дағдыларындағы олқылықтарды анықтау. Ауыл шаруашылығы саласының 16 сарапшысымен терең сұхбат жүргізілді. Осыдан кейін алынған деректердің дұрыстығын тексеру мақсатында фокус-топ жүргізілді. Біз ауыл шаруашылығы саласында цифрлық маркетинг дағдыларында төмендегідей олқылықтар бар екенін анықтадық: цифрлық құралдар мен платформаларды пайдаланудағы шектеулі білім мен тәжірибе, SEO принциптері мен мазмұнды оңтайландыру туралы түсініктің жеткіліксіздігі, маркетингтік науқан нәтижелерін бағалау үшін аналитикалық құралдарды тиімді пайдалана алмау, ауыл шаруашылығы өнеркәсібі сипаттамаларын шектеулі түсіну. Алынған нәтижелер негізінде ауыл шаруашылығы саласындағы цифрлық маркетинг саласында табысты жұмыс істеу үшін қажетті негізгі дағдылар мен құзыреттерді сипаттайтын цифрлық маркетинг моделі әзірленді. Зерттеу нәтижесінде зерттеу нәтижелері ауылшаруашылық саласында цифрлық маркетинг дағдыларын одан әрі оқыту және дамыту қажеттілігін көрсетеді деген қорытындыға келді. Анықталған олқылықтардың орнын толтыруға бағытталған білім беру бағдарламалары мен тренингтерді әзірлеу осы сектордағы маркетингтік стратегиялардың тиімділігін едәуір арттырып, жалпы саланың дамуына ықпал етуі мүмкін.

Тірек сөздер: сандық маркетинг, дағдылардағы олқылықтар, цифрлық маркетинг моделі, ауыл шаруашылығы саласы, цифрлық маркетинг дағдылары, цифрлық дағдылар, маркетингтік білім

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ОПРЕДЕЛЕНИЕ ДЕФИЦИТА НАВЫКОВ: НА ПУТИ К РАЗРАБОТКЕ ЭФФЕКТИВНОЙ МОДЕЛИ ЦИФРОВОГО МАРКЕТИНГА ДЛЯ СЕЛЬСКОХОЗЯЙСТВЕННОЙ ОТРАСЛИ

Аннотация

В научной литературе постоянно говорится о пробелах в навыках цифрового маркетинга в различных отраслях, но эти пробелы четко не определены. Цель данного исследования – выявить пробелы в навыках цифрового маркетинга в сельскохозяйственной отрасли. Проведены углубленные интервью с 16 экспертами сельскохозяйственной отрасли. Определена фокус-группа, которая проверила достоверность полученных данных. Обнаружено, что в сельскохозяйственной отрасли существуют пробелы в навыках цифрового маркетинга, такие как: ограниченные знания и опыт в использовании цифровых инструментов и платформ, недостаточное понимание принципов SEO и оптимизации контента, неспособность эффективно использовать аналитические инструменты для оценки результатов маркетинговых кампаний, ограниченное понимание характеристик сельскохозяйственной промышленности. На основе полученных результатов разработана модель цифрового маркетолога, в которой описаны ключевые навыки и компетенции, необходимые для успешной работы в сфере цифрового маркетинга в сельскохозяйственной отрасли. В результате проведенного исследования сделан вывод, что результаты исследования подчеркивают необходимость дальнейшего обучения и развития навыков цифрового маркетинга в сельскохозяйственной отрасли. Разработка образовательных программ и тренингов, направленных на восполнение выявленных пробелов, может значительно повысить эффективность маркетинговых стратегий в этом секторе и способствовать развитию отрасли в целом.

Ключевые слова: цифровой маркетинг, пробелы в навыках, модель цифрового маркетолога, сельскохозяйственная отрасль, эксперты, образовательные программы, тренинги.

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