

Citation: Devisti, S., Landaran Esfahani, S., & Ghorbani, H. (2026). Proposing a Digital Content Marketing Model for Customer Relationship Management in Beauty Clinics. *Digital Transformation and Administration Innovation*, 4(2), 1-12.

Received date: 2025-07-03

Revised date: 2025-11-01

Accepted date: 2025-11-09

Initial published date: 2025-11-09

Final published date: 2026-04-01



Proposing a Digital Content Marketing Model for Customer Relationship Management in Beauty Clinics

Somayeh Devisti¹, Saeed Landaran Esfahani^{2*}, Hassan Ghorbani²

1. Ph.D. Student in Business Management, Department of Management, Mo.C., Islamic Azad University, Isfahan, Iran

2. Assistant Professor, Department of Management, Mo.C., Islamic Azad University, Isfahan, Iran

*Correspondence: e-mail: saeed.landaran@mau.ac.ir

Abstract

Digital marketing refers to the process of promoting, selling, and delivering products or services through online platforms and digital channels using the internet and electronic devices within the digital environment. One branch of digital marketing is digital content marketing. This form of marketing involves the creation and distribution of valuable and relevant content to engage customers in a way that motivates them to participate in achieving business goals. The aim of digital content marketing is to attract target audiences through diverse strategies and methods, enhance brand presence, and promote sales growth. The primary objective of this research is to develop a digital content marketing model for customer relationship management in beauty clinics in the city of Isfahan. To deeply examine and analyze this topic, the grounded theory method and a qualitative research approach were employed. Data were collected through semi-structured interviews with six specialist physicians. Based on the analysis of the collected data, a proposed model was constructed. The model consists of causal conditions (technological advancement, inclination toward virtual spaces, and responsiveness to customer needs), contextual factors (environmental, managerial, and financial factors), intervening conditions (legal-political issues and technical-content challenges), strategies (customer interaction, content production and management, digital marketing, monitoring and overcoming limitations, adherence to ethical principles), and finally, outcomes (customer development and management, and the growth and success of the clinic). The results of the study indicate that digital content marketing positively affects the performance improvement of beauty clinics in Isfahan. Ultimately, the study provides recommendations to enhance business performance.

Keywords: Digital marketing; content production; content marketing; digital content marketing; customer relationship management

1. Introduction

The acceleration of digital transformation across industries has revolutionized how organizations communicate, market, and create value for customers. Digital marketing, as an essential subset of this transformation, integrates technological innovation, interactive communication, and data-driven decision-making to strengthen customer engagement and organizational competitiveness (Olson et al., 2021). In particular, digital content marketing has become a central component of customer relationship management, emphasizing the creation, dissemination, and optimization of valuable content that attracts and retains consumers (Maryam Rostami et al., 2022). As markets evolve toward hyperconnectivity, firms must integrate



technological, managerial, and strategic capacities to maintain consumer trust, ensure continuity of interaction, and sustain brand differentiation (Abadi et al., 2025).

Within this paradigm, content has emerged as a dominant form of strategic capital, shaping customer experience and long-term loyalty. The integration of content marketing with digital technologies has transformed organizational approaches to brand communication, enabling the personalization and contextualization of information at an unprecedented scale (Varela-Neira et al., 2022). Through social media platforms, search engines, and mobile applications, organizations now co-create narratives that align with customers' emotional, cognitive, and cultural expectations (Yopita & Kurnianingsih, 2024). However, this shift has also required companies to rethink their managerial and technical infrastructures to deliver content that is both optimized and responsive to consumer needs (Tavosi & Naghashineh, 2023).

The rapid diffusion of information technology has particularly influenced service-based industries, where relationship continuity and customer experience form the core of business success (Nashti et al., 2024). Beauty clinics, operating at the intersection of healthcare, aesthetics, and lifestyle, increasingly rely on digital marketing strategies to engage with clients who seek trust, transparency, and expertise (Masi et al., 2024). Unlike traditional product marketing, the digital marketing of beauty services requires maintaining authenticity and emotional resonance through visually appealing, reliable, and educational content (Amoli Diva et al., 2023). In this context, digital content marketing functions as both a communication and relationship management tool, facilitating the flow of information while reinforcing brand credibility and customer confidence (Ramezani et al., 2021).

Scholars have identified several structural components that determine the success of digital marketing strategies in contemporary organizations. These include technological readiness, content quality, managerial commitment, and the integration of social media analytics (B. Asadnejad et al., 2022). The Iranian context reflects these dynamics vividly, where rapid adoption of digital channels and widespread use of social networks such as Instagram have transformed consumer interaction patterns (Moradi Ziba et al., 2023). At the same time, institutional and infrastructural constraints—such as regulatory policies, limited broadband capacity, and uneven digital literacy—continue to shape how businesses design and implement their marketing strategies (Almasi et al., 2024).

Recent studies have also emphasized that effective digital content marketing requires strategic alignment with customer value creation processes. For instance, in the insurance and banking sectors, digital marketing capabilities have been conceptualized around value-based interactions and data-driven personalization (Behrouz Asadnejad et al., 2022; Masi et al., 2024). This framework can be extrapolated to service industries such as beauty clinics, where trust and perceived professionalism determine client retention (Haudi et al., 2022). Creating consumer value through targeted digital content involves aligning informational transparency, emotional engagement, and continuous brand communication (M. Rostami et al., 2022).

Furthermore, the role of content optimization and visibility cannot be overlooked. Search engine optimization (SEO), combined with social media management, forms a technical foundation for the dissemination and visibility of digital content (Tavousi & Naghashineh, 2023). The effectiveness of digital marketing efforts depends not only on content creation but also on systematic optimization that enhances reach, accessibility, and audience relevance (Mohseni & Khakbazan, 2022). This technological dimension complements the psychological and behavioral aspects of consumer interaction, emphasizing that digital marketing performance is multidimensional—spanning human, informational, and technological capabilities (Khosravi Laghak et al., 2022).

In today's competitive markets, digital content marketing extends beyond advertising to serve as a relational infrastructure. Through continuous engagement, organizations can establish two-way communication channels that facilitate customer feedback, foster community participation, and promote co-creation of brand meaning (Varela-Neira et al., 2022). Studies have shown that digital marketing, when strategically managed, leads to higher levels of e-loyalty, improved brand recognition, and sustained organizational resilience (Haudi et al., 2022). Especially during periods of uncertainty, such as the COVID-19



pandemic, digital marketing allowed firms to maintain operations, sustain relationships, and adapt service delivery models (Purwanti et al., 2021).

The Iranian business environment presents both opportunities and challenges for digital marketing implementation. On one hand, rapid technological adoption and consumer familiarity with online platforms have accelerated digital transitions (Ramazani et al., 2021). On the other, cultural, regulatory, and infrastructural barriers require context-sensitive approaches (Abadi et al., 2025). Researchers emphasize that success in Iran's digital economy depends on developing integrated frameworks that balance technological innovation with cultural adaptation and ethical compliance (Trofimova, 2024). This integration is particularly critical in sectors such as healthcare and aesthetics, where customer sensitivity, data privacy, and regulatory oversight play decisive roles in shaping marketing ethics (Ameli Diva et al., 2023).

The interplay between technology, management, and consumer behavior underscores the systemic nature of digital content marketing. The conceptualization of digital marketing capabilities—as proposed in recent models of the Iranian insurance industry—highlights the need for organizations to cultivate technical, analytical, and creative competencies simultaneously (Almasi et al., 2024). These competencies enable firms to manage content cycles efficiently, measure engagement metrics, and adapt their marketing narratives dynamically (Parsakia & Jafari, 2023). Artificial intelligence and big data analytics have further strengthened these capabilities, allowing for predictive modeling of customer preferences and automated content personalization (Parsakia & Jafari, 2023).

The development of customer relationship management (CRM) within the digital ecosystem has evolved from transactional engagement to long-term relational management (Nashti et al., 2024). In beauty clinics, CRM strategies supported by digital content marketing facilitate personalized communication, proactive service updates, and emotional reinforcement of client satisfaction (Yopita & Kurnianingsih, 2024). When executed effectively, this synergy enhances client loyalty, reduces service abandonment, and promotes word-of-mouth advocacy (Varela-Neira et al., 2022). The multidimensional model of digital marketing proposed by Iranian scholars—encompassing causal, contextual, and strategic conditions—demonstrates that effective marketing outcomes arise from the alignment of environmental, managerial, and technological factors (Moradi Ziba et al., 2022).

Moreover, the cultural and psychological dimensions of digital interaction deserve attention. Content that resonates with local values, language, and aesthetic sensibilities fosters emotional attachment and consumer trust (Zamani et al., 2024). In a country like Iran, where socio-cultural norms influence consumption patterns, localized content strategies contribute to authenticity and engagement (Khosravi Laqb et al., 2022). Therefore, digital content marketing models must incorporate sociocultural dynamics alongside technological efficiency to achieve sustainable relationship management (Zamani et al., 2022).

From a managerial standpoint, the sustainability of digital marketing strategies depends on the organization's ability to manage costs, build expert teams, and align digital investments with long-term brand vision (Amoli Diva et al., 2023). Leadership commitment, cross-functional collaboration, and the integration of learning mechanisms ensure that digital marketing remains adaptive to market trends (Behrouz Asadnejad et al., 2022). The creation of dynamic feedback systems—where customer insights guide future content strategies—enhances organizational responsiveness and continuous improvement (Ramezani et al., 2021).

Globally, the shift toward data-driven digital ecosystems has highlighted the ethical dimensions of marketing. Issues such as transparency, data protection, and consumer consent have gained prominence (Trofimova, 2024). For service industries like beauty clinics, ethical marketing involves balancing persuasive communication with honesty and social responsibility. Ethical adherence not only strengthens reputation but also builds sustainable trust capital between businesses and clients (Abadi et al., 2025).

In conclusion, digital content marketing represents a convergence of technology, strategy, and human engagement. Its effectiveness depends on understanding customer psychology, optimizing digital infrastructure, and maintaining cultural relevance. Within Iran's rapidly evolving digital ecosystem, beauty clinics must leverage digital content marketing not merely



as a promotional tool but as an integrated relationship management mechanism that drives customer trust, loyalty, and business growth.

The aim of this study is to develop a digital content marketing model for customer relationship management in beauty clinics in Isfahan.

2. Methods and Materials

In this research, the qualitative findings are based on the analysis of data collected from interviews, which were examined according to the grounded theory approach. In this method, data were first analyzed at the micro-level through open coding. Then, the extracted concepts from the micro-level were organized into a coding table, and after identifying all the concepts used in the text, the researcher performed selective coding. In this process, after identifying the core category—which in this study is the “digital content marketing model”—the causal, contextual, and intervening conditions were determined. Based on these conditions, relevant strategies were proposed, and finally, the outcomes of implementing these strategies were examined.

In this study, given the qualitative approach and the use of grounded theory methodology, the statistical population consisted of individuals possessing sufficient and comprehensive knowledge regarding the main topic of the research. In other words, in the qualitative phase, the statistical population for conducting interviews included managers of beauty clinics in the city of Isfahan.

A purposive sampling method was used until theoretical saturation was achieved. Data were collected through interviews conducted using a general guiding approach and in an unstructured format. In this section, managers of beauty clinics in Isfahan were purposefully identified and selected, resulting in a total of six experts. Theoretical sampling is one of the methods suitable for qualitative studies. In this method, the researcher, after each expert interview, analyzes and codes the data and identifies leads for subsequent interviews. This process continues until theoretical sufficiency is reached. There is no precise formula for calculating sample size in qualitative methods. The main goal is to select an experienced and knowledgeable sample that adequately covers the research objectives. The sample size in qualitative research is usually small because even more than ten participants can provide a vast amount of information, making content analysis and interpretation of viewpoints quite challenging. Increasing the sample size can lead to sampling errors and significant, unavoidable biases.

This study focuses on the design and analysis of digital content marketing strategies. In the qualitative phase, the interview data were analyzed and coded using the grounded theory method. The researcher employed open, axial, and selective coding to extract and analyze the concepts and then proposed the final model for digital content marketing strategies.

The grounded theory method includes several main stages:

1. **Data collection:** In the first stage of the step-by-step grounded theory process, qualitative data are collected through expert interviews or observation.
2. **Open coding:** This stage involves condensing and summarizing the large amount of information obtained from interviews and documents into concepts and categories that share similarities.
3. **Axial coding:** This stage establishes relationships among the categories produced during open coding.
4. **Selective coding:** In the fourth step of the grounded theory process, selective coding represents the culmination of the grounded theory process, aiming to define a new theory or refine an existing theory based on the research.
5. **Theory development:** Based on the codes obtained in previous stages, the relationships among the research components are identified through the paradigmatic model.

3. Findings and Results

In this section, the results from the different stages of coding (open, axial, and selective) used for analyzing the interviews—aimed at identifying digital content marketing strategies for customer relationship management—are presented as follows:

Based on the interviews conducted with experts, the data were analyzed line by line, phrase by phrase, and conceptually using content analysis. The process involved conceptualization, categorization, and identification of similarities, meanings, and shared features among open codes, concepts, and categories. Considering the dissertation’s applied orientation, it was necessary for the researcher to categorize factors in a way that would make them practical and operationally applicable from the outset. The criteria for classifying concepts included conceptual proximity among factors and the potential to approach them from a



unified perspective and operational mechanism. For instance, in qualitative analyses—particularly in the grounded theory approach—the researcher is deeply engaged with the words and expressions, exploring their meanings at a level that might seem unconventional from a broader perspective. However, when examined through a practical lens close to the researcher’s methodological perspective, a clearer understanding of the issues emerges.

Considering the scientific orientation of the research, the researcher incorporated physicians’ opinions into the analytical interpretations to avoid a unilateral perspective detached from practical reality. In this section, after transcribing the interviews, the texts were read multiple times before conducting the analysis. Ultimately, this process led to the development of open codes, a sample of which is presented below.

Table 1. Sample of Open Coding

Interview Text	Initial (Open) Coding
The use of traditional methods such as telephone calls has diminished; traditional marketing methods have been replaced by digital ones, and Generation Z is inclined toward social media. When customers view content on social media, their trust increases, and when the content is personalized and evokes a friendly feeling, it becomes highly appealing. Sharing content on social media and websites serves as advertising for us, attracting customers and generating revenue.	Decline of traditional methods; popularity of social media; trust-building; attracting new customers; revenue growth; advertising; customer attraction; income generation
All businesses are moving toward digital marketing. Searching for information online among businesses has become highly common. On the other hand, physicians and medical staff face many restrictions concerning urban, banner, and physical advertising. Through the media provided by digital marketing, you can communicate your message directly to your audience. Responding to customer inquiries is something that other advertising methods cannot easily offer. These platforms (websites, pages, etc.) serve as media channels that can fulfill your media goals.	Shift toward digital marketing (generalization); wider access to information; urban advertising restrictions for physicians (limitations on non-digital advertising); easy customer communication; addressing customer needs; achieving media objectives
Due to technological advancements, we no longer use traditional advertising. It is also multifunctional. Traditional advertising appears outdated because we seek both recognition and profitability. We mainly use it for branding. We pursue excellence with minimal cost. Our website has been effective in attracting clients due to SEO optimization and online search visibility.	Technological advancement; multifunctionality; cultural factors; brand recognition; profitability; branding; cost reduction; optimized website; SEO development

After open coding, axial coding was applied to the data. The main objective of axial coding is to identify relationships among the main and subcategories. In this stage, the researcher strives to construct a coherent structure from the dispersed data and initial codes, thereby moving toward theory development.

Selective coding represents the final stage of the grounded theory process. This step follows open and axial coding and aims to identify and focus on the core category while connecting it with other categories and subcategories to form a coherent and integrated narrative. The resulting theory must clearly explain how categories and subcategories relate to one another.

Subsequently, the identified categories were grouped into six components: causal conditions, central phenomenon, contextual conditions, intervening conditions, consequences, and strategies. The open, axial, and selective codes for each of these six components are presented in the following section.

Causal conditions refer to factors that directly or indirectly lead to the emergence of a particular phenomenon. In other words, they provide the context or background for the formation of the phenomenon under study. The phenomenon refers to the main idea, event, or occurrence around which a set of actions or reactions are directed to manage it or which is associated with specific interactions. In this research, according to Table 2, the causal conditions include technological advancement, the tendency toward virtual space, and responsiveness to customer needs.

Table 2: Causal Conditions

Main Categories	Subcategories	Concepts
Technological Advancement	Technological Progress	Technological advancement
	Features of virtual space such as speed, multifunctionality, and global reach	High information capacity, broader information access, multifunctionality, acquiring more knowledge, online consultations, continuous updating, production of high-quality content, staying current, alignment with societal trends
	Continuity of digital marketing	Continuity of marketing, stability and sustainability of digital marketing
Tendency Toward Virtual Space	Inclination toward virtual space	Disappearance of traditional methods, inclination toward virtual platforms
	Universality and popularity of social media and virtual platforms	Popularity of social media, alignment with society, universality, popularity of virtual environments
Responsiveness to Customer Needs	Broader services	Offering a wider range of services
	Public needs	Public needs, addressing problems and needs, awareness of societal demands, meeting customer needs, resolving customer problems and concerns, user requirements
	Better information dissemination	Comprehensive introductions, better information sharing, effective communication

This section presents the main and subcategories related to the core phenomenon, as shown in Table 3.



Table 3: Core Phenomenon

Core Category	Subcategories	Concepts
Quality of Content and Digital Platform	Strong and engaging content	Content creation, developing engaging content, producing content tailored to customer needs, strong content, positive content production, content attractiveness, digital content adaptation, appealing content
	Strong website and social media platforms	Robust website, active Instagram presence, well-designed site, SEO optimization
	Visual design of social media and websites (fonts, colors, etc.)	Visual aesthetics of social media platforms (fonts, colors, etc.)
Specialized and Professional Team	Strong and active administrators	Strong and active page administrators
Brand Identity and Trust-Building	Efficient and skilled workforce	Competent staff, skilled professionals
	Trust-building	Trust challenges, trust development and branding, customer attraction through trust, trust-building mechanisms
	Branding	Brand creation, brand recognition
	Work experience and reputation	Clinic recognition, professional background, established reputation

According to Table 4, contextual conditions include environmental factors (cultural and competitive environment) and managerial and financial factors (management, cost structures, financial and economic factors).

Table 4: Contextual Conditions

Main Categories	Subcategories	Concepts
Environmental Factors	Cultural environment	Cultural, socio-economic environment, financial facilities, emotional and cultural context, traditional fabric
	Competitive environment	Competitive challenges, market competition
Managerial and Financial Factors	Managerial factors	Management factors, effective leadership, proper management
	Costs	Expenses, cost reduction
	Financial and economic factors	Financial facilities, monetary resources, economic conditions, financial management, economic determinants

Intervening conditions are general factors that influence the nature of processes and strategies. They either intensify or weaken phenomena. According to Table 5, the intervening conditions consist of four main categories: legal and regulatory restrictions, technical and infrastructural challenges, socio-political challenges, and content-related and professional challenges. Legal and regulatory restrictions include medical regulatory laws (limitations), filtering, and content removal from websites or social media platforms. Technical and infrastructural challenges include low internet speed and online activity by unqualified individuals. Socio-political challenges include social media controversies, limited public access to social networks, customers' unwillingness to create content due to religious or familial factors, fake followers, and political atmosphere. Content-related and professional challenges include non-specialized or inappropriate content, lack of adequate knowledge about digital marketing, lack of seriousness toward it, weak administration, and unprofessional digital marketers.

Table 5: Intervening Conditions

Main Categories	Subcategories	Concepts
Legal, Political, and Regulatory Issues	Medical regulatory laws (restrictions)	Prohibition of physical advertising for physicians (restrictions on non-digital advertising), medical regulatory laws
	Legal restrictions	Legal limitations
	Filtering	Challenges and problems of internet filtering, filtering restrictions
	Content or website deletion	Challenges related to content or page removal
Technical, Content, and Infrastructural Challenges	Low internet speed	Slow internet, weak connectivity
	Online activity of unqualified individuals	Unrelated individuals' digital activity, inappropriate content

Strategies refer to specific actions or interactions derived from the core phenomenon. They represent the approaches used to handle, manage, or implement responses to the main phenomenon. The strategies are composed of three primary categories, each containing several subcategories, as presented in Table 6.

Table 6: Strategies

Main Categories	Subcategories	Concepts
Interaction and Communication with Customers and Society	Sharing customer satisfaction	Sharing customer satisfaction experiences
	Communication and interaction with customers (obtaining positive feedback and creating Q&A channels)	Easy communication with customers, creation of Q&A platforms, obtaining positive feedback, strong customer relationships, effective interaction
	Customer satisfaction	Ensuring customer satisfaction
	Cultural promotion	Resolving cultural barriers, promoting awareness
	Active presence	Maintaining an active online presence
	Transparency	Promoting transparency
	Training programs	Providing necessary training
	Employee participation in content creation	Staff involvement in content creation, improving professionalism of digital marketers
	Consulting	Managerial consultation, strong advisory services, effective management
	Content preservation and maintenance	Protecting and archiving content
Content Production and Management	Goal orientation	Purpose-driven activities
	Online advertising	Digital advertising, extensive service delivery, effective online promotions
	Strong virtual marketing	Robust virtual marketing efforts
	Target group identification	Identifying target audiences, locating high-traffic digital spaces
	Identification of popular platforms	Identifying the most-visited social media networks
	Detailed planning	Strategic and precise planning
	Adding social media platforms	Expanding social media presence
	Hosting live sessions	Conducting live broadcasts
Effective Digital Marketing Strategies and Tactics		

Consequences refer to the outcomes or results of actions/interactions. According to Table 7, the outcomes of digital content marketing for customer relationship management include two main categories: customer development and management, and clinic growth and success.

Table 7: Consequences

Main Categories	Subcategories	Concepts
Customer Development and Management	New customer acquisition	Attracting new customers, competition, drawing clients from other cities, increasing income, attracting suitable referrals, high customer inflow, income generation
	Customer retention	Retaining customers, maintaining existing clientele, customer loyalty
Clinic Growth and Success	Clinic growth and efficiency	Clinic growth, operational efficiency, improved clinic performance
	Increased revenue	Revenue growth, profitability, expanding digital marketing reach, higher income levels

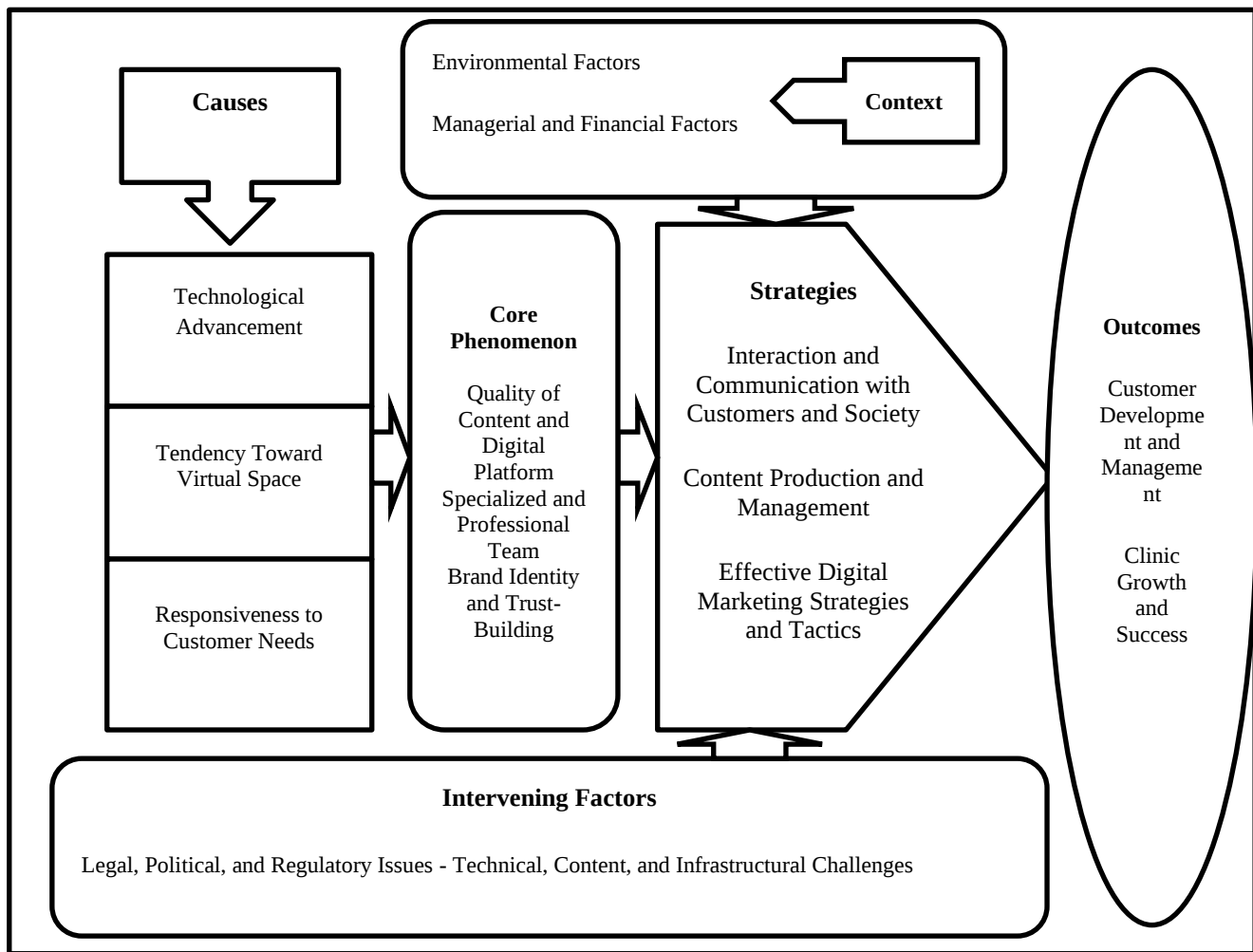


Figure 1. Proposed Model of the Research

4. Discussion and Conclusion

The findings of this study led to the development of a comprehensive model of digital content marketing for customer relationship management (CRM) in beauty clinics in Isfahan. The model consists of six main dimensions—causal conditions, core phenomenon, contextual conditions, intervening conditions, strategies, and consequences—each contributing to a structured understanding of how digital content marketing can enhance customer relationships, trust, and clinic performance. The results revealed that technological advancement, increasing inclination toward virtual platforms, and responsiveness to customer needs form the causal conditions driving the adoption and success of digital content marketing. These findings are consistent with the global shift toward digital ecosystems, where technological readiness and customer-centric approaches determine marketing success (Abadi et al., 2025; Olson et al., 2021). As digital infrastructure improves, organizations have greater capacity to leverage multimedia platforms, real-time communication, and data analytics to strengthen client engagement and satisfaction (Masi et al., 2024).

The study showed that technological progress and the multifunctionality of virtual spaces were key motivators for the transition from traditional to digital marketing strategies among beauty clinics. This aligns with previous findings emphasizing that advanced technologies—such as artificial intelligence, social media analytics, and search engine optimization—expand organizational reach and improve communication quality (Parsakia & Jafari, 2023; Tavousi & Naghashineh, 2023). As beauty clinic clients increasingly rely on social media and online reviews for decision-making, clinics have adapted to these preferences by creating interactive and visually appealing digital content (Yopita & Kurnianingsih, 2024). The constant

evolution of digital technologies has allowed clinics to maintain direct contact with consumers and foster long-term loyalty through continuous engagement and responsiveness (Varela-Neira et al., 2022).

Page | 9

The results also emphasized the central role of content quality and digital platform management as the core phenomenon of the model. Clinics that prioritize creative, informative, and trustworthy content not only attract more clients but also enhance their brand image. This aligns with the view that content marketing represents a form of strategic communication that builds emotional and cognitive trust (Maryam Rostami et al., 2022). In particular, when digital content is tailored to user needs and presented across optimized platforms such as websites and social media, it creates a personalized experience that increases customer retention (Ameli Diva et al., 2023). Previous studies in the insurance and retail sectors have similarly concluded that digital content marketing's success depends on its ability to merge informativeness with authenticity (Almasi et al., 2024; Behrouz Asadnejad et al., 2022). Beauty clinics, by emphasizing transparency and professionalism in their content, are able to address customers' sensitivities and promote trust—key determinants in service industries involving personal well-being and aesthetics (Nashti et al., 2024).

Furthermore, the findings underscored that environmental, managerial, and financial conditions form crucial contextual factors influencing the implementation of digital content marketing. Cultural norms, competitive pressures, and cost management strategies determine how effectively beauty clinics can adopt and sustain digital marketing initiatives (Moradi Ziba et al., 2023). In markets like Iran, where socio-cultural diversity shapes consumer expectations, clinics must design marketing strategies that respect cultural sensitivities while communicating modern aesthetic values (Zamani et al., 2024). The managerial dimension, including leadership commitment and efficient budgeting, further supports digital strategy execution by ensuring resource alignment and strategic coherence (Amoli Diva et al., 2023). This reflects prior research showing that successful digital marketing requires the synchronization of human, technical, and managerial resources (Masi et al., 2024).

The study also identified intervening conditions that influence the strength and stability of digital marketing outcomes. These included regulatory constraints, political factors, infrastructural limitations, and social media content challenges. Similar challenges have been reported in other sectors, where filtering policies, inconsistent access to digital platforms, and ethical regulations affect the continuity and creativity of digital campaigns (Haudi et al., 2022; Trofimova, 2024). In Iran's beauty industry, regulations governing medical advertising and online promotion of aesthetic services have created an environment where clinics must balance compliance with innovation (Abadi et al., 2025). Moreover, issues such as low internet speed, limited public access to platforms, and the spread of non-specialized content were found to interfere with audience reach and message authenticity. This finding corresponds with the conclusions of (Mohseni & Khakbazan, 2022) and (Tavosi & Naghshineh, 2023), who demonstrated that SEO optimization and professional digital administration significantly affect marketing visibility and credibility.

Another major result concerns strategic approaches developed by beauty clinics to engage and retain customers. The study identified three main strategic dimensions: interaction and communication with customers and society, content production and management, and effective digital marketing tactics. Clinics used personalized interactions, shared customer testimonials, and active social media presence to build community trust. These actions mirror the findings of (Varela-Neira et al., 2022), who noted that social media systems enable firms to transform one-way advertising into two-way engagement platforms that enhance brand advocacy. Moreover, the inclusion of educational content, feedback channels, and live events has been shown to foster customer loyalty and reinforce brand authenticity (Yopita & Kurnianingsih, 2024). In previous work, (Haudi et al., 2022) found that e-CRM and digital marketing collectively improve customer loyalty by establishing continuous, interactive communication.

From a strategic perspective, the results of this study reinforce the argument that digital marketing success depends on alignment between content creation, technological optimization, and human expertise. The identification of “professional teams” and “content quality” as key pillars reflects similar frameworks proposed by (B. Asadnejad et al., 2022) and (Moradi Ziba et al., 2022), where collaboration between creative professionals and technical experts leads to higher engagement outcomes. In the present study, clinics that employed specialized content creators, data analysts, and social media managers



achieved better consistency and relevance in their marketing activities. Additionally, the findings highlight that collaboration and interactivity among employees contribute to knowledge sharing and innovation in content strategy, as confirmed by (Masi et al., 2024).

The outcomes of digital content marketing were observed in two primary domains: (1) the development and management of customer relationships, and (2) the growth and success of the clinics. The research found that implementing targeted, trust-based content strategies resulted in significant improvements in customer acquisition and retention. This corroborates previous research demonstrating that digital marketing initiatives increase consumer value and promote brand loyalty when effectively executed (M. Rostami et al., 2022). Similarly, by cultivating brand identity through content credibility and customer satisfaction, clinics experienced measurable growth in revenue and operational efficiency (Khosravi Laghak et al., 2022). These results align with findings from the banking and insurance sectors, where strategic digital marketing has been associated with enhanced customer retention and competitive advantage (Behrouz Asadnejad et al., 2022; Ramazani et al., 2021).

Moreover, this study reinforces the theoretical proposition that digital content marketing operates as a mediator between technological innovation and customer relationship performance. When technology enables efficient data analysis, content personalization, and responsive communication, it amplifies customer loyalty and organizational learning (Parsakia & Jafari, 2023). This finding aligns with (Olson et al., 2021), who highlighted that strategic integration of digital tools within business frameworks enhances overall marketing effectiveness. In this sense, beauty clinics can be viewed as microcosms of the broader digital transformation process—where managerial agility and technological literacy jointly determine marketing success.

Another significant implication of the results is the emphasis on ethical marketing and trust-building. The study found that compliance with ethical principles, transparency in content presentation, and avoidance of exaggerated claims contribute to sustainable client relationships. This observation supports the findings of (Trofimova, 2024), who argued that digitalization must coexist with corporate social responsibility to maintain stakeholder trust in volatile market environments. In contexts where personal services such as beauty treatments involve emotional and physical sensitivity, the ethical dimension of marketing becomes even more critical (Abadi et al., 2025). Clinics that adhered to these principles reported stronger brand loyalty and positive customer sentiment, reflecting the human-centered ethos of responsible digital engagement.

From a holistic standpoint, the proposed model supports the integration of technological, cultural, managerial, and ethical subsystems in constructing a resilient digital marketing strategy. It confirms earlier conceptualizations by (Almasi et al., 2024) and (Masi et al., 2024), who emphasized that digital marketing capabilities must evolve as multi-dimensional constructs encompassing innovation, human capital, and institutional adaptation. The results further echo (Varela-Neira et al., 2022), who demonstrated that digital ecosystems are sustained by feedback loops between content creation and audience interaction. As observed in this study, beauty clinics that implemented monitoring systems and audience analytics could continuously refine their digital strategies to meet changing customer expectations.

Finally, the study's outcomes reinforce the growing consensus that digital content marketing in Iran has moved beyond an auxiliary marketing tool to a strategic management necessity. The synergy between technological innovation, content personalization, and customer relationship management offers a replicable model for other service-oriented industries such as healthcare, education, and hospitality (Moradi Ziba et al., 2023; Nashti et al., 2024). The beauty clinic sector provides a compelling context for demonstrating how digitalization can enhance business performance through relationship-oriented strategies that integrate marketing with trust-based service delivery (Yopita & Kurnianingsih, 2024; Zamani et al., 2024). The model proposed in this study therefore contributes both theoretically and practically to the literature on digital marketing, offering an integrated framework that connects technology, management, ethics, and customer engagement.

Although this study provides meaningful insights into digital content marketing for customer relationship management in beauty clinics, several limitations must be acknowledged. First, the qualitative design limits the generalizability of findings to other service sectors or geographic contexts. The study relied on semi-structured interviews with a small sample of experts, which, while appropriate for grounded theory, may not fully capture the diversity of experiences across the industry. Second, the study was conducted in a single city (Isfahan), where cultural and infrastructural conditions may differ from other regions, potentially influencing digital adoption behaviors. Third, the focus on beauty clinics excludes other healthcare-related



organizations that might exhibit distinct marketing patterns. Finally, rapid technological evolution and regulatory changes may alter the relevance of some identified factors over time, requiring continuous model updating.

Future research should consider extending the current model through quantitative validation using structural equation modeling to test causal relationships between identified constructs. Expanding the research scope to include other industries such as healthcare, education, and tourism would provide comparative insights into the universality of the model. Researchers could also explore cross-cultural comparisons between Iranian and international beauty markets to examine how cultural factors shape digital marketing behavior. Moreover, future studies may investigate the role of artificial intelligence, machine learning, and customer data analytics in enhancing content personalization. Longitudinal studies are also recommended to evaluate how ongoing technological and policy changes affect the sustainability of digital content marketing strategies over time.

For practitioners, the findings underscore the necessity of building professional digital marketing teams that combine creative, technical, and analytical expertise. Beauty clinic managers should prioritize training programs in digital marketing ethics, content creation, and data interpretation. Investing in SEO optimization, user experience design, and customer feedback systems can significantly strengthen brand reputation and customer loyalty. Furthermore, integrating content marketing with CRM systems will help clinics maintain personalized, data-driven relationships with their clients. Managers are encouraged to establish transparency guidelines and monitor the consistency of online messaging to ensure trust-based engagement. Ultimately, embracing a strategic, ethical, and customer-centered digital content marketing framework will allow beauty clinics to sustain competitive advantage in the rapidly evolving digital landscape.

Ethical Considerations

All procedures performed in this study were under the ethical standards.

Acknowledgments

Authors thank all who helped us through this study.

Conflict of Interest

The authors report no conflict of interest.

Funding/Financial Support

According to the authors, this article has no financial support.

References

- Abadi, N. E., Amari, Mirabi, & Vahid, R. (2025). Providing a Paradigmatic Content Marketing Model for Cultural Products in the Digital Marketing Space. *Scientific Research Quarterly Journal of Cultural Strategy*, e229314. http://www.jsfc.ir/article_229314.html
- Almasi, F., Mohammadifar, Y., & Jamshidi, M. J. (2024). Conceptualization of Digital Marketing Development Capabilities Indicators of Insurance Industry in Iran. *Public Management Researches*, 17(63), 241-272. https://jmr.usb.ac.ir/article_8204.html?lang=fa
- Ameli Diva, Z., Danaei, A., & Zargar, S. M. (2023). Investigating Factors Influencing Digital Marketing in Marine Industries Based on the Fuzzy Technique. *Strategic Research Journal of Knowledge*, 85-110. https://smsnds.sndu.ac.ir/article_2770.html
- Amoli Diva, Z., Danaei, A., & Zargar, S. M. (2023). Analysis of factors affecting digital marketing in maritime industries based on meta-synthesis technique. *Quarterly Journal of Strategic Knowledge Unwritten Studies*, 85-110. https://smsnds.sndu.ac.ir/article_2770.html?lang=en
- Asadnejad, B., Jalali, S. M., & Tabrizian, B. (2022). A Model for Digital Marketing Based on Value Creation in Iranian Insurance Industry. *Journal of Business Intelligence Management Studies*, 10(40), 77-108. https://ims.atu.ac.ir/article_14475.html
- Asadnejad, B., Jalali, S. M., & Vatabrizian, B. (2022). A Model for Value-Based Digital Marketing in the Insurance Industry of Iran. *Intelligent Business Studies*, 10(40), 77-108. <https://doi.org/10.22054/ims.2022.63701.2062>
- Haudi, H., Rahadjeng, E., Santamoko, R., Putra, R., Purwoko, D., Nurjannah, D., & Purwanto, A. (2022). The role of e-marketing and e-CRM on e-loyalty of Indonesian companies during Covid pandemic and digital era. *Uncertain Supply Chain Management*, 24-217. <https://doi.org/10.5267/j.uscm.2021.9.006>
- Khosravi Laghak, Z., Siawashi, R., & Basir, L. (2022). Examining the Impact of Digital Marketing on Consumer Purchasing Behavior. *Scientific Journal of Modern Marketing Research*, 21-42. https://nmrj.ui.ac.ir/article_26805.html?lang=fa
- Khosravi Laqb, Z., Siavoshi, R., & Basir, L. (2022). Investigating the impact of digital marketing on consumer purchasing behavior. *Quarterly Journal of Modern Marketing Research*, 21-42. https://nmrj.ui.ac.ir/article_26805_c8f3b44721fd290156dc1d2bdfcf201c.pdf



- Masi, F., Mohammadi Far, Y., & Jamshidi, M. J. (2024). Conceptualization of Digital Marketing Capability Development Indicators in the Insurance Industry in Iran. *Public Management Research*, 17(63), 241-272. https://jmr.usb.ac.ir/article_8204.html?lang=en
- Mohseni, H., & Khakbazan, A. (2022). Search Engine Optimization (SEO) or Content and Website Optimization with Emphasis on Knowledge Institutions. *Agricultural Information Science and Technology Extension Journal*, 21-31. https://jaist.areeo.ac.ir/article_128664.html
- Moradi Ziba, S., Abasi, J., Radfar, R., & Abdolvand, M. A. (2023). Designing a Model for Causes and Implications in Implementing Digital Marketing Strategies in Successful Iranian Startups with an Integrated Approach. *Journal of Business Management*, 129-157. https://www.jvcbm.ir/article_180168.html
- Moradi Ziba, S., Abbasi, J., Radfar, R., & Abdolvand, M. A. (2022). Designing a cause-and-effect model in implementing digital marketing strategies in successful Iranian startups with a mixed approach. *Business Management Journal*, 129-157. https://www.jvcbm.ir/article_180168.html
- Nashti, Z., Yeganeh, S. K., & Ebrahimi, M. (2024). Investigating the Impact of Customer Relationship Management on Customer Retention Based on the Mediating Role of Service Quality (Case Study: TARB Company). *Interdisciplinary Studies in Marketing Management*, 3(3), 86-102. <https://sanad.iau.ir/Journal/gism/Article/1001582/FullText>
- Olson, E., Olson, K., Czaplewski, A., & Key, T. (2021). Business strategy and the management of digital marketing. *Business Horizons*, 285-293. <https://doi.org/10.1016/j.bushor.2020.12.004>
- Parsakia, K., & Jafari, M. (2023). Strategies for Enhancing Customer Engagement Using Artificial Intelligence Technologies in Online Markets. *Journal of Technology in Entrepreneurship and Strategic Management (JTSM)*, 2(1), 49-69. <https://doi.org/10.61838/kman.jtesm.2.1.6>
- Purwanti, Y., Erlangga, H., Kurniasih, D., Pratama, A., Sunarsi, D., & NurjayaManan, A. (2021). The Influence of Digital Marketing & Innovation on The School Performance. *Turkish Journal of Computer and Mathematics*, 118-127. <https://www.academia.edu/download/102356607/4826.pdf>
- Ramazani, S., Asfidani, M. R., & Ansari, M. (2021). Identifying and Analyzing Factors Influencing the Digital Marketing Ecosystem in the Banking Industry (Case Study: Mellat Bank). *Iranian Management Journal*, 16(64). http://journal.iams.ir/article_365.html
- Ramezani, S., Esfidani, M. R., & Ansari, M. (2021). Identifying and investigating the factors affecting the digital marketing ecosystem in the banking industry (case study: Mellat Bank). *Iranian Management Quarterly*, 16(64). https://journal.iams.ir/article_365_en.html?lang=fa
- Rostami, M., Heydari, S. A., & Amin Bid Bakhti, A. (2022). Presenting a digital content marketing model in creating consumer value. *Management Research in Iran*, 26(1), 112-137. <https://doi.org/20.1001.1.2322200.1401.26.1.5.2>
- Rostami, M., Heydari, S. A., & Amin Bidbakhti, A. A. (2022). Providing a Digital Content Marketing Model for Creating Consumer Value. *Management Research in Iran*, 26(1), 112-137. <https://doi.org/20.1001.1.2322200.1401.26.1.5.2>
- Tavosi, M., & Naghashineh, N. (2023). Analysis of the factors affecting Google search engine optimization for Iranian university libraries' websites: A comparative study. *Journal of Information Processing and Management*, 1011-1040. https://jipm.irandoc.ac.ir/article_698603_en.html?lang=fa
- Tavousi, M., & Naghashineh, N. (2023). Analyzing Effective Components for Optimizing Google Search for Academic Library Websites in Iran: A Comparative Study. *Information Processing and Management Research Journal*, 1011-1040. https://jipm.irandoc.ac.ir/article_698603.html
- Trofimova, N. N. (2024). Digitalization and Corporate Social Responsibility: Assessing the Information Content and Loyalty of Personnel in Conditions of Market Instability. *Ekonomika I Upravljenje Problemy Resheniya*, 11/5(152), 93-100. <https://doi.org/10.36871/ek.up.p.r.2024.11.05.014>
- Varela-Neira, C., Dwivedi, Y., & Camoiras-Rodriguez, Z. (2022). Social media marketing system: conceptualization, scale development and validation. *Internet Research*. <https://www.emerald.com/insight/content/doi/10.1108/intr-06-2021-0393/full/html>
- Yopita, L., & Kurnianingsih, A. (2024). Buttons carves's Digital Content Marketing on its Social Media Instagram Account to Maintain Brand. *Jurnal Manajemen Dan Bisnis*, 6(2), 182-192. <https://doi.org/10.47080/jmb.v6i2.3529>
- Zamani, H., Naami, A., & Hamdi, K. (2022). Designing a content marketing template to increase purchase intention in digital marketing. *Journal of Business Management*, 14(2), 354-376. <https://doi.org/10.22059/JIBM.2021.332652.4222>
- Zamani, H., Naami, A., & Hamdi, K. (2024). Validating the Role of Content Marketing Model in the Development of Tourism Marketing Based on Digital Marketing. *Geography Quarterly (Regional Planning)*. https://www.jgeoqeshm.ir/article_197813.html?lang=en

