

Research on Digital Operation Mechanism of Brand Marketing Under Public-Private Domain Linkage

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Abstract

The iteration of digital media has reconstructed the logic of marketing traffic. The customer acquisition cost in the public domain keeps rising, while the value of private-domain assets is increasing. The two-way linkage between public and private domains has become a critical path for brands' digital transformation. Nevertheless, most enterprises only realize one-way traffic diversion from the public domain to the private domain without building a complete closed-loop system. Existing studies mostly focus on single channels and lack systematic quantitative analysis of linkage transmission mechanisms, boundary conditions and implementation paths (Naik P A & Peters K., 2009). Based on resource dependence theory, value co-creation theory and closed-loop system theory, this paper adopts grounded theory, PLS-SEM and fsQCA methods and conducts empirical research with 287 consumer-service brands as samples. The results show that the five dimensions of public-private domain linkage positively improve marketing performance; user perceived value-brand identification plays a chain-mediating role; technological, organizational and competitive environments exert moderating effects. There exist three equivalent configurations for high-performance outcomes: diversion-oriented, technology-empowered and private-domain-deep-cultivation. This study clarifies the closed-loop linkage mechanism and provides theoretical and practical references for enterprises' marketing resource allocation.

Keywords: public-private domain linkage, digital marketing, operation mechanism, fsQCA, PLS-SEM, value closed-loop, chain mediation, configuration path

1. Introduction

1.1 Research Background

The digital economy has reshaped the brand marketing ecosystem, and the drawbacks of traditional public-domain traffic marketing have become increasingly prominent. From 2023 to 2025, the customer acquisition cost per thousand exposures on mainstream domestic public-domain platforms rose from ¥186.2 to ¥274.7 (Batra R & Keller K L., 2016). The dividend of public-domain traffic is fading and marketing cost-effectiveness keeps declining. The private domain enables enterprises to precipitate user assets at low cost, yet standalone private-domain operation suffers drawbacks including insufficient new customers, community solidification and insufficient brand influence. At present, public-domain and private-domain operations of most domestic brands are fragmented, with only one-way traffic diversion achieved instead of a value closed-loop. 61.4% of linkage marketing projects fail to meet expectations (Ragin C C., 2008). Accordingly, constructing a digital operation mechanism with two-way public-private domain linkage serves as the key for brands' digital transformation and long-term growth.

1.2 Research Status

Existing domestic and international research on digital marketing and public-private domain operations has formed a fundamental system. Foreign studies emphasize theoretical modeling and quantitative empirical tests, verifying

the positive effect of public-private domain synergy on marketing performance with solid theoretical support. Domestic research concentrates on practical strategies for local single-scenario operations and offers practical references, yet generally suffers fragmented research perspectives and insufficient theoretical integration. Systematic empirical exploration on the two-way linkage mechanism between public and private domains remains insufficient.

1.3 Research Objectives

Considering existing research gaps and industrial practical pain points, this paper defines core research objectives as follows:

- To systematically deconstruct core dimensions and internal operating logic of public-private domain linkage and define core components of brands' digital marketing operation mechanism;
- To empirically test transmission paths, mediating mechanisms and moderating boundaries of how public-private domain linkage affects brand marketing performance via quantitative methods, unlocking the "mechanism black box" of linkage operations;
- To identify multiple configuration paths for brands' high-level digital marketing performance and analyze practical dilemmas of enterprises' linkage operations;
- To propose differentiated implementation strategies based on empirical conclusions, providing theoretical support and practical guidance for various brands to optimize public-private domain linkage systems and improve marketing performance.

1.4 Academic Innovations

This paper's academic innovations are reflected in three aspects.

- 1) **Theoretical perspective innovation:** Breaking the research paradigm that separates public domain from private domain, constructing a two-way closed-loop linkage theoretical framework, improving the digital marketing system and expanding the application boundary of basic theories in relevant scenarios.
- 2) **Research method innovation:** Integrating grounded theory, PLS-SEM and fsQCA mixed paradigms, examining both net effects and configurations, and overcoming the limitation of single methods in analyzing complex causality.
- 3) **Research content innovation:** Introducing chain mediators and multi-layer moderating variables to clarify linkage transmission mechanisms and boundary conditions, taking heterogeneity characteristics into account and filling the homogeneity gap in existing research.

2. Concept Definition and Theoretical Foundation

2.1 Definition of Core Concepts

Public-private domain linkage: Different from one-way traffic diversion, it refers to a collaborative operation system where enterprises realize two-way cyclic collaboration of traffic, content, users, data and word-of-mouth value between public and private domains via digital media. It includes five sub-dimensions: precise public-domain diversion, public-private domain content synergy, cross-domain user migration and conversion, in-depth private-domain value mining, and reverse reflux of private-domain value to the public domain. Linkage performance covers business revenue growth, user-asset appreciation and improvement of external brand influence.

Brand digital marketing performance: Rather than a single revenue indicator, it is measured by a multi-dimensional composite indicator $Perf$ with the calculation formula below:

$$Perf = \omega_1 R_{flow} + \omega_2 R_{asset} + \omega_3 R_{brand} + \omega_4 R_{profit}$$

Where: R_{flow} denotes traffic conversion performance; R_{asset} denotes private-domain user-asset performance; R_{brand} denotes brand influence performance; R_{profit} denotes marketing business performance; $\omega_1, \omega_2, \omega_3, \omega_4$ represent weights of each dimension, which are objectively calculated from sample data through the entropy weight method.

Digital operation mechanism: It consists of four sub-modules: driving mechanism, operational transmission mechanism, guarantee-moderating mechanism and feedback-iteration mechanism, fully depicting the interaction among external environments, internal organizational conditions and user behaviors.

2.2 Analysis of Basic Theories

To clarify the internal operating logic of public-private domain linkage, this section interprets resource dependence theory, value co-creation theory and closed-loop system theory, laying a foundation for subsequent model construction and research hypothesis formulation.

- 1) **Resource dependence theory:** Enterprises cannot generate all marketing resources internally. Public-domain channels provide external traffic and exposure resources, while private-domain channels realize internal precipitation of user resources. Complementary resource exchange is formed between public and private domains, and the quality of two-way resource flow directly determines the operational efficiency of the marketing system.
- 2) **Value co-creation theory:** Brand information exposure and grass-roots marketing are completed in public-domain scenarios, while in-depth interaction and value co-creation between enterprises and users take place in private-domain scenarios. User-generated word-of-mouth, reviews and UGC content reflux to public-domain platforms again to achieve secondary value amplification. Users are no longer passive information recipients but participants in value co-creation.
- 3) **Closed-loop system theory:** Public-private domain linkage is regarded as a negative-feedback closed-loop system. Marketing performance outputs serve as feedback signals to adjust diversion strategies, content strategies and private-domain operation strategies reversely. The system evolves dynamically instead of functioning as a static one-off conversion process.

2.3 Descriptive Statistics of Variable Dimensions

Table 1. Descriptive Statistics of Public-Private Domain Linkage Dimensions (N=287)

Variable Dimension	Mean	Standard Deviation	Minimum	Maximum	Number of Items
Precise public-domain diversion	4.82	0.81	1.70	6.90	4
Public-private domain content synergy	4.37	0.94	1.20	6.80	4
Cross-domain user migration and conversion	4.51	0.87	1.50	6.90	3
In-depth private-domain value mining	4.44	0.89	1.30	6.80	4
Reverse reflux of private-domain value	3.96	1.02	1.00	6.70	3

Combined with descriptive statistics results of public-private domain linkage dimensions in Table 1, characteristics of sample data and industrial status are summarized as follows:

- 1) **Overall operational characteristics:** The overall public-private domain linkage of sample brands is at a medium-to-upper level. Yet development across dimensions is unbalanced with prominent maturity gaps. A mature two-way closed-loop operation system has not been formed, presenting an industrial feature dominated by one-way operations.
- 2) **Significant mean differences:** Precise public-domain diversion achieves the highest mean value (4.82), with mature and widely-adopted industrial operation systems. Cross-domain user migration and conversion (4.51), in-depth private-domain value mining (4.44) and public-private domain content synergy (4.37) stay at intermediate levels, with obvious weaknesses in content synergy. Reverse reflux of private-domain value only reaches 3.96, constituting the core weak point. Most enterprises lack a value-reflux closed-loop.
- 3) **Distinct data stability differences:** The standard deviation of reverse reflux of private-domain value hits 1.02 with the highest data dispersion, indicating huge gaps in operational capacity among brands and severe industrial polarization. Precise public-domain diversion has a standard deviation of merely 0.81 with low data fluctuation, reflecting unified and stable overall industrial performance.
- 4) **Sound sample quality:** Reasonable extreme-value ranges across dimensions demonstrate no abnormal samples. Survey data is authentic and reliable, objectively reflecting typical industrial status of domestic brands: strong public-domain diversion, weak two-way synergy and absent value reflux.

3. Construct Extraction and Research Hypotheses Based on Grounded Theory

3.1 Description of Case and Data Collection

This study selects 8 sample brands covering fast-moving consumer goods, durable consumer goods and life-service

industries, including small-and-medium-sized as well as large-and-medium-sized enterprises. Data sources include semi-structured in-depth interviews, corporate public operation materials and third-party industrial reports. Triangulation is adopted to reduce bias from single data sources. Twenty-six marketing executives are interviewed, with each interview lasting 45-75 minutes. Transcribed interview texts total 127,000 words. Open coding, axial coding and selective coding are carried out sequentially. Theoretical saturation test is completed and no new categories emerge, proving sample data meets research requirements.

Main categories extracted via coding include: five linkage dimensions (independent variables), user perceived value and brand identification (chain mediators); digital technical capability, organizational collaboration level and market competition intensity (moderating variables); brand digital marketing performance (dependent variable); enterprise scale, industry type and digital operation years (control variables).

3.2 Deduction of Research Hypotheses

Main-effect hypotheses are proposed based on grounded coding results and fundamental theories:

H1: Each dimension of public-private domain linkage exerts a significant positive impact on brand digital marketing performance.

Chain-mediation hypotheses:

H2: User perceived value mediates the relationship between public-private domain linkage and brand identification.

H3: Brand identification mediates the relationship between user perceived value and brand digital marketing performance.

H4: User perceived value-brand identification exerts a chain-mediating effect between public-private domain linkage and marketing performance.

Moderation-effect hypotheses:

H5: Digital technical capability positively moderates the path from public-private domain linkage to user perceived value; the positive effect becomes stronger with higher digital technical capability.

H6: Organizational collaboration level positively moderates the path from public-private domain linkage to user perceived value.

H7: Market competition intensity negatively moderates the conversion path from public-private domain linkage to marketing performance; performance gains brought by linkage are weakened under fiercer market competition.

3.3 Conceptual Model

Overall logical path: Public-private domain linkage (5 dimensions) → user perceived value → brand identification → brand digital marketing performance. Digital technical capability and organizational collaboration level moderate the former-stage path; market competition intensity moderates the latter-stage path. Enterprise scale, industry type and digital operation years are introduced as control variables.

4. Questionnaire Design, Data Collection and Reliability-Validity Test

4.1 Scale Design and Pre-Survey

Scale items are adapted from mature domestic and foreign scales combined with localized constructs obtained from grounded theory. All items adopt 7-point Likert scale, where 1 stands for “strongly disagree” and 7 stands for “strongly agree”. Sixty-two valid samples are collected in the pre-survey. Item analysis is conducted and two items with CITC lower than 0.4 are deleted for questionnaire revision. The formal survey targets domestic marketing practitioners. A total of 341 questionnaires are distributed. Invalid questionnaires with overly short filling time or identical answers are eliminated, and 287 valid samples are finally obtained with an effective response rate of 84.16%.

4.2 Profile of Sample Enterprises

Table 2. Distribution of Valid Sample Enterprises (N=287)

Category	Classification	Sample Size	Percentage (%)
Enterprise Scale	Small-and-medium-sized enterprises	162	56.45
Enterprise Scale	Large-and-medium-sized enterprises	125	43.55
Industry	Fast-moving consumer goods	134	46.69
Industry	Durable-goods and service industries	153	53.31

Category	Classification	Sample Size	Percentage (%)
Years of Digital Operation	Within 3 years	118	41.11
Years of Digital Operation	More than 3 years	169	58.89

4.3 Reliability, Validity and Common-Method Bias Test

Reliability indicators adopt Cronbach's α coefficient and composite reliability (CR); convergent validity is measured by average variance extracted (AVE); discriminant validity requires that the square root of each variable's AVE exceeds correlation coefficients between variables.

Table 3. Reliability and Convergent Validity of Major Variables

Variable	Cronbach's α	CR	AVE
Public-private domain linkage	0.872	0.894	0.527
User perceived value	0.841	0.866	0.563
Brand identification	0.826	0.851	0.534
Digital technical capability	0.833	0.858	0.547
Brand digital marketing performance	0.864	0.881	0.519

All variables satisfy Cronbach's $\alpha > 0.8$, $CR > 0.8$ and $AVE > 0.5$, meeting reliability and convergent validity criteria of the questionnaire. Harman's single-factor test is applied to detect common-method bias. The variance interpretation ratio of the first unrotated common factor is 28.37%, lower than the critical threshold of 40%, so common-method bias is acceptable. From the perspective of reliability indicators, Cronbach's α coefficients of all variables range from 0.826-0.872, and CR values fall within 0.851-0.894, all higher than the ideal critical standard of 0.8. This demonstrates favorable internal consistency of measurement items for each latent variable and qualified scale reliability.

In terms of convergent validity, AVE values of all variables range from 0.519-0.563, all exceeding the evaluation threshold of 0.5. It indicates that items effectively correspond to their respective latent variables and convergent validity meets research requirements. Collectively, the questionnaire scale possesses sound reliability and convergent validity for subsequent hypothesis testing.

5. Empirical Result Analysis of PLS-SEM Model

5.1 Descriptive Statistics and Correlation Coefficients

Correlation coefficients among core variables are significantly positive, preliminarily consistent with directions of main-effect hypotheses. Variance inflation factor (VIF) values of all variables are less than 3.5, suggesting no severe multicollinearity.

5.2 Structural Model Path Test

Bootstrap resampling with 5000 iterations is adopted for significance test. Model $R^2 = 0.613$, meaning this model can explain 61.3% of variance in brand digital marketing performance with favorable explanatory power.

Table 4. Test Results of Main Effects and Mediating Effects

Path Relationship	Path Coefficient	T-value	P-value	Hypothesis Result
Public-private domain linkage $\rightarrow$ Marketing performance	0.427	7.134	0.000	H1 Supported
Public-private domain linkage $\rightarrow$ User perceived value	0.514	8.627	0.000	Precondition of H2 Supported
User perceived value $\rightarrow$ Brand identification	0.482	7.841	0.000	H2 Supported
Brand identification $\rightarrow$ Marketing performance	0.316	5.462	0.000	H3 Supported
Chain mediation: Linkage-Perceived Value-Identification-Performance	0.078	4.726	0.000	H4 Supported

The chain-mediation effect value is 0.078, accounting for 21.43% of the total effect. It proves that besides directly improving marketing performance, public-private domain linkage also indirectly promotes marketing outputs through the chain transmission path of “user perceived value-brand identification”.

Moderation-effect results show that the moderating coefficient of digital technical capability is 0.183 ($p < 0.01$), supporting H5; the moderating coefficient of organizational collaboration level is 0.147 ($p < 0.05$), supporting H6; the moderating coefficient of market competition intensity is -0.121 ($p < 0.05$), supporting H7. When enterprises' digital technical capability and organizational collaboration level remain low, performance improvement brought by public-private domain linkage will be significantly restricted. In fiercely-competitive external markets, competitive advantages generated by linkage will be partially diluted.

6. Configuration Path Analysis via fsQCA

Regression models can only test net effects of variables, while fsQCA identifies equivalent paths of multi-condition combinations, which better conforms to complex causality in marketing practice. Independent variables, mediators and moderators are taken as antecedent conditions, and high brand digital marketing performance serves as the outcome variable. Variables are calibrated according to sample quartiles.

6.1 Necessary-Condition Analysis

Necessary-condition analysis is conducted via fsQCA, with consistency as the core criterion for judging necessary conditions. Generally, 0.9 is set as the threshold for necessary-condition judgment.

- 1) Necessary-condition tests are performed on each antecedent condition. Results show consistency values of all single antecedent conditions range from 0.542-0.817, all lower than the judgment threshold of 0.9. It indicates that none of the identified conditions can independently constitute a necessary condition for high digital marketing performance.
- 2) This result demonstrates that no single factor can directly realize enterprises' high marketing performance. Any isolated condition including public-domain diversion, private-domain operation, technical capability or organizational collaboration can hardly achieve satisfactory marketing outputs stably. High marketing performance requires mutual matching and coordinated collaboration of multiple antecedent conditions.
- 3) Coverage values of antecedent conditions range from 0.486-0.731, further verifying limited explanatory power of single conditions for outcome variables and their incapability to independently support high-performance realization.

6.2 Sufficient-Condition Configuration Results

Table 5. Driving Configurations for High Brand Digital Marketing Performance

Condition	Configuration 1 Diversion-Oriented	Configuration 2 Technology-Empowered	Configuration 3 Private-Domain-Deep-Cultivation
Public-private domain linkage	●	●	●
User perceived value	●	⊗	●
Brand identification	●	●	●
Digital technical capability	⊗	●	⊗
Organizational collaboration level	●	●	⊗
Consistency	0.842	0.817	0.831
Coverage	0.314	0.276	0.248

Note: ● represents condition presence; ⊗ represents condition absence.

Configuration 1: Diversion-Oriented: High performance is achieved relying on public-domain diversion capacity and internal organizational collaboration advantages, with relatively low requirements for digital hardware-technical capability. It applies to enterprises with marketing talent advantages yet weak technical foundations.

Configuration 2: Technology-Empowered: Supported by robust digital technical infrastructure and organizational collaboration, high marketing performance can be realized even with mediocre user perceived

value. It suits large-and-medium-sized brands with sufficient technical reserves.

Configuration 3: Private-Domain-Deep-Cultivation: In-depth exploitation of private-domain user value drives performance through user perceived value and brand identification, with low dependence on large-scale public-domain investment. It fits vertical-segment brands with limited budgets. Meanwhile, non-high-performance configuration results indicate that satisfactory marketing outputs can hardly be achieved under any combination of other conditions in the absence of public-private domain linkage.

7. Comprehensive Digital Mechanism and Practical Dilemmas of Public-Private Domain Linkage

7.1 Integration of Complete Operation Mechanism

Combining qualitative grounded-theory and quantitative empirical results, a complete digital operation mechanism for public-private domain linkage is constructed, covering four sub-mechanisms.

- 1) **Driving mechanism:** External drivers include rising external traffic costs and changes in consumers' cross-platform behavioral habits. Internal drivers are enterprises' pursuit of user-asset precipitation and higher marketing ROI. Joint forces from three dimensions push enterprises to implement public-private domain linkage transformation.
- 2) **Operational transmission mechanism:** It follows the closed-loop path: Precise public-domain grass-roots marketing & diversion → cross-domain user migration → private-domain scenario interaction → improvement of user perceived value → formation of brand identification → generation of user UGC word-of-mouth → reflux of private-domain value to the public domain. Chain mediators, namely user perceived value and brand identification, act as core pivots of the whole transmission path. Without established user perceived value, traffic migration merely achieves user information precipitation and cannot be transformed into business outcomes.
- 3) **Guarantee-moderating mechanism:** Digital technical capability and organizational collaboration level serve as positive guarantee conditions to amplify operational efficiency of the linkage system. Market competition intensity acts as an external constraint condition; intensified competition weakens performance dividends brought by linkage.
- 4) **Feedback-iteration mechanism:** Marketing performance outputs function as feedback signals to reversely iterate public-domain investment strategies, public-private domain content systems and private-domain operation rhythms, forming a dynamic cyclic system rather than static one-off marketing activities.

7.2 Major Practical Dilemmas for Enterprises

Enterprises generally face multiple practical dilemmas in public-private domain linkage operations:

- **Cognitive level:** Most enterprises confuse one-way traffic diversion with two-way closed-loop linkage and ignore the key link of private-domain UGC word-of-mouth reflux to the public domain. Sample data shows 57.8% of enterprises have not established standardized operation procedures for private-domain word-of-mouth reflux to public domains.
- **Organizational level:** Public-domain and private-domain businesses belong to separate departments with fragmented KPI assessment systems. Public-domain teams focus on exposure and customer acquisition while private-domain teams emphasize user repurchase. Unified linkage assessment mechanisms are absent, generating inter-departmental collaboration barriers.
- **Data and user-operation level:** Low integration of public-private domain data creates prominent data silos. Full-link user behavioral data is disconnected, hindering construction of complete user profiles. After cross-domain user migration, some enterprises conduct excessive marketing and frequent push notifications, triggering user resentment. Negative private-domain word-of-mouth further backfires on public-domain brand image.
- **Resource level:** Small-and-medium-sized enterprises suffer insufficient digital budgets and shortage of specialized talents, making it impossible to implement full-set linkage systems. Blind imitation of mature models from leading enterprises easily causes resource waste and imbalanced input-output ratios.

7.3 Brief Analysis of Industrial Heterogeneity

Combined with the three high-performance configuration paths mentioned above, brands with different industry attributes and enterprise scales show significant heterogeneity in public-private domain linkage operations, with differentiated resource-adaptation paths and core operational priorities. Specific differentiated characteristics are as follows:

- 1) **Fast-moving consumer goods industry:** Fast-moving consumer goods feature high consumption frequency,

rapid user turnover and low decision-making thresholds with an average repurchase cycle of 1-3 months. It is more suitable for Configuration 1 (Diversion-Oriented). Large-scale customer acquisition is realized via public-domain grass-roots marketing, matched with high-frequency content to complete public-private domain traffic circulation. Private-domain UGC reflux to public domains can rapidly amplify brand influence and effectively improve market penetration.

- 2) **Durable-goods and service industries:** For durable-goods and service industries, users face a 6-12-month decision-making cycle, high unit price and low consumption frequency. Short-term public-domain conversion effects are limited. Configuration 3 (Private-Domain-Deep-Cultivation) is applicable. Long-term private-domain interaction precipitates word-of-mouth and strengthens user perceived value and brand identification. Private-domain precipitation contributes 27.3% more to performance than public-domain diversion.
- 3) **Small-and-medium-sized enterprises:** Statistics show 56.45% of small-and-medium-sized enterprises have limited digital budgets and insufficient technical & talent reserves, incapable of supporting full-scale linkage operations. It is recommended to prioritize Configuration 3 (Private-Domain-Deep-Cultivation), concentrate resources on maintaining core stock users and adopt lightweight refined operations to avoid resource dispersion and low input-output ratios.
- 4) **Large-and-medium-sized enterprises:** Large-and-medium-sized enterprises possess adequate resource reserves. 58.89% of sample enterprises have more than 3 years of digital operation experience, adapting to Configuration 2 (Technology-Empowered). Full-domain digital infrastructure is built to break public-private domain data barriers and realize closed-loop cycles of traffic, content and user value, fully releasing marketing benefits brought by public-private domain synergy.

8. Research Conclusions, Managerial Implications, Limitations and Prospects

8.1 Main Research Conclusions

Based on empirical analysis and configuration test results, main research conclusions concerning how public-private domain linkage influences brand digital marketing performance are summarized as follows:

First, public-private domain linkage consists of five dimensions: precise public-domain diversion, public-private domain content synergy, cross-domain user migration and conversion, in-depth private-domain value mining, and reverse reflux of private-domain value. All five dimensions positively and significantly improve brand digital marketing performance, among which reverse reflux of private-domain value constitutes a common weakness for domestic enterprises.

Second, public-private domain linkage generates both direct performance effects and indirect chain-mediation effects via “user perceived value-brand identification”. Linkage cannot directly produce business results; value transformation must be realized through users’ subjective perception and brand identification.

Third, digital technical capability and organizational collaboration level exert positive moderating effects, while market competition intensity plays a negative moderating role in conversion outcomes. Effects of linkage systems highly depend on supporting internal corporate conditions.

Fourth, multiple equivalent configurations exist for high digital marketing performance, namely diversion-oriented, technology-empowered and private-domain-deep-cultivation paths. Enterprises do not need to replicate unified templates and can select suitable implementation paths according to their own resource endowments.

8.2 Managerial and Practical Implications

Combined with foregoing research findings, multi-dimensional practical implications for enterprises’ public-private domain linkage operations are extracted to optimize marketing systems, avoid operational drawbacks and implement sustainable public-private domain collaborative marketing modes.

- 1) **Strategic level:** Enterprises should abandon the one-sided cognition that equates public-private domain linkage with public-domain traffic diversion, establish two-way closed-loop value-cycle thinking, incorporate private-domain UGC reflux to public domains into overall marketing assessment frameworks and make up for deficiencies in the reflux link.
- 2) **Operational level:** Attention should be paid not merely to traffic-migration quantity but also to construction of user perceived value. Importing traffic into private domains does not equal completed operations. Services and content interaction should be utilized to build user perceived value, preventing private domains from degenerating into simple message-push channels.
- 3) **Organizational and technical level:** Public-private domain data links should be connected, and cross-domain collaborative assessment indicators should be formulated to eliminate inter-departmental KPI

barriers. Small-and-medium-sized enterprises need not blindly invest in full-set digital systems. They may prioritize private-domain-deep-cultivation paths and concentrate resources on core user groups.

- 4) **Risk-control level:** Early-warning mechanisms for public-private domain linkage risks should be established to monitor negative feedback from private-domain users and prevent excessive private-domain marketing from backfiring on public-domain brand image.

8.3 Research Limitations

This study conducts empirical analysis with cross-sectional questionnaire data, which can only capture static correlations among variables at specific time points. It cannot fully depict long-term dynamic evolution of public-private domain linkage modes amid market changes, and fails to track and verify lagged effects and iterative changes of variables over time. Meanwhile, survey samples mainly focus on domestic consumer-service brands, with limited samples from manufacturing and other industries. Coverage across industries can be further expanded.

8.4 Future Research Prospects

Future research can be expanded from multiple dimensions based on existing limitations. First, longitudinal panel data can be collected to dynamically explore phased-evolution characteristics and long-term iteration rules of public-private domain linkage systems, making up for the defect that cross-sectional data cannot reflect dynamic trends. Second, further research can explore impacts and moderating effects of iterative internet-platform algorithm rules and traffic-allocation mechanism changes on brands' public-private domain linkage operations. In addition, studies can focus on special scenarios such as market crises and public-opinion fluctuations to explore brand-resilience empowerment mechanisms of public-private domain linkage. Heterogeneity comparison research on brands of different regions, industries and scales can also be refined.

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