



NEAR EAST UNIVERSITY  
INSTITUTE OF GRADUATE STUDIES  
BUSINESS ADMINISTRATION PROGRAMME

**THE IMPACT OF DIGITAL MARKETING PRACTICES  
ON THE ORGANIZATIONAL PERFORMANCE IN THE  
MOBILE PHONE COMPANIES IN JORDAN**

WAED AHMAD OMAR MOBYDEEN

MASTER'S THESIS

NICOSIA  
2021

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THESIS SUPERVISOR  
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NICOSIA  
2021

## **ACCEPTANCE/APPROVAL**

We as the jury members certify the 'Impact Of Digital Marketing Practices On The Organizational Performance In The Mobile Phone Companies In Jordan prepared by Waed Ahmad Omar Mobydeen defended on 22/1/2021 has been found satisfactory for the award of the degree of Master

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## DECLARATION

I ,Waed Ahmad Omar MOBYDEEN, hereby declare that this dissertation entitled 'Impact Of Digital Marketing Practices On The Organizational Performance In The Mobile Phone Companies In Jordan' has been prepared myself under the guidance and supervision of 'Prof. Dr. Şerife Eyüpoğlu' in partial fulfillment of the Near East University, Graduate School of Social Sciences regulations and does not to the best of my knowledge breach and Law of Copyrights and has been tested for plagiarism and a copy of the result can be found in the Thesis.

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## ABSTRACT

### THE IMPACT OF DIGITAL MARKETING PRACTICES ON THE ORGANIZATIONAL PERFORMANCE IN THE MOBILE PHONE COMPANIES IN JORDAN

This study aims to explore the impact of digital marketing practices on the organizational performance in the mobile phone companies in Jordan.

**Method:** The researcher uses Descriptive and quantitative analysis methods. Whereas, the data collected by using a well-structured questionnaire regarding the impact of digital marketing practices among organizational performance by applying it to a random sample of telecom companies in Jordan, which consisted of five sub-dimensions (Email Marketing, Social Network Marketing, Mobile Phone Marketing, Website, and Organizational performance) and (40) questions based on the systematic variation of the study variables. Whereas, the selected sample size consists of (178) employees who work as Managers, team leaders, supervisors, in the telecom companies in Jordan. While the **results** showed that the total of the digital marketing in all of its forms influence the performance of the telecommunication company (as the main dimension) was perceived by the study sample to be present with a mean of 3.652 ( $SD=0.7224$ ) at a moderate degree. **Results:** The most important result was that the performance of all telecommunications companies in Jordan is showing a great positive movement in the last five years, which means that the impact of digital marketing in these companies' performance was even very good or excellent. **Conclusion:** The most important conclusion it's confirmed that digital marketing in all its forms affects the performance of the telecom company and improves the results of digital marketing. Furthermore, it's revealed that more powerful tools have a very significant impact on the company's performance this means that some digital marketing tools are stronger than others.

**Keywords:** Digital Marketing, Performance, Mobile Phone.

## ÖZ

### DİJİTAL PAZARLAMA UYGULAMALARININ ÜRDÜN'DEKİ MOBİL TELEFON ŞİRKETLERİNİN ORGANİZASYONEL PERFORMANS ÜZERİNDEKİ ETKİSİ

Bu çalışma, dijital pazarlama uygulamalarının Ürdün'deki cep telefonu şirketlerinde örgütsel performans üzerindeki etkisini araştırmayı amaçlamaktadır. **Yöntem:** Araştırmacı, tanımlayıcı ve kantitatif analiz yöntemlerini kullanır. Dijital pazarlama uygulamalarının organizasyon performansı üzerindeki etkisine ilişkin iyi yapılandırılmış bir anket kullanılarak toplanan veriler ise, Ürdün'deki beş alt boyuttan (E-posta Pazarlama, Sosyal Ağ Pazarlama, Cep Telefonuyla Pazarlama, Web Sitesi ve Organizasyonel performans) ve (40) soru, çalışma değişkenlerinin sistematik varyasyonuna dayanmaktadır. Seçilen örnekleme büyüklüğü ise Ürdün'deki telekom şirketlerinde Yönetici, ekip lideri, süpervizör olarak çalışan (178) çalışandan oluşmaktadır. **Sonuçlar,** tüm biçimlerindeki dijital pazarlamanın toplamının telekomünikasyon şirketinin performansını (ana boyut olarak) etkilediğini gösterirken, çalışma örnekleme tarafından ortalama 3.652 (SS = 0.7224) olarak algılanmıştır. orta derecede. **Sonuçlar:** En önemli sonuç, Ürdün'deki tüm telekomünikasyon şirketlerinin performansının son beş yılda büyük bir pozitif hareket göstermesiydi, bu da dijital pazarlamanın bu şirketlerin performansındaki etkisinin çok iyi veya mükemmel olduğu anlamına geliyor. **Sonuç:** En önemli sonuç, dijital pazarlamanın tüm biçimleriyle telekom şirketinin performansını etkilediği ve dijital pazarlamanın sonuçlarını iyileştirdiği doğrulandı. Ayrıca, daha güçlü araçların şirketin performansı üzerinde çok önemli bir etkiye sahip olduğu ortaya çıktı, bu da bazı dijital pazarlama araçlarının diğerlerinden daha güçlü olduğu anlamına geliyor.

**Anahtar Kelimeler:** Dijital Pazarlama, Performans, Cep Telefonu.

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## LIST OF ABBREVIATIONS

Acronyms/ Abbreviations	Stands for
<b>DM</b>	<b>D</b> igital <b>M</b> arketing
<b>SEO</b>	<b>S</b> earch <b>E</b> ngine <b>O</b> ptimization
<b>SEM</b>	<b>S</b> earch <b>E</b> ngine <b>M</b> arketing
<b>PPC</b>	<b>P</b> ay <b>p</b> er <b>C</b> lick
<b>CPC</b>	<b>C</b> lick <b>p</b> er <b>C</b> ost
<b>SMM</b>	<b>S</b> ocial <b>M</b> edia <b>M</b> arketing
<b>SNM</b>	<b>S</b> ocial <b>N</b> etwork <b>M</b> arketing
<b>WOM</b>	<b>W</b> ord- <b>o</b> f- <b>M</b> outh

## **CHAPTER 1**

### **INTRODUCTION**

#### **1.1 Overview (Background)**

In the competitive markets, each firm tries to make the possible process to distribute products and services, attracting consumers, to make the best benefits. According to this, the marketing process is considered one of the most important operations for any firm. (Nair, 2011) said, each firm has to focus on four principal elements to make the marketing process more effective. These elements are product, price, promotion, and place. "Marketing science" has been evaluated like any other sciences in the last few years. According to this evaluation that comes as a result of many changes in the markets in the whole world. Most firms converted from traditional marketing to digital marketing.

In the past century, the firms in the traditional marketing roles were operated by using the available mediums such as... newspaper, TV, radio, and field visits. These mediums were enough to cover a sample of consumers in the same country or regional place. According to the role of globalization and the market competition rising. The firms have started to convert from traditional to digital marketing. This is to deal with targeted consumers directly. Using digital mediums such as social media, websites, and e mails technically allow us to engage with new markets.

"Digital Marketing tools have enriched the companies with the required development to perform better. Using the internet as one of the most important ways of communication has enabled the firms to deliver and to value their clients in providing a better service (El-Gohary, 2012).

In Jordan, telecommunication organizations have struggled to promote their businesses. They have been at the cutting edge of embracing all accessible e-marketing. They use their mobile platforms, websites, and the social network to endorse their items and services.

## **1.2 Study Problem**

“Brands or advertisers have restricted channel to show their product/ service and to communicate with their local and/or international clients by utilizing the marketing strategy through the social networking sites such as Facebook which leads to customers” reacting to marketing activity. Digital marketing may be one of the leading ways to create the value of telecommunication companies such as mobile phone lines and reduced the communication gap between advertisers and customers. Moreover, it can reduce a few issues of getting to the brand because customers can get to the telecommunication companies’ page anytime” (Weber, 2009).

## **1.3 Study Purpose**

“The study goals to determine the effect of digital marketing in services and products for clients and firms. Making a comparative survey and analyzing the collected data will approve that digital marketing which will influence the performance of the company and the reaction of the clients. To analyze the relationship between marketing variables in relation to the organization performance here are the following sub-goals:”

1. Estimating the capability of the marketing variables in corresponding to Jordan telecommunication companies
2. To reach a framework for the collaboration between marketing variables concerning the performance Features.

## **1.4 Study Important**

The concept of digital marketing started from the Internet, web search tools, and ranking the Websites. The first search engine began in 1991 with a network protocol called Gopher for inquiry and search. Since the dispatch of Yahoo in 1994 companies began to increase their ranking on the site. At the



point when the predictions turned out to be wrong, the market was ruled by Google and Yahoo for search development. While, the Internet search traffic developed in 2006 along with the development of major companies like Google. “In 2007, the use of cell phones expanded Internet utilization moving radically and individuals everywhere throughout the world began interfacing with one another more conveniently through social media” (Smyth 2007).

“Recently, companies have been understood the significance of digital marketing. Businesses should consolidate online with conventional techniques to be fruitful for addressing the requirements of clients” (Parsons, Zeisser, Waitman 1998).

### **1.5 Study Significance**

The main importance of this study comes from the significance of the topic discussed in the study. Any firm looking to apply the best way to achieve the best goals in the competitive markets. So this study will receive good feedback from any firm that uses traditional marketing to convert, or that one uses digital marketing to evaluate and proceed. Developing skills and consumer satisfaction will make it easier to communicate between the firm and the consumers. The Mobile phone industry is essential for the financial of the nation. It helps to exchange, is an important revenue source to the government through tax assessment and it additionally offers business opportunities to the nation. The Government is accused of the obligation of guaranteeing insurance to both the business players and the nation. The research findings will also provide essential data that would help the government, especially arrangement producers, organizers, and program implementers to define approaches and techniques in digital marketing.

The research discoveries will also give fundamental data that would profit researchers and future academicians on the effect of digital marketing on organizational performance. It will add to the body of knowledge existing in the area under study as well.

## 1.6 Study Limitation

The current study limitations categorized and listed as follows:

- 1- **Human Limitations:** The study population was restricted to the Impact of Digital Marketing Practices on the Organizational Performance in the Mobile Phone Companies in Jordan, from a convenience sample of (200) ZAIN, ORANGE, and UMNIAH mobile phone companies in Jordan.
- 2- **Time Limitations:** The current study was conducted on the 1<sup>st</sup> term of the 2019/2020 academic year.
- 3- **Geographic Limitations:** the current study was restricted to ZAIN, ORANGE, and UMNIAH telecommunication (mobile phone) companies in Jordan.

## 1.7 Study Conceptual framework

Given the study problem and the objectives, and based on the previous studies, the study model and hypotheses developed its goals to test them to accomplish the goals. Note from the hypothetical model of the research that there are two types of variables: Firstly, the Independent variables: Represents email marketing, social network marketing, mobile marketing, and website marketing and Secondly The dependent variable: The performance of organizations is the focal point of research and investigation in numerous studies and field research, and the hypothetical model of research has grown reliant on previous theoretical and field studies and research.

## 1.8 Study Hypotheses

The main questions of the study are how digital marketing in all of its forms influence the performance of the telecommunication company

**Hypothesis 1:** Email marketing has a positive and important relationship with organizational performance.

**Hypothesis 2:** Social Network Marketing has a positive and important relationship with organizational performance.

**Hypothesis 3:** Mobile Phone Marketing has a positive and important

relationship with organizational performance.

**Hypothesis 4:** Website Marketing has a positive and important relationship with organizational performance.

## 1.9 Study Structure

The current study Impact Of Digital Marketing Practices On The Organizational Performance In The Mobile Phone Companies (ZAIN, ORANGE, and UMNIAH) In Jordan as a case study through:

**chapter one**, which consists of an Overview (Background), study problem, study purpose, study important, study significance, study limitation, study conceptual framework, and study hypotheses as well as study structure. In addition to the other five chapters divided as follows:

**Chapter Two:** literature review, which consists of an overview, marketing definition, the importance of marketing, concept of digital marketing, digital marketing strategies, as well as previous studies on digital marketing.

**Chapter Three:** theoretical framework and hypothesis development, which consists of an Overview, market-oriented culture, and organizational performance, concept of organizational performance, empirical review, the relationship between digital marketing (DM) and organizational performance (OP) as well as previous studies on organizational performance.

**Chapter Four:** methodology and procedures, which consists of an Overview, study procedure (main steps to carry-out the study), study design; design of the study tool (study instrument “questionnaire of the Study”); study population and sample size, the methodology of the study; data collection methods; study the validity of the study tool; study tool reliability as well as the data analysis (statistical treatment methods).

**Chapter five:** showed the results and discussion, which include an overview, results of demographic characteristics data; study results related to descriptive statistics analysis (mean analysis); study results related to study questions, study results related to hypotheses testing (regression analysis) as well as a summary of the results, and discussion the results.

**Chapter Six:** conclusion, and recommendations.

**Finally**, the references and appendices.

## **CHAPTER 2**

### **LITERATURE REVIEW**

#### **2.1 Overview**

In this chapter, we will discuss all concepts related to digital marketing to fully understand the theory in the field of digital marketing by exploring research related to digital marketing and to make a reference point for any such studies in the future, by analyzing each concept, step, point, or even a definition, and provide the connection between the performance of the company with all its types and the tools of digital marketing and how it influences the performance.

#### **2.2. Marketing Definition**

According to Haddad (2003), he defined marketing as "determining the needs, desires, and interests of the target markets to reach the needed level have satisfied effectively by the specialized firms to increase the community luxury and also the firms' benefits".

Whereas Kotler & Armstrong (2006) defined marketing as: "the process that firms use to increase the customers' value and build a strong relationship with them in aims to get their money, according to this exchange, firms provide customers' needs and relative services to achieve the profits" (Kotler & Armstrong, 2006, 5).

As per researcher opinion Marketing is the activity and process that aim to create communications with customers, partners, as well as society at large to delivering, and exchanging offerings that have value.

### **2.3 The Importance of Marketing**

The most important thing in digital transformation is developing a roadmap to improve digital capabilities and skills, and at the same time, integrating digital marketing activities "always-on" with brand and product marketing in businesses.

Lamarque, (2004) says that Marketing helps transfer products and services from companies to customers via retailers or in an indirect way, it also provides good feedback for these companies about the customers' needs or requirements, that leads companies to make a specific change in the product design or provided services to apply these needs and requirements to achieve the customer satisfaction, marketing also plays role in the standard living of community, by classifying the customers into categories according to customers' requirements or the price they can pay to get any service, this means that newly discovered marketing process is a good way to earn money and achieving profits as revenue to the products or services that companies provide.

On the other hand, to complete the process of marketing, companies need to employ qualified people or buy equipment's, which means that marketing creates job opportunities for people such as Engineers, Software Adapters, Sellers, Buyers, Technicians, or any job title that the company needs to complete the marketing process in the general form, this means that marketing process takes a role in the economic development, and when the economy is developed, a new idea is created, changes of peoples' thoughts happened, and a reasonable decision taken by businessmen, company managers, or even countries governments.

### **2.4 Concept of Digital Marketing**

According to Hafiz (2008) digital marketing is defined as: "modern trading style that seeks the common need between the firms, dealers, and consumers to minimize costs and increase the goods efficiency as soon as possible" (Hafiz, 2008, 13).

Whereas, Sabri (2008) defined digital marketing as: “The ability to use the internet to achieve the marketing goals within new advantages and possibilities” (Sabri, 2008, 13).

Additionally, Surrah (2009) defined digital marketing as: “using the digital methods to make the trading exchange between the concerned parties instead of direct communication” (Surrah, 2009, 44).

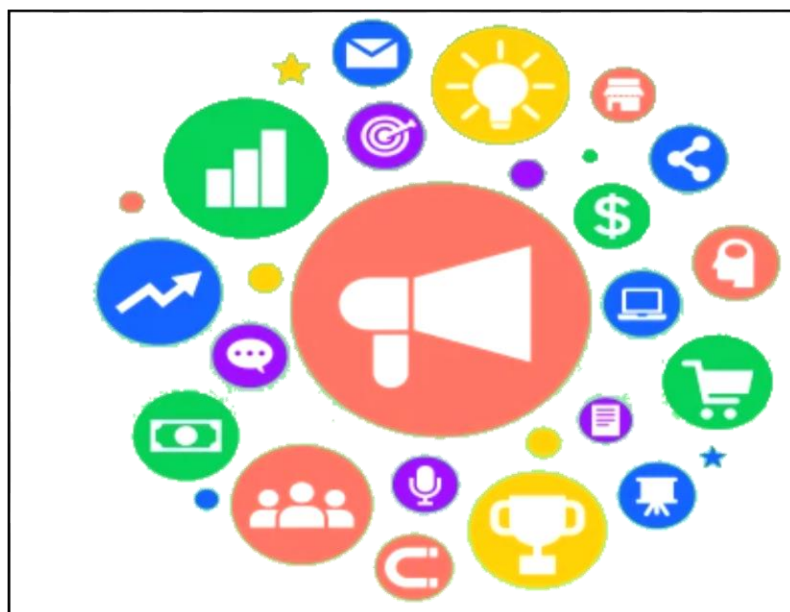
Also, Shmit (2010) explained the concept of Electronic distribution as a basic function in digital marketing, it's used to make a framework and content of the digital business, such function is to be online (24\7) (Shmit, 2010, 58).

“Besides, Nusair (2005) defined it as applying a wide series of information technology such as initially to reformulate marketing strategies to increase the benefits that customers can achieve market effective retailing, targeting, determination, and location detecting strategies. Secondly, to Increase the planning efficiency to ideas implementation, distribution, promotion, and prices of goods. Lastly, Create specified trading exchanges to achieve both consumers' needs and firms' goals at the same time (Nusair, 2005, 29).

According to the previous definitions, we may define digital marketing as using technical methods to study the consumers' needs and how to provide these needs to the consumers by using the internet or any similar communication medium.

## **2.5 Digital Marketing Strategies**

“Digital Marketing refers to digital advertising over many online social networking sites like YouTube, Facebook, and other medium of social Media. While Digital Marketing Agency is a company responsible for getting your business recognized online through e-marketing.”



**Figure (0-1):** Digital marketing strategies

Whereas, Digital marketing works by using a number of different strategies:

As digital marketing works using a number of different strategies:

### **Email Marketing:**

The advantages of email marketing have been pointed out by a number of authors as follows:

According to Jackson and DeCormier (1999) “they discovered that communication via email provides marketers with convenient communication with customers to build a strong relationship”.

Wreden (1999) defined email as the "killer Internet platform" due to the accuracy with which email can be easily tracked and targeted. Businesses use email as an invaluable tool because they can send large numbers of emails with low marketing costs, and feature increased response rates and customer loyalty.

Also, Yang, Min, and Garza-Baker (2018) revealed that email marketing campaigns reflect on organizational performance and are critically reflected in areas like user registration form design and database quality as well as industrial areas. This study demonstrates the benefits and impacts of email

promotion and will reinforce structured findings to recognize the endless limits of mail marketing and digital advertising use.

Also, Lohse, Bellman, and Johnson (2000) define email marketing as one of the initial forms of a digital marketing email as the most specialized method.

Honda & Martin (2002) mentioned that Email addresses of the target audience can be directly acquired from the customers as marketing-permission or it Can be taken up and rented or purchased from the email address vendors (Honda & Martin, 2002).

Carlton (2009) and Blakeman (2014) "Illustrated two-path communication among marketers and customers without intruding on their privacy, the first way is Opt-in which is known as permission-based. this way used by the users who give the permission to add them to the email list, to receive any information, advertisements and promotions regarding the interesting products for their email, other way called Opt-out; which is used by the users who allow you to send email to them unless they tell you to stop. And they mentioned another way among marketers and customers with intruding their privacy which is called Spam which the recipient never asked for it" (Carlton, 2009 & Blakeman 2013, 120-121).

Besides, GetNetWise (2014) clarifies that Opt-out is broadly used, but the Marketers don't recommend it.

Al-Gohary (2009) also mentioned that email marketing is used for direct marketing for a commercial business communication to a group of individuals who use e-mail just like sharing a customer's information and providing personal information. "Personalized emails can be sent at an ideal time which is called email marketing campaign, and there is another form of email marketing called Email newsletters, it is an email communication sent out to the users to inform them of the latest news or updates about your services or product".(Carlton, 2009) defines Email marketing as "forwarding newsletter or electronic magazine to the list of subscribers With successful email marketing programming" (El-Gohary, 2009).



Furthermore, S. Jeff Cold (2006) mentioned another Internet technology called Really Simple Syndication (RSS), which is used to distribute and organize a list of headlines, notices for easy reading, and content specified to a wide number of people. RSS is unlimited compared to email. However, many users prefer email to send all data to their email inbox .

Carlton (2009) Illustrate that the benefits of Email marketing include cheaper communication and time saving, it helps to build a strong relationship with customers because the campaign lifecycle is short in other words, Email marketing provides the customers useful information and gets them immediate feedback about the marketing campaign effectiveness.

Chaffey (2012) Clarifies that email marketing can increase its effectiveness by integrating with other communication mediums’.

### **Search Engine Marketing (SEM):**



**Figure (0-2): Search Engine Marketing**

#### **2.5.1 Concepts of Search Engine Marketing (SEM)**

Santanu Kumar Das and Dr. Gauri Sankar Lal (2016) define search engine marketing as a type of internet marketing. SEM uses search

engines to promote websites or businesses to clients and send more traffic focus to the website.

Heinze, A, Fletcher, G and Chadwick, C (2010) mentioned that SEM is the broader field that describes the strategies to improve the website ranks in search engine rankings and raises the number of website visitors.

Blakeman (2014) clarifies that the marketers use the SEM as the most important strategy because Customers greatly depend on search engines when they want to buy new products, and get services or information .on the other hand marketers will pay for it.

### **2.5.2 Types of Search Engine Marketing (SEM)**

- **Search Engine Optimization (SEO)**

Santanu Kumar Das and Dr. Gouri Sankar Lall (2016) defined Search Engine Optimization (SEO) as a strategy to advance websites in search engine page results by improving the rank of the search on a particular keyword.

Heinze, Fletcher, and Chadwick (2010) state that search engine optimization (SEO) is an essential measure in digital marketing. It is a method of influencing the appearance of a site or web page in non-paid search engine results referred to as "natural" results.

The best result appears at the first which normally attracts the user's attention (Heinze, A, Fletcher, G and Chadwick, C, 2010).

Additionally, Moz (2015) explained that Search Engine Optimization (SEO) will assist an organization with situating their site appropriately to be found at the most basic focuses in the purchasing procedure or when individuals need it. It might target various types of searches, such as image search, video search, and so forth. This strategy similarly thinks about how search engines work, what individuals are searching for, the actual keywords made up in the search engines, and what the target customers prefer.

- **Paid Per Click Marketing (PPC), whereas**

Moran Hunt (2009) identified PPC Marketing as one of the important actions in digital marketing, it affects the appearance of a website or webpage in paid search engine results which appear on the top of the search engine page and they have a special mark on them to differentiate (Moran, Hunt 2009, 3).

Whereas, W.T.Kritzinger & M.Weideman (2013) defined Paid Per Click Marketing (PPC) as one of the key benefits of this type of advertising is Bidding on a cost per click (CPC) which means that the advertiser determines the maximum value they can pay for each click on the advertisement and visit the website (W.T.Kritzinger & M.Weideman, 2013).

On the other hand, S. Bartlett Boughton (2005) mentioned that usually, the users focused on the organic results which are more credible than the paid once so continuous effort is required to have the best results and optimize campaigns in terms of keywords and campaign targeting (S. Bartlett Boughton, 2005).

**Social Media Marketing (SMM):**



**Figure 0-3): Social Media Marketing**

Dan Zerrella (2009) explains social media marketing (SMM) as the most important component of digital marketing. He uses social media networks and various mediums to produce advertised content that attracts attention and encourages users to share it with their social networks. It becomes a great opportunity to create a social media strategy. It is now more popular with the massive proliferation of websites such as Google+, Twitter, Facebook, LinkedIn, and YouTube. Users can also share multimedia materials online on content community sites such as YouTube and Flickr.

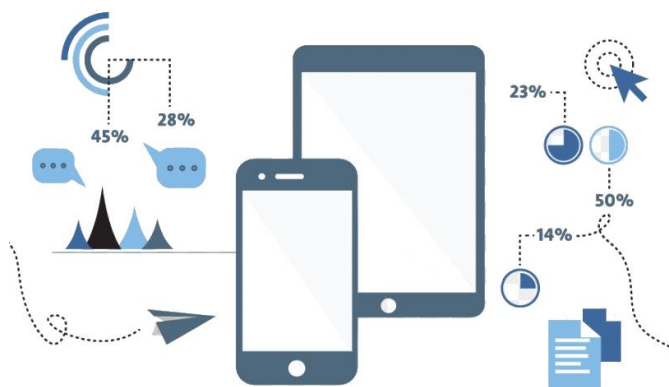
As DAV Evans (2010) explained that shared content reaches new customers and increases rapidly through these sites, so a social media strategy can be implemented by carrying out a content-based on the type of content and website that should be used.

Also, Honda & Martin (2002) Mentioned the basic social media forms such as social networks, blogs, wikis (for example Wikipedia), microblogs (for example Twitter), content communities like Flickr and YouTube, forums, and podcasts.

Furthermore, B Borges (2009) illustrated a podcast as a powerful marketing tool; the businesses are increasingly using this tool to improve their prospects because it is a set of digital audio files that are available on the internet to the users who subscribe to the podcast to get the files when they are uploaded. The podcast has techniques that give digital marketing the advantage by providing valuable information to the audience.

Lastly, Dr. M. Saravanakumar & Dr.T.SuganthaLakshmi (2012) explained the relationship between blogs and social media marketing as both allow users to share their content and opinions with people. Blogs facilitate the communication between clients, employees, and companies, so Companies use these blogs to advertise their products and reach to consumers to increase market share figures. LinkedIn is the most famous example of blogs.

## Mobile Advertising:



**Figure (0-4):** Mobile Advertising

According to P Barwise, & C Strong (2002) clarifies that advertising through mobiles is the biggest growth ways of digital marketing.

Where R Ling, T Julsrud, and B Yttri (2005) explained forms of mobile advertising as short messages (SMS) or multimedia messages (MMS), advertising within mobile websites, advertisements within mobile phone applications or games, and using video technology is the best method. To promote new products and services effectively in a short span of time to convert visitors into buyers. Another form of mobile phone technology is Bluetooth and infrared which are used to transfer data between two devices over short ranges.

Furthermore, MM Tsang, SC Ho, and TP Liang (2004) illustrate the advantages of mobile advertising as reaching the target consumer and getting direct communication with them at the right place and right time at the lowest possible cost because it considers s as a cost-effective option. (MM Tsang, SC Ho, TP Liang, 2004)

Also, Akinbode and Mosunmola (2014) refer to the use of mobile marketing strategy and its effect on consumer purchasing behavior. The study aimed to explore the consumer's attitude towards marketing response discovering the market value of products and identify the

factors that will influence consumer behavior. Researchers examined marketing response in terms of frequency, promotion, relationship, and personalization, and they examine consumer's mind regarding purchasing the product and its satisfaction and consumer's loyalty in consideration. The results of the survey showed a positive effect of mobile marketing on consumer behavior in terms of frequency and promotion, and no effect in terms of loyalty was shown as it became very easy for competitors to reach the consumer.

Additionally, D Butcher (2010) said that brands can use the mobile phone as a medium to increase their brand publicity and recognition. The most important point in mobile marketing is the channel's ability to add new customers, increment brand awareness, and customer loyalty. It allows marketers to provide comfort and reassurance to consumers.

### **Website Marketing:**

According to Kotler (2010) and Hughes and Fill (2009) explained that the company's website is the core of the company's online activity which is designed to generate more customers and helps to get feedback from them. The purpose of the sites is to create an opportunity to interact and form a more realistic dialogue. The website's commercial appeal is due to the opportunity to display product and company information, often in the form of catalogs, as evidence of company's identity and internal communications, to attract visitors and turn potential customers into leads, then convert them into customers and support them in all stages of purchasing and communicate with them after the process is completed. Moreover, it has been used to collect customer information as a feedback link for evaluation and measurement purposes.

Moreover, Shih and Hu (2008) state that websites are important to enterprises and should be used wisely by marketing departments to retain existing customers and attract new ones. Nowadays, advertising is done through websites. The idea is to reserve space on popular websites and pay your money based on the number of views or clicks on the ad receiver.

### **Affiliate Marketing:**

DL Duffy (2005) clarifies that in this type of marketing, the companies generally hire a third party to do the advertisement and find them a new consumer, or new market, it is mainly used when the company needs to go global and to have a geographical expansion, the third-party company gets the money based on the number of visitors that comes through them.

Whereas, B Libai, & E Biyalogorsky (2003) illustrated the main advantage of Affiliate Marketing is that it is performance-based. Because affiliates pay only a commission once the required action is taken. Affiliate marketing can be very profitable. The company does not dispose of advertising dollars in positions that have no proven value because the company pays commissions only when the required conversion occurs. Moreover, hiring affiliates in new markets is an easy way to expand into this market without the overall cost of creating a full marketing campaign, thus reducing the loss of money in an unproven market.

### **2.6 The Importance of Digital Marketing**

Research organization must focus on the marketing relationship and its dimensions to be able to meet the needs of customers and their satisfaction and increase their loyalty to the organization to achieve excellence in a very competitive market, and the importance of research can be highlighted through the following points:

1. "Research is a consolidation of collaborative efforts in the field of marketing, which is an area of knowledge rights that still needs more studies on the marketing relationship and competitive advantage"( JA Cote, 2000).
2. "Analyzing the problems of the organization that are being investigated according to the current reality and what can be applied, thus determining the requirements to improve customer satisfaction and achieve competitive advantage" (A Cote, 2000).

### **Increase Customer Satisfaction and Experience:**

JL Giese & JA Cote (2000) define consumer satisfaction as meeting the requirements of consumers satisfactorily.

Expectations depend on the reviews of customers which receive from the experience of promotions, customers and researchers. Consumer satisfaction is a significant measure of the capacity of an organization to effectively meet the needs of its client (JL Giese & JA Cote, 2000).

Paavola (2017) discusses the Effective Digital Marketing Channels; the results show that E-mails are the most cost-effective marketing tool for the targeted market. According to the study results, website optimization and quality content play a crucial part in digital marketing. The results show that every firm has to establish trust with customers to obtain their target. In similar in 2016 AL\_Sabagh observed The Impact of E\_Marketing related to customers Satisfaction in the Telecommunications Sector, The study found effects of E\_marketing (service, price, security, privacy) on customer satisfaction. the study recommended by providing a set of steps to reconsider the pricing strategy of E\_marketing, making websites more accessible by using the skilled programmer to design it, and focus on customer who deals with the firm by calling or field visiting.

Jodah ( 2006) explained three levels of consumer's satisfaction:

**First:** Consumers are dissatisfied when the performance of the product is unsatisfactory.

**Second:** Consumer satisfaction are met when product are up to the mark.

**Third:** Consumers are satisfied when the performance of the product is satisfactory.

According to the previous analysis, we may define consumer's satisfaction as:

“Finding the product satisfactory up to the required standards  
of consumers and the way it is displayed “



Abu Baker (2009) illustrates some procedures to avoid unsatisfied consumers as follows:

1. Provide the best service for the first time, by providing good quality products with reasonable price, keeping products quality in consideration in the first place including your marketing policies.
2. Keep the firm's promises: keeping promises develops credibility between firms and consumers, which leads to achieving firm targets.
3. Keep in touch with consumers: to understand their interests, standards, and describe the services that the firm provides, and take feedback.
4. Solving the issues, empathizing with consumers, taking care of their needs and provide quality service up to the required standards of consumers .
5. Examine, and take the consideration of consumers' demands to improve the quality of your product in order to increase your market value.

Whereas Marcator (2008) emphasizes to make the previous procedures in use

1. There ought to be enough credibility between the service provider and the consumer.
2. Products ought to be reasonably priced.
3. The firm must urgently respond to the requests of consumers.

#### **Satisfaction Properties:**

According to (Ray, 2001) stated that Satisfaction includes three objectives:

1. Customer satisfaction' means the firm meets the demands of the consumers.
2. Customer satisfaction' also implies that every requirement of the consumers is fulfilled accordingly.
3. Evaluated satisfaction ought to be based on the consumer's and seller's marketing demands.

Whereas, AL\_Abbadi (2009) mentioned the importance of consumer's satisfaction as follows:

1. Knowing consumer satisfaction is the best way to improve the quality of the products and services.
2. Consumer satisfaction can help us build good reputation in the market and get us more potential consumers.

According to the previous analysis, the author thinks that consumer satisfaction is the basis of any firm's success to achieve its goals.

Daradkeh and Mansour (2006) define the concept of the consumer as :

“the person who deals with the firm to receive product or service”

Whereas, Daradkeh (2006) American marketing association defined it as:

“Actual or expected products or services buyer”.

According to Mansour (2010), there are three types of service that any firm provides:

1. Cold service: is defined as slow marketing process to the consumers on time .
2. Service producer: must deliver high quality products to the consumers on time.
3. Member service is supposed to be of high quality for all consumers equally.

Furthermore, AL\_Taie (2006) explain some marketing strategies to evaluate consumers' satisfaction:

1. Most firms use telecommunication and email services to receive feedback and complaints' of consumers.
2. Some firms conduct a survey to get feedback from the buyers in

order to upgrade their service.

3. Some firms pretend to be consumers to discover the marketing strategies of other relevant companies through dealings.
4. Marketers analyze the reduction of consumers when the earnings decrease..

### **Increased Customer Retention**

According to PC Verhoef (2003) said that “customer retention refers to the continuous contact between the customer and the firm from time to time. Company uses digital marketing to find out the traffic on their websites and the prospective business proposals. It also helps them advertise their products to get potential buyers”.

### **Increase Marketing Efficiency and Quick Time to Value**

“According to S Min, and M Wolfenbarger (2005) define Marketing efficiency as deliver marketing programs effectively at the lowest possible cost.”

“Whereas RD Todor (2016) said that digital marketing is very cost-effective which mean, it is very cheap as compare to other marketing channels, for example, if the firm wants to sell a single product using traditional marketing, it will hire an employee as a marketing executive offering him a handsome salary. In digital marketing, the firm sells the product online. They simply create a campaign of google AdWords, and then they put a daily budget, they can advertise with even a 5\$ per day without any marketing executive, or any newspaper which is considerably expensive.”

“Also, David C. Edelman (2010) mentions that when the firm creates any product and displays via digital channel, they can see and evaluate everything at the right time .for example, if the user clicks on the advertisement or if he purchases something, the firm can see it instantly which is not possible in traditional marketing or other marketing channels. Besides, in digital marketing, the firm can track the evaluation of the traffic of websites, and the clients they receive . It also shows the time spent

surfing on the websites blogs, and the most important thing is tracking the progress of sales instantly. It is very simple to track the progress because it is all systematic and programmed. They don't have to wait for months or weeks to know the results, you can get it done instantly."

### **Marketing Effectiveness, Precise Targeting**

"According to ME Gordon, K McKeage, and MA Fox (1998) marketing effectiveness refers to the quality of how marketers go to market to optimize their investment to achieve good short and long-term results related to Marketing ROI and Return on Marketing Investment (ROMI).

Whereas, JJ Phillips (2012) defines Return On Investment (**ROI**) as to how much the firm has paid for the whole marketing activity and how much the outcome after deducting the whole marketing investment, so ROI in digital marketing is very high as compared to traditional marketing like selling door to door job, holdings, newspaper and TVC which is comparatively expensive .

Also, FJ Mulhern (2010) explained that in digital marketing with the online methods, firms can precisely target exactly whom they want to see their offer, their website or their business, when and where they want, also they can choose country or demographics. but in traditional marketing they can't target who is going to see your advertisements. For example, the billboard ads, it is impossible to know who is going to see it. In digital marketing firms have large consumers at a lesser price as compared to the traditional marketing. they can reach thousands of people. It depends on how they create, manage and optimize their campaign, furthermore, using the online method firms can treat, pause or stop the campaigns whenever they want, from anywhere, without wasting money to get the results or to measure if it's going right or wrong, but anything that we do in traditional marketing, there is a huge delay in terms of time that makes it very costly.

### **Drive Revenue through Personalization:**

According to KT Smith (2011) digital marketing can make programs and offers that can be personalized or customized depending on preferences and the response of the customers and Business profiles. To increase its worth advertisement campaigns become more targeted to maximize these three variables - ad relevance, privacy, and efficiency which can influence decisions and opinions to increase the number of customers, the average transaction size, and to increment the frequency of transactions per customer to generate more revenue.

### **Increase Cross-sell and Up-sell rates**

MT Salazar, T Harrison, and J Ansell (2007) define Upselling as “the act of encouraging clients to buy a similar better quality item”, while cross-selling calls clients to purchase complementary items from the same company.

“Whereas, A Storey, and M Cohen (2002) mention that both up-selling and Cross-selling focus on providing extra value to customers, rather than constraining them to already-encountered items. In the two cases, the digital marketing objective is to understand the needs of customers then inform them about extra item choices they may not think about.

## **2.7 Digital Marketing Phases**

According to Arthur model Kotler & Armstrong (2006) explained that digital marketing should pass four phases to complete the process, which are respectively as follows:

### **Preparing Phase:**

At this phase, the producer or the seller has to study the market to get some information about peoples’ needs and desires, to display his goods or services effectively and making a complete record about the expected consumers, orders, and competition in both local and external markets.

### **Communication Phase:**

At this phase, firms use websites and social media to contact the expected consumers by making an easy, clear, and understood promotion by using

the Aida model which consists of the following phases: First, Attention phase uses ad banners or E-mail messages to make the expected consumers take attention. Secondly, the Information phase, which provides some information about the product or service to help consumers to make their personal opinion about it. Thirdly, the Desire phase increases consumers' desire by concentrating on their needs. Lastly, in the Action phase, the consumer is likely to make a deal.

#### **Exchange Phase:**

At this phase, the consumer pays his money to get the product or the service using cashless payment system such as a credit card, electronic coupon, E-wallets.

#### **After-Sale Phase:**

Firms using a customer live chat service or social media to keep in touch with the consumers to answer frequently asked questions and production updates.

### **2.8 Digital Marketing Elements**

Wilson (2005) discusses the four elements known as "4Ps" which forms digital marketing. These elements are product, pricing, place, and promotion. (Wilson, 2005, 126)

#### **Product**

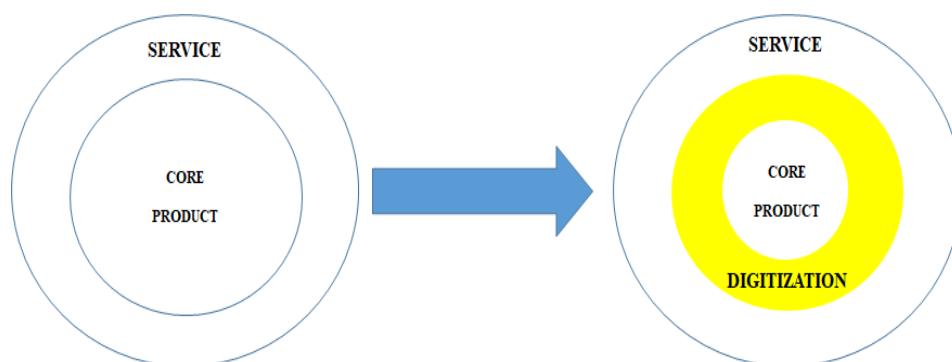
The product concept is going through a speedy transformation in the digital process.

1. Increasing in essential product with services is becoming more and more digital, as a core value of the product increases along with the value which derived from digital improvements (for example, cars with GPS systems, autonomous driving technologies based on sensors).
2. Product networking using the internet, and mobile technologies generate a rental economy during which the passive value of owned products (such as housing and cars) is released through digital networks of rental options (for example, Airbnb and Uber). These

network technologies also work on the developments within the Internet of Things (IoT), where products are supplied with smart technologies that allow communication with one another and users.

3. The products/services themselves are changed into digital services, specifically inside the discipline of product information. For instance software and content material of music, video, and text. On other hand, The Internet and mobile technologies play a major role in implementation. In which an opportunity was provided to create product lines for many digital and ordinary ways. This has revealed exciting implications for pricing and marketing. Furthermore, Digital services also allow models such as 'freemium'. Whereas, the basic version is provided for free and the version is presented Optimized for a fee (for example, digital storage and on-line content). All of these tendencies. Moreover, providing opportunities for customizing, and personalizing client offerings. By altering not only the core product/service but also the digital improved services.

To recognize the whole theory of 'digital marketing' and its impact, it is vital to focal point on how digital technologies make bigger and radically change the core product. Behind this transformation is an effort to provide new values to consumers that improved the creation of new commercial enterprise models by the figure below:"



**Figure 0-5):** Digital augmentation and transformations of product

"The early pattern in digitizing the center product with enlarged service is to change the related products and services into digital services in the field of digital production such as creating software, music, video, text, computer games, and so forth. This change came about to digitalize physical products. For instance, electronic books, music CD/DVD to live broadcast, video games etc. This move has essentially decreased the negligible expense of producing and distributing digital content"

Bakos and Brinkolfsson (2000) show that Digital augmentation can lead the collection of content for a huge scope in which it called 'economics of aggregation' Specifically, given the low negligible expense of content, accumulation turns into a profitable technique even without network externalities or economies of scale or extension if there is no obstruction in unimportant data, at that point content total turns into an ideal strategy. Then again, the move to the digital version has made content disassembly (singles and book sections) conceivable. Elberse (2010) found that deconstruction and digital downloading reduce 'Revenue is largely by replacing the bulk content. However, if the components in the bundle are of equivalent value or if the artist has high standing, the effect is less in term of revenue'.

"Generally, the analysis in digital marketing versus traditional marketing in various forms has led to a new breakthrough. While products in a product line tend will, in general, be other options, conventional formulas and the digital formats can supplement each other contingent upon the utilization of the formats and could be grouped."

"Koukova, Kannan, & Ratchford (2008) demonstrated that when advertising focused in on basic use cases across designs, buyers considered formats to be other options, yet when advertisements focused in on the special use instances of each format, consumers understood that the formats were more incorporated." Koukova & Kannan (2008) and Kirmani (2012) utilized this idea to show how configurations can be intended to be more coordinated and consequently urge buyers to buy a more products."



"An associated study question is the design of digital samples of products, for example, motion pictures, tunes, and books that empower buyers to find out about products to produce deals. Halbheer et al. (2014) considered that "the demonstration of a product to the buyers can likely to increase sales". Li, Jain, and Kannan (2016) analyzed how sample quality influences deal utilizing both investigative and analytical models. The point of the two studies is to check the ideal degree of sampling under various conditions. The sampling issue is the same as the product offering issue referenced above. for certain purchasers, the sample is the demonstration of a digital product. Nonetheless, the objective of the organization is to make the digital sample product attractive so that customers purchase the product after sampling. The thought is the equivalent in freemium models where customers get a free access to try a free sample for a while so that more customers are drawn to generate more revenue."

It can be considered an issue about the production line where the products are worldly complements (Berry et al., 2014).

"The major effect of the digital environment on product methodology is to encourage comprehensive customization. The digital interface makes it simple for clients to select choices and design the product agreeing to their details. One of the major investigation issues is in designing a 'checkboard' (or list of choices) for different highlights and choices to arrange their products and services. Wind and Rangaswamy (2001) coined the term "customization" to portray a firm's product methodology that combines mass customization with customized marketing utilizing online menus to customize modularized products. Early research about inspected by Liechty, Ramaswamy, and Cohen (2001) utilizing experimental checklists to assess clients. Whereas, any or service can be exchanged online. This product must contain several characteristics to be commercially marketable, these characteristics are discovered to create the possibility of convenient purchasing delivery system and fast payments'

## Pricing:

The price of any product or service should be affordable and related to the market power (demands & supply). According to this, firms have to:

1. use the database and collected information to plan the E-pricing strategy. This will create a good price assumption for the consumers.
2. Adapting with market changes: by making a periodic update of the competitors' prices of similar products or services.
3. Pricing division ought to be using multi-sources of information and make a convenient database for each segment of the market.

### 2.8.1 Pricing Strategies

According to (Taher, 2010, 308) there are many pricing strategies that a firm can use, the strategy should be relevant to the firm's fundamentals, strategic goals, and the firm promises made with consumers. These strategies are:

1. **Fixed pricing:** fixed pricing or listed pricing means that the price is fixed and unable to be changed, this means that all consumers have to pay the same price to get the same product or service. It also means take acknowledging or leave the strategy. Using this strategy', the marketer use (cost per lead) or promotional pricing.
2. **Dynamic pricing:** it means to display a list of various pricing for various consumers, firms use this strategy to manage the inventory and divide the consumers according to product use or any other variables. This means that the website users (expected consumers) to get an updated price for the same product.
3. **BARTER (Businesses Allied to Recycle through Exchange and Reuse):** it means to replace the product with anything except money to avoid taxes.

### 2.8.2 E-Pricing Limitations

Take (2010) determined some limitations for E-pricing, these limitations are:

1. The level of after-sale services and Evaluation and updating process.
2. Brands and trademarks for the products.
3. Various conditions of market pricing and the ability to respond to these changes and price updating according to this.
4. firms should provide and available data of information to reduce monopoly level.
5. Competitors' prices for similar products.
6. Legal factors that play a role in digital marketing.
7. Creation level of the same product and Profit margin.
8. Supply and demands.

### 2.8.3 Place

E-place means that the product should pass from the firm or producer directly to the consumer without any broker, which forms one of the digital advantages to make the product available (any time, any place), by using the website's advantages such as search, evaluation, checking best offers, product matching, recovery, and guaranty. (Ray, 2001, 112)

### Promotion:

"justify sellers performance to make the selling process easier"(Kotler & Armstrong, 2006, 55). Moreover, Wilson (2005) explained this element as the basis of traditional and digital marketing, indeed E- promotion can be through websites or using social media, making offers, or provide a free sample. Firms may use electronic applications and ask the targeted category to get an access to database or receive feedback from consumers and marketing the products accordingly. Wilson (2005) describes the promotion properties as follows: (Wilson, 2005, 284)

1. Promotion impacts the relation between the consumer and the firm to take the firm to the next level.

2. Promotion impacts consumers or retailers.
3. Promoting business needs a highly skilled and expert person.
4. Furthermore, to achieve the goal of promotion action, Wilson (2005) describes how the promotion should be:
5. Target specific consumers.
6. The targeted field ought to be expressed in ratio.
7. The time limitation and the goals ought to be clear and logical.
8. Integrated marketing ought to be implemented.

In the same way, Ray (2001) describes how these terms ought to be applied in the firm's goals to achieve new advancements. Communication between firms and consumers regarding the development and reduction of products will have a huge impact on the outcome of business.

#### 2.8.4 Tools of the Digital Promotion

According to, Nusair (2005) notes the basic tools that may use in a digital promotion such as (Nusair, 2005, 77)

1. **Website:** promotion and marketing effective tools.
2. **Using search engines** by consumers randomly to find products and services ought to be made easily accessible and convenient.
3. **Index:** many indexes on the internet offer listed products, so, consumers use the index to find products, and to find alternatives in price and quality for their firms. Firms should establish a certified index on the website for their products and services.
4. **Digital Advertisements:** this tool enables consumers to watch advertisements for a limited time (display time), such advertisements can be displayed on the firm's website or other websites, or even on well-known' people's social media platforms.
5. **E-mail:** is used after the information is collected and the database is finished, to send messages for selected and interested categories.

### 2.8.5 The Promotion Strategy

The promotion strategy consists of these factors: advertisement, personal selling, and sales activation.

#### **Advertisement:**

According to Wilson (2005) remarked that any advertisement ought to have these properties: (Wilson, 2005, 356-358)

1. Advertisement is not self-promoting action. It requires teamwork and large amount of money.
2. Advertisement ought to be created to accord with the sensibility of consumers.
3. Advertisement is meant to promote the product to get more consumers.
4. Advertisement ought to be advertised using digital sources such as social media, websites etc.
5. The advertisement should reflect the marketer or firm policies.
6. Advertisements ought to be sentimental to melt the hearts of consumers.

### 2.8.6 Advertisement Types

Shmit (2010) identified the Advertisement types as follows:

#### **1. Marketing Functions as:**

- Informing Advertisement: this type of Advertisement is meant to inform the targeted category about the new product or service.
- Guidance Advertisement: this type of Advertisement is intended to dispel any misunderstanding that may occur during product promotion.
- Remainder Advertisement: this type of Advertisement aims to

refresh the memory of consumers regarding the products.

- **Comparing Advertisement:** this type of Advertisement is to compare the quality and pricing of the products of its competitors.

## **2. Targeted Category:**

- **General Advertisement:** this advertisement is to generally endorse their products using multimedia sources.
- **Retail Advertisement:** this type target a specific retailers.
- **Industrial Advertisement:** this type of advertisement is meant for industries.
- **Commercials:** this type of Advertisement is for regular consumers that buys daily used products.
- **Professional Advertisement:** this type of Advertisement is for particular firms that require specialized products.

### **2.8.7 Advertisement's Functions**

Mansour (2010) Advertisement making requires considering the requirements of producers, consumers and sometimes brokers:

#### **1. For Producer:**

The basic aim of Advertisement for a producer is to advertise the product and sell it. There are many aims regarding this advertisement:

- Reduce distribution costs and production costs for the production unit.
- Fast way to inform the consumer about new products or updates.
- Make the whole process easier.

#### **2. For Consumer:**

Consumer satisfaction ought to be the top priority of marketers.

The following objectives must be considered to satisfy consumers:

- Make quality products to attract consumers along with its specification
- Product must have an expiry date.
- Marketers must have persuasive communication skills to draw more consumers.

**3. Brokers must** get informed about the market demands which lead to receiving orders.

### **Personal Selling:**

Omer (2010) explained many objectives of personal selling. Personal selling is one-to-one dealing with buyer and seller. Personal selling can help you discover marketing tactics, and it provides you instant response. Furthermore, He explained that personal selling can help you convince and find consumers to buy your products.

### **Sales Activation:**

According to Basuoni (2003) “many marketing strategies help marketers to sell their product if they provide samples to experience the quality of their product and offer them discount, sponsorship and give them gimmicks to increase earnings”.

The marketing strategies of digital marketing are as follows:

#### **1. Website Design:**

Website design is the process of creating websites and according to Omer (2010) websites are technically linked with search engines to be easily accessible but costly as compared to applications which affordable and user-friendly.

Whereas, Basuoni (2003) and Wirtz (2006) mentioned the factors to develop the credibility between web designers and consumers by providing them quality service at cheaper rates

and launch secure cashless payment system.

## **2. Customers Care:**

According to Abu Bakr (2013) customer care is defined as “the satisfaction of customers by meeting their standard requirements through conducting surveys to improve the standard of their products”.

Whereas, Wirtz (2006) mentioned that consumer satisfaction ought to up to the mark.

Furthermore, Taha & Tareq (2008) explained that “customer satisfaction ought to be prioritized considering the following standards such as: commitment regarding dealings, concerned about customers required standards in terms of shopping, flexibility with regards to replacing the product, honesty in dealings and loyalty with regular customers” . These standards will increase the trust between any consumer and firm’s application and website. (Taha &Tareq, 2008, 318)

## **3. Customers Supporting Services:**

According to Yousef (2010) “Marketers must never be out of stock to avoid customer disappointment, and customer’ demands ought to be known by interacting with them regarding their needs”.

## **4. Privacy and Security:**

According to Wadi & AL\_Astal (2010) Consumer’s privacy regarding his personal information ought to be kept private in terms of online transactions. The emphasis on security measures concerning the online transactions (AL\_Qahtani, 2003, 26).

## **5. Virtual community:**

According to Wesam (2013) virtual community as group of people who may or may not meet one another face to face , who exchange



words and ideas through the mediation of digital networks.

This community has many properties:

- Interacting with people of similar needs and interests.
- Data and information exchanging.
- A common framework that firms can use to achieve their goals.
- Any member of such a community has to be reliable and communicative.

**6. Customization:** means to make technology and consumer information convenient to each other, by using software to collect, save, and analyze website visitors' information to understand consumers' needs and strengthen the relation between firms and consumers. (Yousef, 2010, 326)

## 2.9 Digital Marketing Requirements

To start a complete and successful digital marketing start-up (Shmit, 2010, 100) mentioned some requirements should be considered:

- Infrastructure requirements: which include internet, fixed broadband, network infrastructure, mobile telecommunications, communications satellite systems, and applications.
- Process requirements: which include Seller (firm or person), Purchaser (firm or person who is interested in specific good), and a good quality and trademark product or service.
- Environment requirements: which include the convenient legal environment, Banking or pay system, Secured electronic system, qualified human staff, Taxes, and shipping system.

## 2.10 Digital Marketing Types

Marcator (2008) specified three types of digital marketing as follows:

1. **External Marketing:** this type is related to marketing in a traditional way which includes market research and advertising to clients and potential customers and implementation of the marketing mix (4Ps).
2. **Interior Marketing:** this type is related to the firm's labor force. Every firm ought to work on an effective policy to train the staff and encourage them to communicate effectively with consumers as a team-work to achieve consumers' satisfaction and meet their demands.
3. **Interactive Marketing:** this type is related to the quality of service and product and the relationship between the firm and the consumer.

#### **2.11. Advantages of Digital Marketing**

1. Digital marketing is an interactive and effective way to reach a local audience as well as a global audience when appropriate.
2. The data is immediately available and the results are much easier to measure"
3. Social media empowers us to communicate conveniently with groups and even individual customers verbally.
4. Make direct associations and contacts with your clients through web-based social media.
5. It is 24 X 7 marketing and it finds targeted consumers.

#### **2.12. Disadvantages of Digital Marketing**

1. The company relies on highly engaged customers on the Internet
2. Content must be continuously created, edited, approved, and published".
3. The responsible employee must respond to comments and update or regulate sites and marketing pages from time to time.
4. The reliability of digital marketing is unstable.

#### **2.13 Previous Studies on Digital Marketing**

Various research papers and articles give knowledge into digital marketing. Comes from the literatures are presented below:

Internet marketing has been shown fairly as “fulfilling marketing goals through the utilization of digital technologies” (Chaffey et al., 2009). “Digital marketing is the utilization of technologies to assist marketing grows to improve marketing forward client information by coordinating their needs” (Chaffey, 2013). In the developed era, organizations have caught on to the implication of digital marketing. For a business to be productive, it should incorporate online with traditional techniques to address client issues all the more accurately (Parsons, Zeisser, Waitman 1998). “ The presentation of new technologies ought to open the doors of opportunities for marketers to operate their sites and accomplish their business objectives” (Radionova and Praude, 2016). Web-based advertising is an incredible marketing technique for building brands and expanding corporate traffic for progress (Song, 2001). Desires as far as making results and estimating progress for publicizing money spent, digital marketing is more cost-efficient for when it comes to (ROI) (Pepelnjak, 2008).

Nowadays, traditional publicity and marketing methods have altered digital marketing. Also, it is ground-breaking to the point that it can offer assistance reestablish the economy and can open doors of opportunities for governments to work in a more capable way (Munshi and Munshin, 2012). Firms in Singapore have attempted the achievement of digital marketing instruments as being useful and supportive for fulfilling great output (Teo, 2005). “Digital marketing has developed due to the technological advancement in the recent years” (Mort and Drennan, 2002).

“Availability, mobility, and speed are defined as the most features of digital marketing” (Koiso-Kanttila, 2004). Word-of-mouth marketing is another successfully experimented tool for digital marketing (Trusov, Bucklin & Pauwels, 2008). Moreover, WOM is associated with producing more customers and increasing website traffic which results in more production. Social Media sources as Facebook have opened the entryway for companies to connect with millions of individuals and have taken digital marketing to another level. “This is only possible if managers are fully aware of using communication strategies to engage clients and enhance their experience” (Mangold & Faulds, 2009). Moreover, marketing experts ought to understand online social marketing campaigns and programs to reach the benchmark of existing business leagues. As market flow around the world alters with the advancement of technology. The strategic integration approach must be embraced within the enterprise's marketing communication arrangement (Hanna, Rohm & Crittenden, 2011). From the reviews above, we can assume that the products and services tax (GST) is a tax reform that will change the situation of the nation. It will create more job opportunities and business possibilities’.

Blogging is a digital marketing instrument that has been fruitful in making an effect on expanding sales incomes, particularly for products where the clients can associate by reading and writing audits almost individual encounters. For companies, online audits have worked very well as a portion of their key marketing strategy (Zhang, Dubinsky & Tan, 2011). Online service instruments are more effective than traditional communication strategies (Rudder, et al., 2013). “As a portion of the study, it has appeared that clients experience expanded their self-esteem and joy when they started experiencing social media. Social media acts as “a catalyst for companies and marketing experts to boost up their businesses”(Pai & Arnott, 2013). Web marketing experiences impact consumers' minds, and improve online selling (Cetină, Munthiu & Rădulescu, 2012).

The Web is the most incredible asset for organizations (Varnali, 2010). Marketing directors who are dismiss the significance of internet usage will be surprised to know its effectiveness in terms of promoting their business.

The research related to the problem was conducted to discover the impact of digital marketing on the organizational performance of the three telecom companies (ZAIN, ORANGE, and UMNIAH) in Jordan. In the literature review, the methodology and every aspect of the research problem were described. The descriptions included digital marketing and the process of organizational performance in telecommunications firms in Jordan.

## **CHAPTER 3**

### **THEORETICAL FRAMEWORK AND HYPOTHETICAL DEVELOPMENT**

#### **3.1 Overview**

It has been nearly a fourth century since online business started, and it evolved at a fast pace. Huge global networks like Google, Facebook, Amazon, Alibaba, eBay, and Uber which were not been known twenty years ago and have impacted global economy. In 2015, online retailers represented 7.4% of outright retail investing within the United States as compared to the ratio in 1999. Furthermore, convenient deals expanded at a quick rate to someplace within the range of 22% and 27%. Firms are as of now highlighting the significance of setting up a digital relationship' with clients (Phillips, 2015).

Besides, the discoveries of digital technologies and devices such as smartphones, have assured consumers to transform their lives using artificial intelligence. This thesis is meant to demonstrate the world the impact of digital technology changing marketing processes.

#### **3.2 Market Oriented Culture and Organizational Performance**

"Marketed-orientated culture has been hugely impacted by the advent of the cutting edge technology. Digital marketing has been practically proven to be super effective and technically flexible" (Skerlavaj et al., 2007). "Besides, he asserted that there is little agreement about what constitutes organizational performance, adding that indicators of organizational performance have not been defined in general terms by scholars. Therefore, they suggest that a

more comprehensive definition of organizational performance should include operational and organizational effectiveness. Beside frequently used financial indicators. This position is also maintained by Kennerley and Neely (2002) who have recommended the balanced scorecard published by Norton and Kaplan (1996) as a universally accepted indicator of performance. Also, Skerlavaj et al (2007) view Market-oriented culture influences performance through innovation, loyalty, and quality a body of literature exists linking customer-oriented culture with organizational performance in line with enhanced profitability plus costs. They assert that a market-oriented culture can only be linked to superior performance if it can adapt to changes according to the environmental conditions. Therefore, the company culture must not only be strong and widely shared, but it must also have unique qualities that cannot be imitated. When this is achieved, the company culture can correlate with good performance. (Skerlavaj et al, 2007).

Though Kotter (2014) specifies that Strong cultures are related to acceptable performance as market-oriented culture is inserted in the organization's statement of purpose. Additionally, he exhorts that solid culture can undoubtedly get presumptuous, internal centered, and bureaucratic in this way subverting economic performance and rolling out key improvement difficult to implement. (Kotter, 2014).

A strong market-oriented culture that embraces a culture that is engraved in the way things are done to the point where nothing changes even when a new manager joins the organization due to the deep roots of the market-oriented culture within the activities and practices of the organization. A strong market-oriented culture is related to performance. It allows the alignment of goals that lead to employee motivation while providing the necessary structures and parameters within the organization. The unique quality of market-oriented culture makes it a powerful potential resource for generating an advantage over competitors. "They indicate that culture creates a competitive factor by designing the boundaries of the organization in a way that facilitates individual interaction with Limiting the scope of information processing to appropriate levels. (Ogbonna & Harris, 2000).

Moreover, Kyriazopoulos & Samanta (2006) organizations with a market-oriented culture that embrace innovation as a standard business practice that constantly seeks new solutions to current and potential problems. Such organizations regard innovation as a culture and thus an indispensable operational function that translates into good performance (Kyriazopoulos and Samanta, 2006).

Additionally, Jaworski & Kohli (2004). Market-oriented culture also contributes to the perception of high quality of the products and the services, customer loyalty, customer satisfaction with the enterprise's products, maintaining superior customer value, and higher profitability." "In turn, they believe. Market-oriented organizations have a culture that follows the needs of customers and responds to them effectively and this has a positive impact on the performance of organizations despite numerous studies that positively link company culture to organizational performance. (Jaworski & Kohli, 2004)

Also, Kirca et al (2005) include that market-oriented culture is emphatically connected with performance in nations whose cultures depict low force separation and vulnerability shirking when contrasted with those countries that are high comparatively.

Similarly, Cameron, & Cowen (2006) assert that a market-oriented culture makes organizations more customer-focused. This forces them to search for and collect information about their competitors while actively responding to customer needs.

Also, Agarwal et al (2003) advise that organizations must control the power of company culture to strike a balance between a strong and weak culture where both parties can be detrimental to organizational performance. While studies have questioned the universality of corporate culture and the correlation of organizational performance, sufficient evidence indicates that organizational culture is linked to organizational performance. (Agarwal et al., 2003).



### **3.3 Concept of Organizational Performance**

Company culture refers to the lifestyles, behavior, and tendencies that distinguish one organization from another. It details how the organization responds to environmental impacts. Company culture entails patterns of values and beliefs shared over time that produce behavioral norms that are adopted in solving the organization's problems. (Egan et al., 2004)

Organizational performance refers to competencies in terms of resource use in addition to achieving goals (Firer & William, 2003). Performance measures indicate the efficiency and effectiveness of an organization. All decisions taken in the organization have to do with its performance. Most measures of organizational performance are historical and how the organization's performance is measured and presented is often determined by the stakeholders. Organizations design key performance indicators (KPIs) to evaluate their success in achieving their strategic goals and these also determine their overall performance. ”

While measures of organizational performance are varied as the traditional measures include profitability, productivity, and market evaluation (Firer & William, 2003). and the Financial performance indicators include return on investment, return on assets, and return on equity. On the other hand, operating performance indicators include market share, products. New, product quality, market or sector effectiveness, manufacturing value addition, technological efficiency, and survival over time (Wekesa, 2016).

According to Lebans and Euske (2006), he defines organizational performance as the idea of measuring the results or the return of a particular procedure or method, then modifying the procedure or system to increase the output, increase the efficiency, or increase the validity of the procedure or strategy. It also contains the return or outcomes. The organization's real value as assessed against its planned returns or targets, which includes financial and non-financial indicators that provide evidence of the level of achievement of the organization's goal. (Lebans and Euske, 2006).

Moreover, Honda & Martin (2002) mention that the performance improvement effect on the main Organizational decision which means that the managers and governing body of an organization set up and deal with a program which estimates the present degree of Organizational Performance and afterward creates thoughts for adjusting authoritative conduct and foundation which are instituted to achieve higher output. (Honda & Martin, 2002)

Furthermore, Robert's (2001) organizational performance at the operational or individual representative level, for the most part, includes procedures as statistical quality control. And At the organizational level, performance generally includes softer forms of estimation such as customer satisfaction studies which are utilized to acquire subjective data about performance from the perspective of clients. (Robert, 2001)

Additionally, HS Jenatabadi (2015) listed the main Measurements of organizational performance as follows: (HS Jenatabadi, 2015)

- **Quality** refers to customer relationship satisfaction and margin achieved. And **Quantity** refers to Sales volume and revenue generated.

Customer satisfaction is highly connected to profitability, revenue, and loyalty which mean that satisfied customers affect financial performance because they had been more loyal company and so they make the long-term relationship and spend more in this organization which increase their expenses annually which leads to an increased profitability

- **Timeliness** includes main two categories: results and reports on time: Doing the tasks on time is a very effective management tool which leads to more organizational success, good time management grant the employees to accomplish more things on time, and have more free time, to take advantage of an opportunity to focus on the things that really matter with more confidence.

- **Cost-Effectiveness:** This is a standard based on specific organizational resource levels that are documented and measured in the organizational

annual fiscal year budget. This standard includes many aspects of performance as reducing unit costs or produce products and services at the lowest possible cost without wasting time and without compromising product or service quality.

The Balanced Scorecard enables a company to measure its performance well and is free from excessive reliance on financial measures of performance. Through its four perspectives; Financial and Client Perspectives, Innovation, Learning, and the internal process, it allows managers to view business performance in a comprehensive and balanced manner. By integrating both financial metrics Non-financial, the Balanced Scorecard broadens the boundaries of organizational performance and integrates the intangible as well as the tangible aspects that are very important in measuring organizational performance. Contents of Kotler (2010) that include the best organizational performance indicators including but not limited to the level of customer satisfaction, and indicators of customer preference, Share a customer's mind, and a customer's perception.

### **3.4 Digital Marketing and Organizational Performance**

E-promoting involves the utilization of the web and different types of intuitive advancements to intercede exchange between an association and its clients. It contrasts from other promoting rehearses because of its dependence on innovation to empower intuitiveness. E-advertising impacts associations decidedly through improved correspondence, showcasing research, deals execution, client relationship the executives just as in investigation and arranging (Brodie et al., 2007). Studies have shown an immediate connection between e-promoting and authoritative execution through improved help conveyance, deals execution, and client cooperation (Hossinpour et al, 2014; Trainor et al, 2011; Brodie et al, 2007).

E-marketing improves business performance by improving sales performance and efficiency, which affects both the cap and the profits in intercompany businesses (Avlonitis & Karanyani, 2000).

Thus, electronic marketing allows sales personnel to make interactive communications with customers, which greatly affects the activities of sales management by facilitating market segmentation and customer categorization through effective database management and information exchange between organizations. It also facilitates product management activities that lead to product customization and acceleration of innovations.

Other studies show a solid positive connection between e-marketing infiltration and organizational performance in affecting client securing and maintenance (Brodie et al, 2007).

Bar Wise and Farley's (2005) adds that organizations are increasingly embracing e-marketing and integrating it with other marketing practices to improve customer engagement and feedback. Thus, the success of e-marketing comes from enhancing and supporting current business practices. Day and Bens (2005) hypothesize that organizations that are Adopted digital marketing often perform better by increasing the efficiency and effectiveness of network marketing practices and databases. Adopting e-marketing enables companies to increase their intensity and enrich their interactions with partners and suppliers. Important planning and inventory information is shared regularly or even in real-time, which leads to more productive relationships (Siegel, 2003).

Akroush et al. (2009) assume that there is a positive and important relationship between the e-marketing mix strategies, which are e-product, e-pricing, e-promotion, electronic distribution channels, and the overall performance of organizations through both financial and non-financial. - Financial performance indicators. E-marketing strategy of efficiency as the technology used in e-marketing transforms many marketing strategies leading to new business models that add value to customers as well as increase company profitability (Frost & Strauss, 2001).

Marketing research is made easier through the capabilities of e-marketing. Organizations that have adopted e-marketing can efficiently collect market information that helps segment the market, develop products, improve service quality, search for competitors, understand the industry, and

customer feedback; all of this improves market targeting and success Business. (Hossinpour et al, 2014).

Despite the rich literature related to e-marketing in organizational performance, Tsiotsou and Vlachopoulou (2009) discovered that e-marketing has a mediating effect on business performance due to its integration with and interconnectedness with other marketing resources and practices.

While Avlonitis and Karanyani (2000) postulate that e-marketing practices improve business performance in terms of sales performance and efficiency, they argue that their approval does not automatically lead to a competitive advantage in efficiency but enables the implementation of interactive sales management activities and customized product offerings without sacrificing efficiency.

Digital marketing research uncovered numerous difficulties of how digital marketing is run in cell phone "media transmission" associations today. Though, the cell phone "telecommunications" segment as a contextual analysis of the current study is one of the most significant parts in Jordan. This sector accomplishes economic income for the state depository just as giving openings for work. It additionally offers types of assistance to every single other sector. It likewise enters this part in numerous zones since it spares time and exertion for clients to accomplish their inclinations.

Digital marketing research has revealed many challenges related to how digital marketing is managed in mobile phone "telecommunications" organizations today. As a case study for the current study, the "telecommunications" mobile phone sector is considered one of the most important sectors in Jordan. It also provides services to all other sectors. This sector also intervenes in many areas because it saves time and effort for clients to achieve their interests. "

Digital marketing authorizes organizations to spread out and reach new customers, as well as mitigate their complaints, thereby improving on profitability, Websites play a crucial role to enhance brand awareness and

implement the digital marketing to increase market share and profitability of business organizations.

According to Kariuki et al. (2014) illustrate that Digital marketing influence the performance of the organization by focusing on Marketing activities which are expected to add value and deliver on the goals of the organizations and using a firm's marketing communication mix to cooperate with its customers. (Kariuki et al, 2014)

Moreover, Sabri (2008) clarifies that many businesses continue to fail in their marketing efforts despite the utilization of new technologies that's because many people still refuse to make any digital exchanging, they don't believe in such process, especially in case of expensive goods or high-risk trading process, they think that most companies are fake or managed by deep internet users (deep web), especially when the marketing websites don't have the infrastructure (design and language) to attract the consumers or guarantee or save way for consumers payments, which means that consumers can't save their rights. but (Kimani,2015) mentioned that Social media successfully affect the awareness of the consumer, information acquisition, and purchasing behavior by using technology to achieve profitable growth of small and medium enterprises. (Sabri, 2008)

Besides, Alford (2010) said that the business organization should take advantage of digital marketing technologies to compete effectively through attraction and retention of customers and to avoid being thrown out of business by competitors. (Alford, 2010)

Furthermore, Sabri (2008) observes that the increasing levels of globalization and As a result of widespread of the internet which now became one of the modern life's fundamentals, the consumers can easily get any information about any commodity and make any comparison from multi-sources to take buying decision by visiting companies websites, and complete the exchange process easily, so most businesses have developed new technologies to improve their digital marketing to achieve competitive advantage in the current competitive environments. (Sabri, 2008, 18)

Additionally, (Zarrella, 2009) defined social networking as a website for one to associate with people through an online and offline community. Social media have become a potential marketing platform for many international companies because it provides many opportunities to interact with target customers. Also allowing the customer to connect with different customers. It is additionally used to convince each other that the company's items or services are good because often the comments of the customers are more convincing and influential. On the other hand, (Neti, 2011) mentioned that social network marketing has many advantages as it can be done at the lowest cost, create enormous exposure to businesses, rising the popularity of the brand, increasing customer satisfaction, and sales.

Parveen, Jaafar, and Einen (2016) also explain the influence of social media on entrepreneurship and organizational performance. The study concluded that the use of social media has a strong positive impact on the conditions of cost reduction, information dissemination, and improvement of relationships with customers, which affects the performance of organizations. The importance of the study is to provide managers with information to better understand the areas that can be improved by social media to influence organizational performance. The study also provided strong evidence of the impact of this on the direction of entrepreneurship. (Parveen, F, Jafar, In and Ainain, S., 2016)

Likewise, Erdam Duduk and Muhammad Al-Ma`aytah (2019) studied the effect of social media use on organizational performance in the cosmetics sector in Jordan's Dead Sea, and researchers used social media for marketing, customer relations, and access to information. As an independent variable, they designed the hypothesis of the study to demonstrate the direct impact of social media on organizational performance through its subcategories, quick adaptation, time to market, cost reduction, customer satisfaction, and innovation. The conclusion indicates that the use of social media can give the organization a competitive advantage over the competitors through rapid changes in the Internet to achieve the change in customer needs in a short period. (Erdam Dudukh, Muhammad Al-Ma`aytah, 2019)

Bisdes, Barnes, and Scornavacca (2004) defined Mobile phone marketing as an innovative form of commercial communication and valuable personalized marketing medium used to convey commercial content and communicate with customers by sending messages to their mobile phone via short message services (SMS) and multimedia messaging (MMS) (Barnes and Scornavacca 2004).

Whereas, Hughes and Fill (2007) found that website marketing impact on the performance of the organizations due to the increased use of the websites in promoting the products and services, constructing strong customer relationships and collect customer feedback (Hughes and Fill, 2007).

Based on unified model Venkatesh et al. (2003) clarified that Mobile phone marketing influence and performance benefits had a significant relationship, There are a variety of implications for any organization which considers using mobile marketing because it is an increasingly effective channel for marketing. Mobile marketing is more effective if it has been achieved certain qualities such as permission, personalized, and more focused (Venkatesh et al. 2003).

The study of McCue (2009 and Kula & Tatoglu (2003) reviewed that Website marketing is important to enhance the corporate image by using the strategies to reduce costs and to provide additional benefits and value-added services to both consumers and employees (McCue, 2009); (Kula & Tatoglu, 2003).

Regarding the above information, this study will investigate how the new technologies in digital marketing enhance and improve the organizational performance, If the organization is used the suitable strategies to meet the needs of consumers, it has been effective in attracting new customers and retaining them, thus accomplishing higher.

### **3.5 Empirical Review**

Digital marketing can be used to augment a company's open marketing efforts. Digital marketing strategies can be developed in conjunction with



other hard-hitting marketing and communication work to maintain consistency across all channels. One of how 'mobile communications' can control considerations of using blogs and marketing tools. Other digital marketing tools customer connectivity. (Mangold & Folds, 2009). Users are allowed to submit their suggestions to be voted on by other mobile customers, vote on other people's ideas, discuss ideas, and even learn what actions the mobile phone takes on the most popular ideas. Mobile empowers its customers by directly asking them what they want. By working on this information publicly, the mobile phone strengthens its relationship with customers. Using digital marketing in this way helps create transparency that can increase trust from customers. Mobile phones can successfully enhance the brand's image Positive business and solving customer problems often at a lower cost than call centers or email services Allows great customer service and no Better brand. However, such a popular mobile phone has the resources to dedicate to creating customer relationships. The research aims to find out how a small company with limited resources can achieve similar results and customer relationships. (Barr, 2009)

### **3.6 Relationship between Digital Marketing (DM) and Organizational Performance-(OP)**

Companies have recognized the relationship between digital marketing and organizational performance, and in arranging for businesses to succeed, they will have to be coordinated online with conventional strategies of meeting client needs more accurately (Parsons, Zeisser, and Whitman 1998). Subsequently, the marketing proficient must genuinely get it digital marketing campaigns and programs online and get it how to do so viably utilizing organizational performance estimation indicators. As market elements around the world alter concerning the youth audience's access to and utilization of social media. The key integration approach must be received within the enterprise's marketing communication plan (Hanna, Rohm & Crittenden, 2011). Whereas, Digital marketing has opened the entryway for companies to put through with millions of people almost products and services and open new marketing opportunities within the market. Usually, as it were possible in case managers are completely mindful of utilizing

communication methodologies to lock in clients and improve their experience (Mangold & Faulds, 2009).

Digital marketing tools are more influential than traditional communication methods due to increased organizational performance (Helm, et. Al., Et. Al., 2013). Furthermore, as part of this study, it has appeared that clients feel increased self-esteem and satisfaction when they adjust to digital marketing which is itself a catalyst for companies and marketing experts (Pai & Arnott, 2013).

This study is of great value to organizational performance as it highlights the importance of digital marketing. This reflects the need to conduct such a study necessary for this type of study. So the purpose of researching this in digital marketing is that it sounds huge. While companies are looking for a clearer picture to get started but they don't know where and how to start doing digital marketing. Nowadays, social media channels such as Facebook, Twitter, Google, and other social media companies have succeeded in changing consumer attitudes and perceptions and ultimately helped revolutionize many companies. This is done through an extensive, measurable network of clients with trustworthy data with real-time feedback on customer experiences. This allows companies to conduct online surveys to obtain relevant information from target groups and analyze results based on their responses. On the other hand, companies can use online behavior questionnaires to take action on relevant comments from customers in meeting their needs more accurately.

### **3.7 Previous Studies on Organizational Performance**

Lebans and Euske (2006) define performance as consisting of monetary and non-monetary indicators that provide evidence of the degree to which the organization's goal is achieved.

Lebas (1995) explains that performance should be supported by the philosophies of performance management which include the validity of cause-effect relationships among variables. Performance measurement has been limited to a financial perspective, ensuing to various restrictions like the

emphasis on the internal factors of the company and delayed accessibility of performance-related information. To overcome these restrictions performance has to be measured as a multidimensional subject. Good organizational performance can be attained by improving product quality, improving production efficiency, and better responsiveness to clients' needs.

"There are other factors that determine the organization's performance besides money. From the various literature review, performance may be summed as valuable contributions to attain the objectives of a firm in a given period (Anthony, 1965). The performance of an organization can thus be evaluated in several dimensions namely a company's productivity, its efficiency, profitability, and lastly its market share. Performance measurement involves the identification, monitoring, and communication of the results using performance indicators (Brudan, 2010). Marketing performance management includes marketing planning, implementing, and evaluating marketing results for performance improvement. In the floriculture sector, several factors add to the total financial performance of the firm. The product quality, productivity aspects, the operating costs, marketing prowess of the firms, and tax implications all have a bearing on performance.

## CHAPTER 4

### METHODOLOGY AND PROCEDURES

#### 4.1 Conceptual Framework

This chapter addresses the study methods and procedure used to explore the impact of Digital Marketing on Organizational Performance. The study used descriptive-analytical methods. Consequently, literature was collected to build the study tool and collect data from the study sample, to determine the impact of digital marketing on organizational performance in Jordan, as workers in telecommunications companies are the most representative sample of this specialization.

Figure (4-1) Shows the hypothetical model for the current study and their variables, Note from the hypothetical model of the research that there are two types of variables: Firstly, the Independent variables: Represents email marketing, social network marketing, mobile marketing, and website marketing and Secondly The dependent variable: The performance of organizations is the focal point of research and investigation in numerous studies and field research, and the hypothetical model of research has grown reliant on previous theoretical and field studies and research

The main questions of the study are how digital marketing in all of its forms influence the performance of the telecommunication company

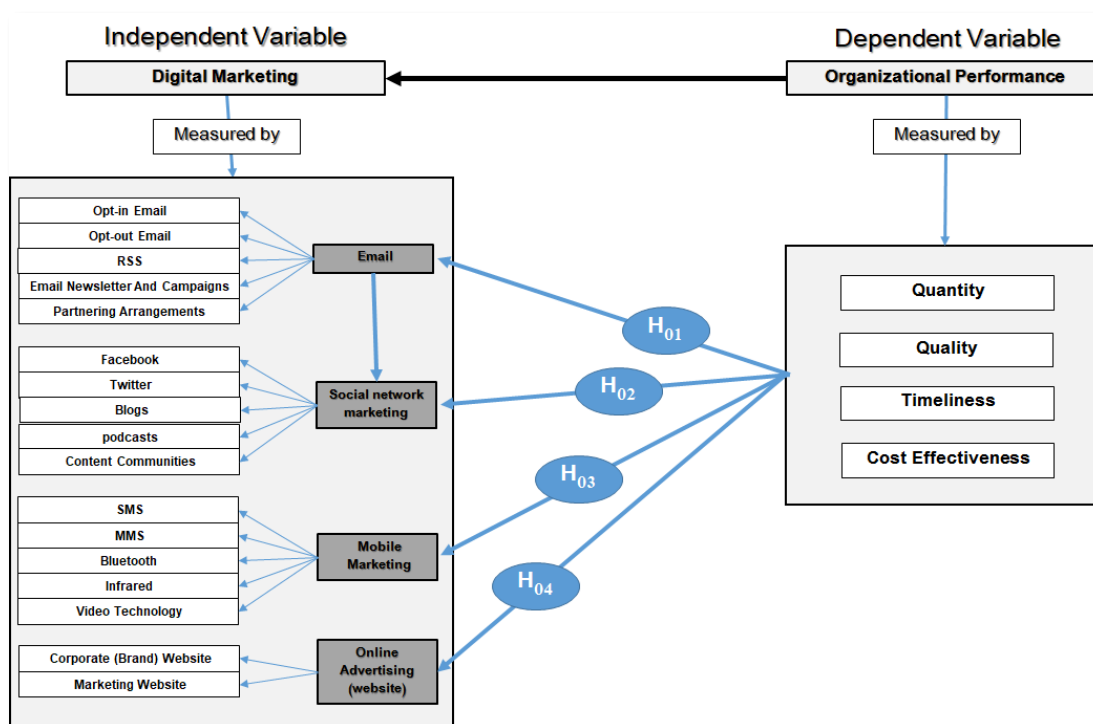
**Hypothesis 1:** Email marketing has a positive and important relationship with organizational performance

**Hypothesis 2:** Social Network Marketing has a positive and important

relationship with organizational performance

**Hypothesis 3:** Mobile Phone Marketing has a positive and important relationship with organizational performance

**Hypothesis 4:** Website Marketing has a positive and important relationship with organizational performance



**Figure (4-6):** Conceptual framework

## 4.2 Study Procedure (Main Steps to Carry-Out the Study)

The following methodologies conducted during the current study:

- (1) Reviewing the literature related to the impact of Digital Marketing on Organizational Performance.: case study on three telecommunications (ZAIN, ORANGE, UMNIAH) companies in Jordan.
- (2) Developing a special questionnaire based on relevant literature referenced to (Wanjiru Kiriro, 2015)

- (3) Proving the validity and reliability of the questionnaire
- (4) Selecting participants to study
- (5) Distributing the questionnaire to participants of the study
- (6) Analyzing and interpreting the data using the appropriate statistical methods.
- (7) SPSS application as a statistical method of data treatment approaches.

### **4.3 Study Design**

The research design used in this study was a descriptive survey. Whereas descriptive research as a distinct process focuses on answering questions such as who, what, when, where, and how of the topic under investigation, it usually describes the current situation or process providers. Moreover, the purpose of this descriptive study is to demonstrate the impact of digital marketing on organizational performance by applying a selective questionnaire to a random sample of telecom companies in Jordan.

A literature review helps in determining whether a study should be qualitative or quantitative, highly or less structured, involving large or small samples, etc.

Bryman (2004) articulated that the quantitative research design is appropriate as it entails the collection of data on more than a single case, and at a single point in time. To collect a set of data related to two or more variables, which then examined to identify patterns of association, or behavior, that are hard to detect directly and when it desired to sample a large number of individuals for investigation. In line with this, Gay, Mills, & Airasian (2006) describe the descriptive studies as practical means of investigating a range of educational problems and that they are concerned with assessing opinions and perceptions, amongst other factors.

#### 4.4 Design of the Study tool (Study Instruments “Questionnaire of the Study”)

The researcher uses the questionnaire as a study tool or instrument to collect data from the study sample. The study tool was developed based on previous studies and relevant literature referenced to (Wanjiru Kiriro, 2015).

The questionnaire was distributed on the 3<sup>rd</sup> of August 2019 and collected on 6 of September 2019.

The study tools (instruments) of this study are the questionnaire items consisted of (40) questions and consist of several sections:

**First: Demographic Variables:** this part includes multiple items to measure the demographic status of respondents including (Gender, Qualification, Company Name, Years of Experience as well as Department).

**Second: Questionnaire Items:** This part includes several elements to measure the impact of digital marketing practices on the organizational performance of mobile phone companies in Jordan. as an effective tool to enhance the Organizational performance (E-mail marketing which is consists of (9) items, Social Network Marketing which is consists of (8) items, Mobile Phone Marketing which is consists of (9) items, Website Marketing which is consists of (5) items, and the Organizational performance which is consist of four (4) sub-sections: 1<sup>st</sup>: Quantity which is consist of (3) items; 2<sup>nd</sup>: Quality which is consist of (2) items; 3<sup>rd</sup>: Timelines which is consist of (2) items; 4<sup>th</sup>: Cost-effectiveness which is consist of (1) items).

The researcher selects the Likert scale that was used to answer the questionnaire elements. Whereas, the questionnaires will depend on the five measures in answering, in which it reflects the opinions of the respondents to the questionnaire, to analyze the factors that affect the success of digital marketing.

**Table (0-1):** Likert scale degrees

Very great extent	Great extent	Moderate	Small extent	Not at all
5	4	3	2	1

Moreover, A Likert scale is used to assess the accreditations as the following categories:

- Mean between the interval (1.000 ~ 1.499) → not at all.
- Mean between the interval (1.500 ~ 2.499) → little extent.
- Mean between the interval (2.500 ~ 3.499) → moderate extent.
- Mean between the interval (3.500 ~ 4.499) → great extent.
- Mean between the interval (4.500 ~ 5.000) → very great extent.

#### **4.5 Study Population and Sample Size**

##### **Study Population**

The population of the study consisted of all Managers, team leaders, supervisors, and employees belongs to Customers Care, Information Center, Website & Social Media, R&D, and SALES department which is equal to 415 employee Working in the three telecommunications (ZAIN, ORANGE, UMNIAH) companies in Jordan, which formed the study population, the population size was determined based on the HR department in each firm, and was distributed as per the following, 152 employees from Zain, 108 employees from Orange and 155 from Umniah. The head of marketing department in each firm was contacted to facilitate the distribution of the questionnaire to the needed sample size through their email address, and then handed the results to the researcher.

These companies are:

##### **ZAIN:**

Zain Jordan revolutionized the field of telecommunications in Jordan in 1995 by introducing mobile services in the country. Since its inception, Zain Jordan has recorded exceptional growth in the number



of subscribers, with the number of subscribers reaching about 6 million subscribers in the country. Through 8,000 cell sites.

In January 2003, Zain Group built-in Zain Jordan, in what was known as the largest single accession in the Middle East, and the largest private sector investment in Jordan.

In 2014, Zain obtained a license to provide fourth-generation "LTE" services for the first time in the country, as these services provide up to 150 Mbps. Zain launched LTE services to all governorates in the country in the first quarter of 2015. Among its product group, Zain launched "Zain Fiber" services to enrich its customers' experience that is driven by (FTTH - Fiber to The-Home) that provides high quality and stable high-speed internet. "

Zain Jordan has been a pioneer in the field of Corporate Social Responsibility (CSR), by launching and supporting many national initiatives that go beyond the development of the telecommunications sector, as Zain is the main supporter for several sectors: education, youth, health, sports, and the environment. Pillars of the Jordanian economy, as it has about 1000 employees and provides thousands of indirect jobs.

## **ORANGE:**

Orange Jordan is one of 29 subsidiaries of the Orange Group, a leading telecom operator in the world and ranks in the top ten among its competitors. Orange Jordan is an international brand with a local spirit, applying the experience gained globally to initiate and sustain the country's digital transformation that will lead to greater opportunities in the shared socio-economic prosperity of its people. It has an expanded client base of over 5 million, a network of about 1,800 specialized employees, and more than 55 branches. "

Orange Jordan forms the backbone of the country's ICT sector, by offering innovative and advanced information and communication

technology solutions to meet the aspirations and fundamentals of individual and corporate clients nationwide. As a result, the company is currently ranked as a strong provider of high-speed internet in the market and continues firmly to move forward in its endeavors to invest in the future of the country and its people by providing the latest technologies and strengthening the country's physical infrastructure to make these technologies a reality. "

Orange Jordan provides pioneering and integrated telecommunications services across the country and offers individuals and companies a wide range of fixed, mobile, and internet services. The company is particularly focused on providing unparalleled connectivity to all of its customers through its recent endeavors in Next Generation Networks (NGN), which include Home (FTTH), Fiber to Business (FTTB), and IMS (Multimedia IP Subsystem). "

#### **UMNIAH:**

Since its launch in 2005, Umniah has continued to establish itself as one of the region's fastest-growing and most reliable telecom providers. By offering a diverse range of mobile and internet solutions and high-quality enterprises, Umniah has grown a loyal customer base of around 3 million customers in one of the most competitive markets in the region. Over the years, Umniah launched its fixed LTE 4G and LTE network, which works to provide high-speed broadband connectivity to homes and businesses across the country. The operator also continues to play a critical role in Jordan's shift towards high-bandwidth internet in both homes and businesses and has been a pioneer in providing fiber-based internet services to customers, at competitive rates and speeds of 300 megabits per second.

A Security Operations Center (SOC) provides a full suite of managed security services, which can help the organizations to evaluate and monitor their IT infrastructure. As well as preventing and protecting potential threats. Umniah complements its hosting services and cloud

computing with extraordinary achievement by launching the first Level 3 design and certified data center in Jordan by the Umniah Institute. The data center provides an aggregation facility with high availability and a modern environment. In 2019, the operator was the runner-up for the Best Mobile Application / Usage award during the 2018 Gulf Customer Experience Awards.

### Study Sample size

The researcher used stratified random sampling methods where the population split in three groups as per the following, 152 employees from Zain, 108 employees from Orange and 155 from Umniah, as provided by the HR department from each company, then selected a random sample of (200) employees from the departments based on the weight of each company from the total population size to make sure that all of the three companies that represent the telecommunication sector in Jordan were represented correctly in this study, This sample size was calculated according to the following equation:

$$\text{Sample size} = \frac{N \times (p \times (1 - p))}{(N - 1) \times \left(\frac{d^2}{z^2}\right) + (p \times (1 - p))}$$

Whereas,

Variables of Equation	Value
Population size represents <b>N</b> value	<b>415</b>
The desired margin of error represents <b>the d</b> value	<b>0.05</b>
The desired confidence level at 0.95, represents the <b>z</b> value	<b>1.96</b>
Population Proportion, represents <b>P</b> value	<b>0.50</b>

By substituting the value of each variable according to the above table in the above equation, the value of the sample size is equal to 200.

Whereas, the number of responses was (**178**) and the rest were

rejected for an incomplete response which means that the responding ratio is  $(178/200 * 100\% = 89\%)$  which formed the final sample size of the study sample. all these responses were valid, in such studies, according to (Mugenda & Mugenda, 2009) if the response rate 50% it has been accepted to analyze, if the response rate 60% it is good, if the response rate ( $\geq 70\%$ ) it's an excellent ratio, that means our response ratio is excellent and logical to provide accurate data.

#### **4.6 The methodology of the Study**

Because the field study aims to describe and understand questionnaires using questionnaires, the researcher decided to use descriptive and analytical methods. Thus, literature has been gathered to build a study tool and data collection from the use of questionnaires to determine the level of impact of digital marketing on organizational performance.

The researcher also uses quantitative methods. However, quantitative analysis is suitable to draw upon to discover various structures, properties, meanings, and changes in phenomena. Whereas the researcher will use the quantitative method among other things because quantitative methods allow a great deal of detailed and valuable information about people's perceptions, ideas, and experiences concerning specific topics or circumstances of life. In this case, it has been all Managers, team leaders, supervisors, and employees belongs to Customers Care, Information Center, Website & Social Media, R&D, and SALES department. Working in the three telecommunications (ZAIN, ORANGE, and UMNIAH) companies in Jordan. (Morse, 1997)

#### **4.7 Study Data collection methods**

Methods of data collection include the actual practicality of obtaining the data required for analysis. This includes collecting both primary and secondary data.

**Primary data collection:** Primary data obtained through questionnaire that was distributed to the employees of three main telecommunication companies in Jordan

**Secondary data:** the secondary data were collected in this study from a variety of sources from the literature review like books, Journals, researches, dissertations, articles and worldwide web.

#### 4.8 Study Tool Reliability

The questionnaire of the study comes as an evaluation of related published studies that were already tested by specialized supervisors, this means that the questionnaire passed the test and got the needed approval. In order to make a final checkout for the Questionnaire Reliability, the researcher applied the Cronbach Alpha testing and retesting method by distributing some questionnaires (18) (10% of the total sample size) to responders such as Managers, team leaders, supervisors and employees who are' working in the three telecommunications (ZAIN, ORANGE, UMNIAH) companies in Jordan. The results were as the following:

**Table (0-2):** Cronbach alpha to measure the reliability and internal consistency

No	Dimension	Number of Items	Cronbach Alpha
1	Email Marketing	9	0.966
2	Social Network Marketing	8	0.756
3	Mobile Phone Marketing	9	0.886
4	Website Marketing	6	0.665
5	Company's performance	8	0.812
<b>Total (Main dimension: digital marketing in all of its forms influence the performance of the telecommunication company)</b>		<b>40</b>	<b>0.817</b>

The reliability of the questionnaire was evaluated through alpha Cronbach by measuring the internal consistency by measuring a certain item relative to the objective of the questionnaire, the above table (4-2) shows the Cronbach Alpha of each item that consists of the study questionnaire. The above table shows that Email Marketing had an alpha of 0.966, Social Network Marketing had an alpha of 0.756, Mobile Phone Marketing had an

alpha of 0.886, Website Marketing had an alpha of 0.665, and final Company's performance had an alpha of 0.812

Table (4-2) shows that the result for the final sample (0.817) was greater than the accepted value of (0.60), indicating the tool consistency that enhanced its potential use for the study. And, the results of the Cronbach Alpha test are close and similar to the results of the same test of (Wanjiru, 2015) study, it's because the questionnaire of our study was already taken by (Wanjiru, 2015) study.

#### **4.9 Data Analysis (Statistical treatment methods )**

The data obtained from the study subjects analyzed using the Statistical Package for Social Sciences (SPSS) version 21 was used to analyze the questionnaire data. The significance level is set at 0.05. The data was cleaned and examined for missing data, outliers, and broad codes by examining the frequency distributions of all who describe the demographics of the participants.

Descriptive statistics used to draw summaries related to the variables of the current study, including the calculation of means, standard deviations, important levels, one sample test, and the T. test. Also, the analysis contains some tables describing the relationships between the variables of the current study concepts. Also, to analyze these data into categories that provide Results for a discussion and study of the impact of digital marketing on organizational performance: a case study of three telecommunications companies (ZAIN, ORANGE, and UMNIAH) in Jordan.

#### **4.10 Ethical considerations**

A written consent was given to the participants before they participated in this study and it served to inform them that their participation was voluntary. Besides, the participants were informed about the purpose of the study and that their details were not to be made public without their consent.

## **CHAPTER 5**

### **RESULTS and DISCUSSION**

#### **5.1 Overview**

This chapter presents the results and findings of the study to accomplish objectives of this study, in which Data had been analyzed by using the Statistical Package for Social Sciences (SPSS) to perform descriptive statistics (Means, Standard deviations) for determining the level of main and sub-dimensions of the study, and inferential statistic which means that if there is a statistical difference in the total impact of digital marketing practices on the organizational performance in the mobile phone companies in Jordan at a significance level of ( $\alpha \leq 0.05$ ).

Data were collected through self-administered questionnaires, from a convenience sample of (178) employees from different departments of Mobile Phone Companies in Jordan who work as Managers, team leaders, supervisors, and employees belongs to Customers Care, Information Center, Website & Social Media, R&D, and Sale.

Thus, the following research questions and hypotheses were answered:

#### **5.2 Results of Demographic characteristics data**

Frequency and percentages are computed for the sample's characteristics. As shown in the table below:

**Table (0-3):** the frequency and percentage of the Demographic distribution of the study sample

Category	Frequency	Percentage%
<b>Gender</b>		
Male	118	66.29%
Female	60	33.71%
<b>Total</b>	<b>178</b>	<b>100.00%</b>
<b>Qualification</b>		
Diploma	1	0.56%
High Diploma	9	5.06%
Bachelor	147	82.58%
Master	10	5.62%
Ph.D	11	6.18%
<b>Total</b>	<b>178</b>	<b>100.00%</b>
<b>Mobile Company</b>		
Zain	57	32.02%
Orange	53	29.78%
Umniah	68	38.20%
<b>Total</b>	<b>178</b>	<b>100.00%</b>
<b>Years of Experience</b>		
Less than 3	40	22.47%
3-less than 6	62	34.83%
6-less than 9	41	23.03%
9 and more	35	19.66%
<b>Total</b>	<b>178</b>	<b>100.00%</b>
<b>Department</b>		
Customers Care	23	12.92%
Information Center	11	6.18%
Website and Social Media	107	60.11%
R&D	13	7.30%
Sales	24	13.48%
<b>Total</b>	<b>178</b>	<b>100.00%</b>

The above table shows that (66.29%) of the study sample members were male and the female percentage was (33.71%). For Qualifications (82.58%) of the study, a sample was qualified by Bachelor's degree which is the highest category, the other categories were Master's Degree by (5.62%) and finally Ph.D. by (6.18%), the other categories were Diploma by (0.56%) show no frequency at all (Does not Exist). For the respondent there were 38.2 % from Omnia which represents the highest respondent and 29.78 % from Orange which represents the lowest, for the Years of experience 34.83 % were from three to 6 years' experience that represents the highest category of respondent, and 60.11% of the total respondent were from Website and Social Media department which represent the highest percentage.



### 5.3 Study results related to Descriptive Statistics Analysis (Mean & STD)

#### 5.3.1 Results of Email Marketing Descriptive Statistics Analysis

Email is one of the oldest digital marketing tools used by companies, and this tool is specific and personal, meaning that the goal of these tools is a person or a listed category that no person can access without prior permission.

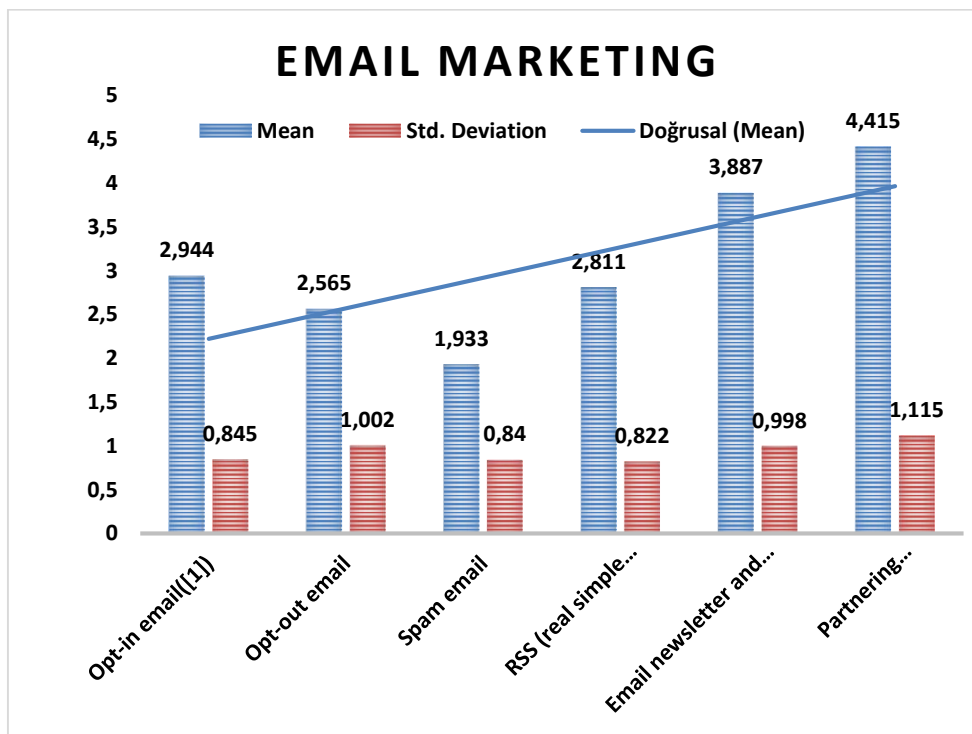
**Table (0-4):** means and standard deviation of using e-mail Marketing to improve performance

No	Item	Mean	Std. Deviation
1.	Opt-in email <sup>(1)</sup>	2.944	0.845
2.	Opt-out email	2.565	1.002
3.	Spam email	1.933	0.840
4.	RSS (real simple syndication) of education or informative articles	2.811	0.822
5.	Email newsletter and campaigns	3.887	0.998
6.	Partnering arrangements	4.415	1.115
<b>As of ALL</b>		<b>3.093</b>	<b>0.937</b>

The above table shows the use of email to improve performance. A Likert scale was used where 1.000-1.499 = not at all, 1.500-2.499 = little extent, 2.500-3.499 = moderate extent, 3.500-4.499 = great extent, 4.500-5.000 = very great extent. According to the above table the outcome results, the partnership arrangements, email newsletters, and email campaigns are a great extent shown as the mean of 4,415, 3,887, and 2.811 respectively. The companies used opt-in email, opt-out email, and RSS (Really Simple Syndication) for education or informative articles to a moderate extent, with means of 2,944, 2,565, and 2,811 respectively. And finally, the companies employed spam email to a little extent by a mean of 1.933. The using e-mail to improve performance results are similar to the findings of (Hill & Sullivan, 2004) and (Wanjiru,2015) especially for the spam email that shows little impact on the company's performance, the researcher thinks that using

<sup>1</sup> Opt-in email is the process of inviting website visitors to sign up for your email list,

spam email as a digital marketing tool may give negative feedback of the company image and reputation as almost all email users have a previous negative image about the spam email as a fake email.



**Figure (0-7):** means and standard deviation of the e-mail Marketing to improve performance

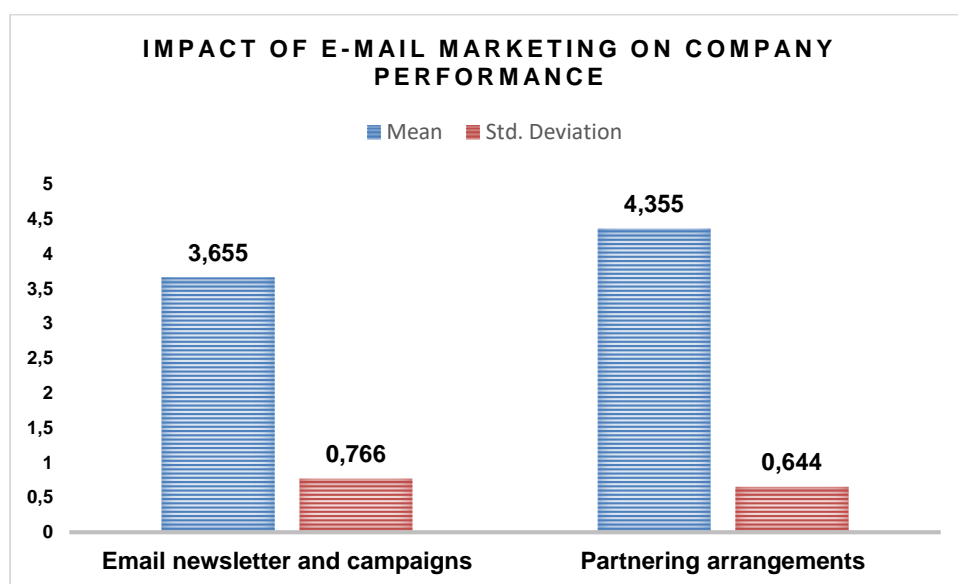
**Table (0-5):** means and standard deviation of the impact of e-mail marketing on company performance

No	Item	Mean	Std. Deviation
1.	Email newsletter and campaigns	3.655	0.766
2.	Partnering arrangements	4.355	0.644
<b>As of ALL</b>		<b>4.005</b>	<b>0.705</b>

The above table shows the impact of email marketing on a company's performance. A Likert scale was used where 1.000-1.499 = not at all, 1.500-2.499 = little extent, 2.500-3.499 = moderate extent, 3.500-4.499 = great extent, 4.500-5.000 = very great extent. According to the above table the outcome results, the partnership arrangements for the firms

are greatly extent as shown with an average of 4,355.

Finally, the Email newsletter efficiency to a great by a mean of 3.655. The use of email is an efficient digital marketing tool, according to the database of customers that the company owner, The impact of e-mail marketing on the company performance are close (most findings are similar) to (Wanjiru,2015), this means that email performance itself still has a good reputation as an effective tool of digital marketing.



**Figure (0-8):** means and standard deviation of the impact of email marketing on a company's performance

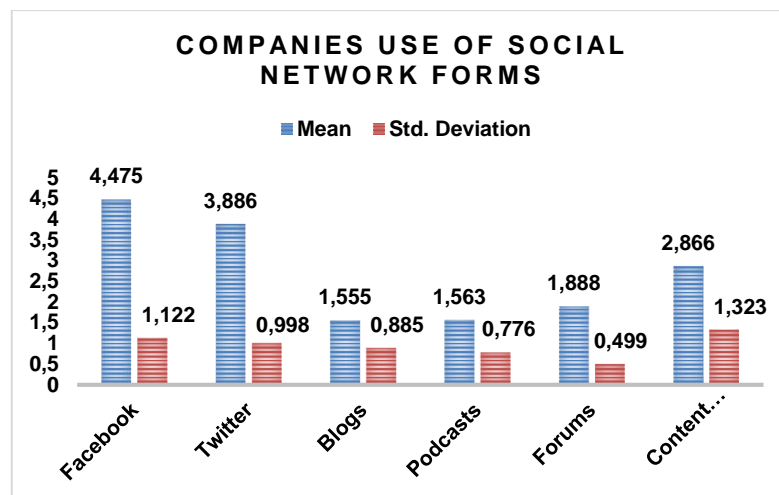
### 5.3.2 Results of Social Network Marketing Descriptive Statistics Analysis

Social networks are widely spread and easy to access by anyone, anyone has an account on social media these days, also, the published data on such pages are interactive, which means that anyone can see ads share them, or make comments that may form feedback for the companies.

**Table (0-6):** means and standard deviation of the Companies Use of Social Network Forms

No	Item	Mean	Std. Deviation
1.	Facebook	4.475	1.122
2.	Twitter	3.886	0.998
3.	Blogs	1.555	0.885
4.	Podcasts	1.563	0.776
5.	Forums	1.888	0.499
6.	Content communities(such as Flickr and YouTube)	2.866	1.323
<b>As of ALL</b>		<b>2.705</b>	<b>0.934</b>

The above table shows companies' use of social networking models. A Likert scale was used where 1.000-1.499 = not at all, 1.500-2.499 = little extent, 2.500-3.499 = moderate extent, 3.500-4.499 = great extent, 4.500-5.000 = very great extent. According to the above table the outcome results, the companies employed Facebook and Twitter to a great extent, as indicated by a mean of 4,475 and 3,886, respectively. The companies used podcasts and blogs to a little extent, with a mean of 1.555 and 1.563, respectively. Finally, the companies employed Content communities (such as Flickr and YouTube) to moderate by a mean of 2.866. using social networks as a digital marketing tool has a great impact in general, the table findings are similar to (Wanjiru, 2015) findings, especially for Facebook and Content communities (such as Flickr and YouTube), these a little deferent for the other social networks forms such as Twitter, Blogs, podcasts, and Forums, this may refer to the natures and countries of the users in general. Overall, the social networks have improved effectively in the telecommunications companies in Jordan.

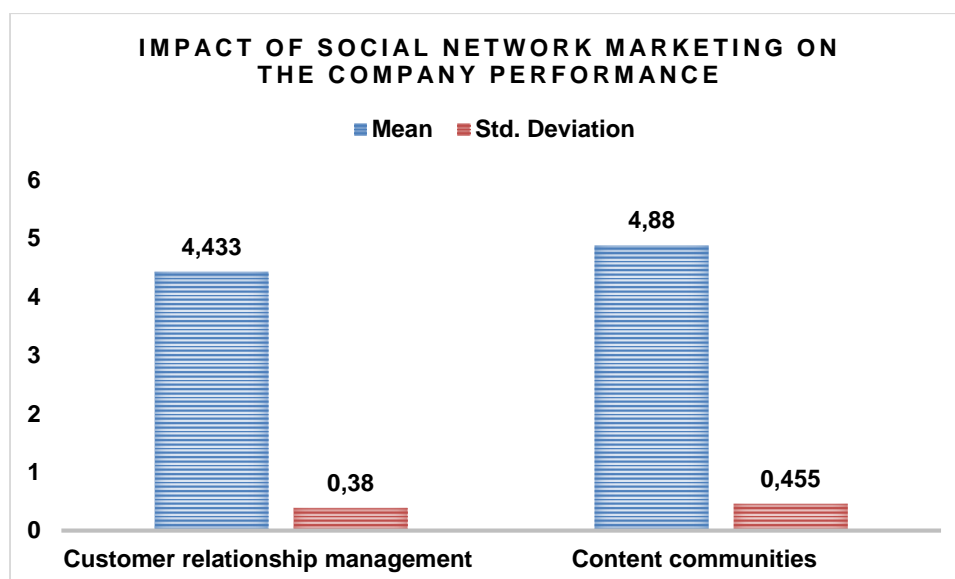


**Figure (0-9):** means and standard deviation of the companies' use of social networking models

**Table (0-7):** means and standard deviation of the impact of social network marketing on the company performance

No	Item	Mean	Std. Deviation
1.	Customer relationship management	4.433	0.380
2.	Content communities	4.880	0.455
As of ALL		4.657	0.418

The company on the e-mail marketing of influence shows the performance table. A Likert scale was used where 1.000-1.499 = not at all, 1.500-2.499 = little extent, 2.500-3.499 = moderate extent, 3.500-4.499 = great extent, 4.500-5.000 = very great extent. According to the above table the outcome results, CRM is a very great extent as shown with a mean of 4.433. And Content communities to a very great by a mean of 4.880. These results are similar to those (Stokes, 2008) and (Wanjiru, 2015) who suggested that marketers can use social networks to content creators, content customers, and content shares.



**Figure (0-10):** means and standard deviation of the impact of social network marketing on the company performance

### 5.3.3 Results of Mobile Phone Marketing Descriptive Statistics Analysis

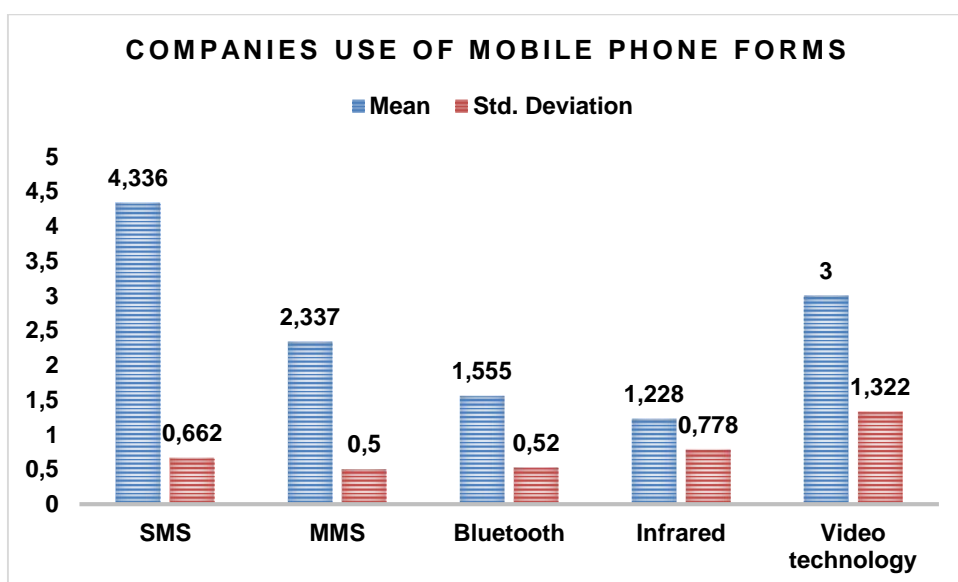
Mobile phone marketing is a direct and personal tool of digital marketing, also, this tool considers as one of the old digital marketing tools, this tool may use SMS, MMS, and Bluetooth to communicate with a specific person or category.

**Table (0-8):** means and standard deviation of the Companies Use of Mobile Phone Forms

No	Item	Mean	Std. Deviation
1.	SMS	4.336	0.662
2.	MMS	2.337	0.500
3.	Bluetooth	1.555	0.520
4.	Infrared	1.228	0.778
5.	Video technology	3.000	1.322
<b>As of ALL</b>		<b>2.491</b>	<b>0.756</b>

The above table shows the companies' use of mobile phone models. Likert scale was used where 1.000-1.499 = not at all, 1.500-2.499 = little extent, 2.500-3.499 = moderate extent, 3.500-4.499 = great extent, 4.500-5.000 = very great extent. According to the above table the outcome results, companies used SMS to a great extent with a mean of 4.336, companies used video technology to a moderate extent of 3.000, on the other hand, used MMS and Bluetooth to a little

extent with a mean of 2.337 and 1.555, respectively. These results are similar (Wanjiru, 2015) especially for video, SMS or text messaging technology tool that continues to improve efficiency on the performance of telecom companies in Jordan. On the one hand, other tools such as MMS and Bluetooth have become traditional in digital marketing, and this may refer to smartphone users as the behavior of corporate customers because wireless technology belongs to traditional phones (or I might say they are not smart). Overall, the SMS tool still has a good share of telecom companies in Jordan as a Digital marketing platform.



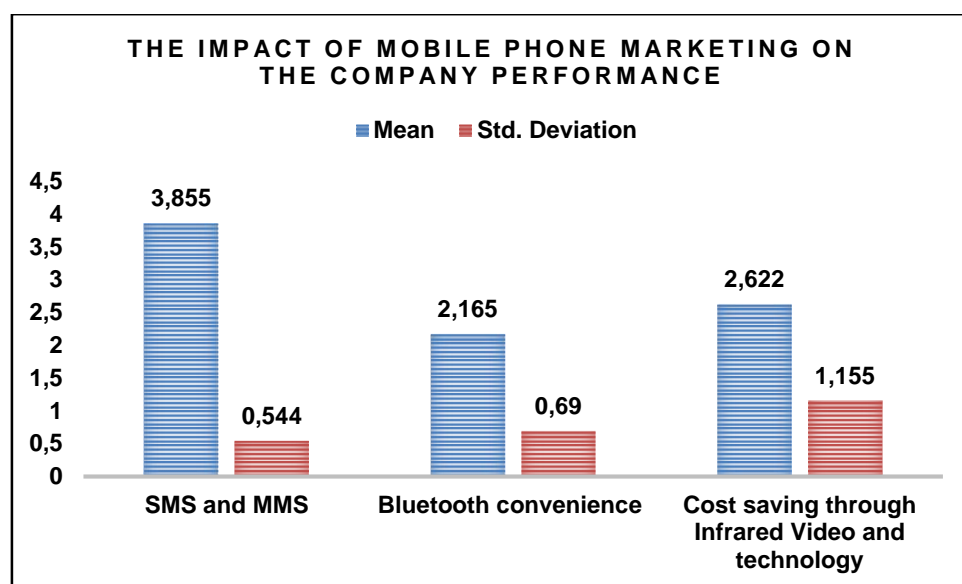
**Figure (0-11):** means and standard deviation of the Companies Use of Mobile Phone Forms

**Table (0-9): means and standard deviation of the Impact of Mobile Phone Marketing on the Company Performance**

No	Item	Mean	Std. Deviation
1.	SMS and MMS	3.855	0.544
2.	Bluetooth convenience	2.165	0.690
3.	Cost saving through Infrared Video and technology	2.622	1.155
As of ALL		2.881	0.796

The above table shows the impact of mobile marketing on a company's performance. A Likert scale was used where 1.000-1.499 = not at all,

1.500-2,499 = little extent, 2.500-3.499 = moderate extent, 3.500-4.499 = great extent, 4.500-5.000 = very great extent. According to the above table the outcome results, the impact of SMS and MMS on the company's performance to a great extent with a mean of 3,855, and on the other hand, cost-saving through infrared and video technology to a moderate extent with a mean of 2,622. Finally, the effect from the convenience of Bluetooth was little extent with a mean of 2,165. These results are close to the results of (wanjiru, 2015) especially concerning cost savings through infrared and video technology, and this tool may maintain the loyalty of the company's customers, but on the other hand, SMS is still the most effective tool for the impact of mobile phone marketing on the performance of the company because it is widespread, free of cost, and easy for the company's employees and customers to deal with.



**Figure (0-12):** means and standard deviation of the Impact of Mobile Phone Marketing on the Company Performance

#### 5.3.4 Results of Website Marketing Descriptive Statistics Analysis

Website Marketing is an official digital marketing tool that companies use to publish ads or news about the products and services that the company provides to the customers, anyone

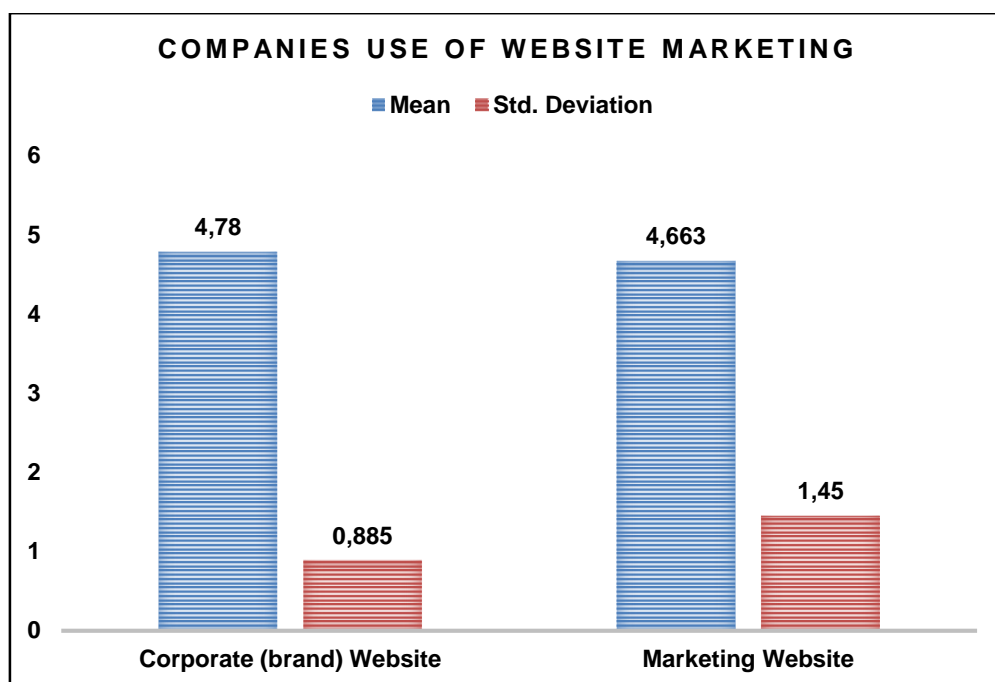


available to access and use, but not to interact with the website content, this means that there is no feedback from customers.

Table (0-10): **means and standard deviation of Companies Use of Website Marketing**

No	Item	Mean	Std. Deviation
1.	Corporate (brand) Website	4.780	0.885
2.	Marketing Website	4.663	1.450
<b>As of ALL</b>		<b>4.722</b>	<b>0.756</b>

The above table shows the companies' use of cell phone websites. A Likert scale was used where 1.000-1.499 = no at all, 1.500-2.499 = little extent, 2.500-3.499 = moderate extent, 3.500-4.499 = great extent, 4.500-5.000 = very great extent. According to the above table the outcome results, companies used the corporate website (brand) and the marketing website to a very great extent with a mean of 4.780 and 4.663 respectively. These findings show that official websites of the telecommunications companies in Jordan still trusted the customers, also these official websites still effective for the companies to show products, services, and answer regular customers' questions. According to (McCue, 2009), these official websites are effective for foreign customers (if exist) to apply foreign markets by using multiple language website. This makes sense for the telecommunications companies in Jordan since these companies are related to other branches in the Middle East.



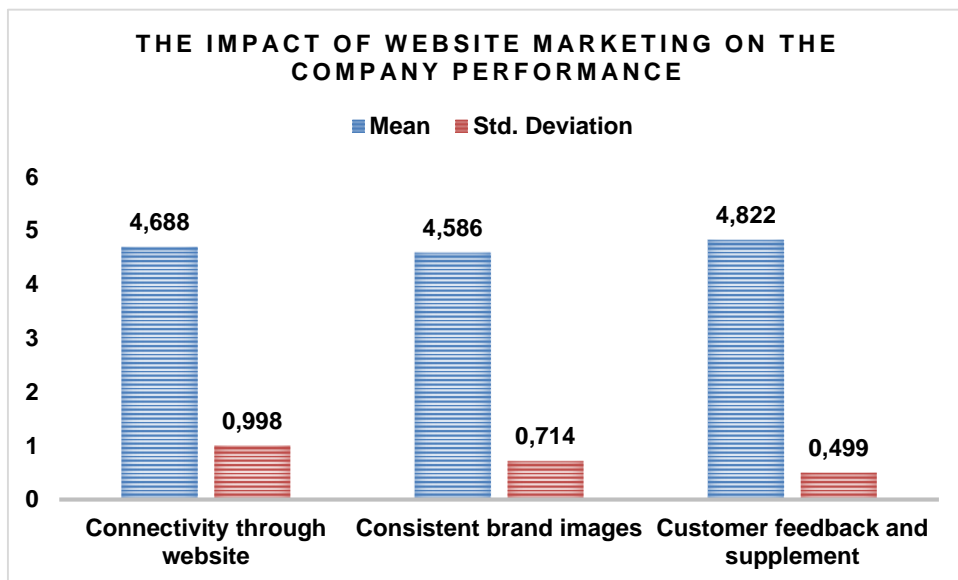
**Figure (0-13):** means and standard deviation of the Companies Use of Website Marketing

**Table (0-11): means and standard deviation of The Impact of Website Marketing on the Company Performance**

No	Item	Mean	Std. Deviation
1.	Connectivity through website	4.688	0.998
2.	Consistent brand images	4.586	0.714
3.	Customer feedback and supplement	4.822	0.499
<b>As of ALL</b>		<b>4.699</b>	<b>0.737</b>

The above table shows the impact of website marketing on a company's performance. A Likert scale was used where 1.000-1.499 = not at all, 1.500-2.499 = little range, 2.500-3.499 = moderate extent, 3.500-4.499 = great extent, 4.500-5.000 = very great extent. According to the above table the outcome results, website communication, consistent branding images, and customer feedback added to a very great extent with a mean of 4.688, 4.586, and 4.822 respectively. These findings show the impact of the company on brand image, such an issue is highly impacted in case of rising customers' trust and loyalty. (Wanjiru, 2015) findings show related results about the high

impact of website marketing on the company performance, the study also forms the findings by the benefits that companies could earn by using an official website such as: reduce costs, using multiple applications.



**Figure (0-14):** The means and standard deviation of the Impact of Website Marketing on the Company Performance

### 5.3.5 Results of Company Performance Descriptive Statistics Analysis

Companies at the marketing use to measure their performance frequently to find out the percentage of goals achieving, most of these companies are measuring their performance every five years by testing and measuring some factors that are closely related to the company performance. Quality, Cost, and Time are important factors in any company's performance.

Table (0-12): **means and standard deviation of the Companies performance for the last 5 years**

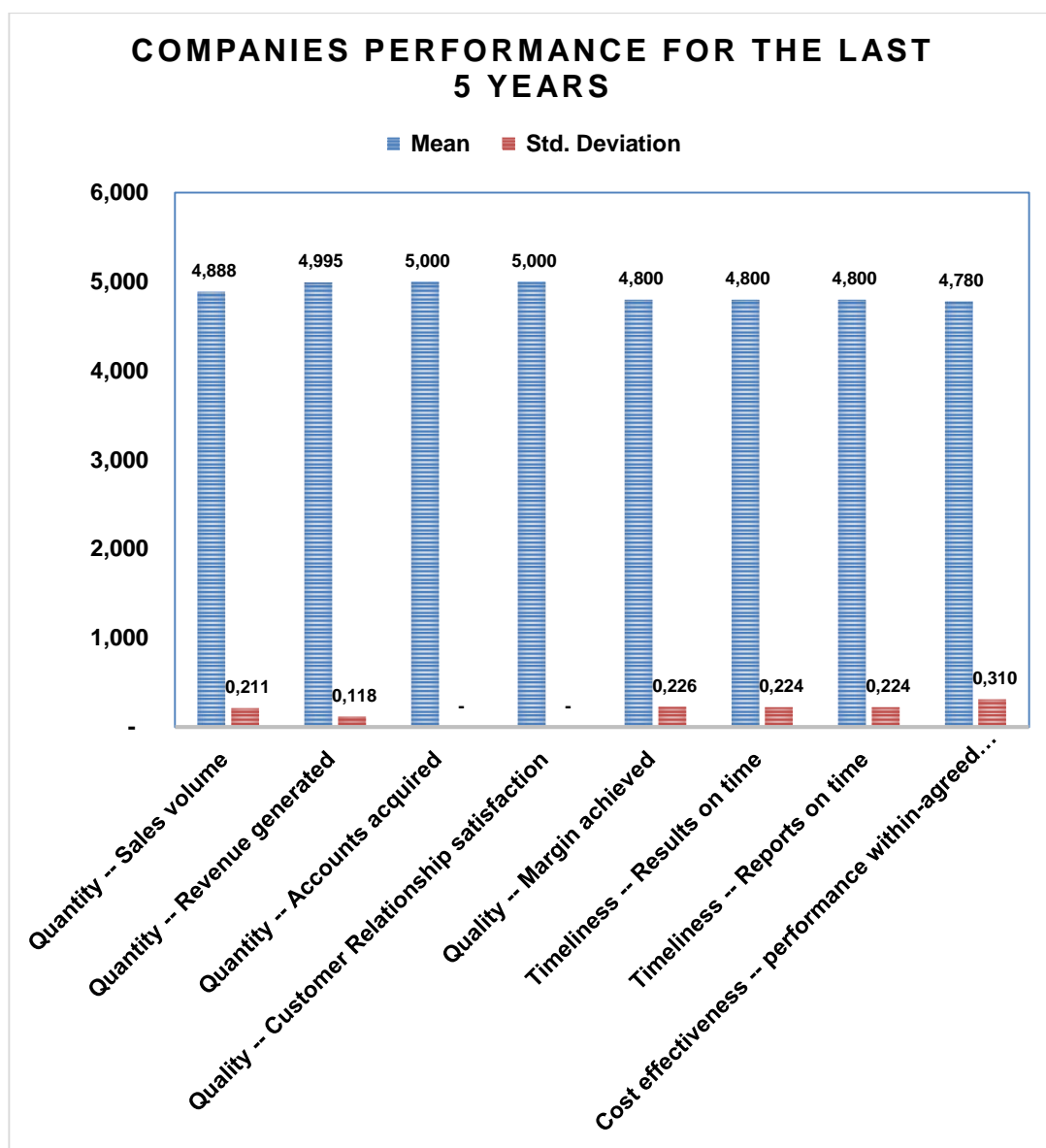
Companies performance for the last 5 years				
No	Item		Mean	Std. Deviation
1.	Quantity	Sales volume	4.888	0.211
2.		Revenue generated	4.995	0.118
3.		Accounts acquired	5.000	0.000
Sub-Total			4.961	0.110
4.	Quality	Customer Relationship satisfaction	5.000	0.000
5.		Margin achieved	4.800	0.226
Sub-Total			4.900	0.113
6.	Timeliness	Results on time	4.800	0.224
7.		Reports on time	4.800	0.224
Sub-Total			4.800	0.224
8.	Cost effectiveness	performance within-agreed expense budgets	4.780	0.310
Sub-Total			4.780	0.310
As of ALL			4.860	0.189

The above table shows the company's performance for the last 5 years. A Likert scale was used where 1.000-1.499 = not at all, 1.500-2.499 = little range, 2.500-3.499 = moderate extent, 3.500-4.499 = great extent, 4.500-5.000 = very great extent. According to the above table the outcome results, sales volume, revenue earned and accounts earned very great extent with a mean of 4.888, 4.995 and 5.000 respectively, also, customer satisfaction and margin were achieved to a very great extent with a mean 5.000 and 4.800, such as on-time results and on-time reporting at the same mean of 4,800. Finally performance within the widely agreed expense budgets with a mean of 4,780.

It is worth mentioning that table (5-10) shows the company performance represented by 4 measuring techniques to allow the researcher to provide more in details a better overview of the behavior of the companies, the Quantity was represented by the first three questions with a sub-total mean 4.96, the Quality represented by the next two questions with sub-total mean 4.9, timelines represented by the next two questions with sub-total mean 4.8 and the cost effectiveness represented by one question with mean 4.78, these four techniques does not represent sub-dimensions for organization performance, it gives only more information about the type of questions used in the questionair.

Therefore, it has to be mentioned that in the regression analysis all of these 8 questions represents one variable which is the organizational performance and the overall mean of the company's performance with 4.86 and overall standard deviation with 0.186 were used in the analysis.

These findings show that the digital marketing tools are highly impacted positively on the performance of the telecommunications companies in Jordan, this fact came as a result of the widespread of the internet, these findings supported by (Wanjiru, 2015) that digital marketing support sales and increase the benefits by achieving all targeted goals such as: provide services and products, answer regular questions, collecting data, reducing costs, preparing reports, saving time, and making decisions according to the collected feedback. Overall, internet tools such as social networks, internet ads, email, and official websites are highly and efficiently impacted the performance of the telecommunications companies in Jordan comparing other digital marketing tools at least for the last five years.



**Figure (0-15):** means and standard deviation of the Companies performance for the last 5 years

#### 5.4 Study results related to study questions:

The main questions of the study are how digital marketing in all of its forms influence the performance of the telecommunication company

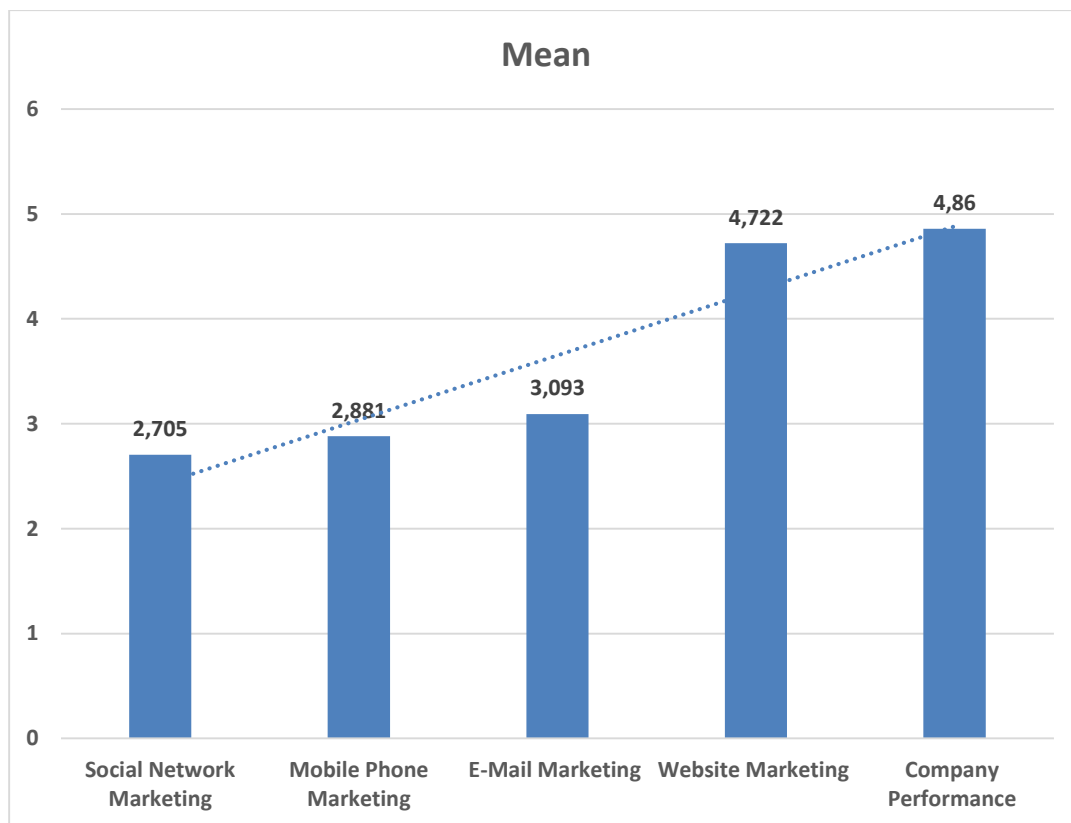
According to the tables above the results can be summarized as follows:

**Table (0-13):** Means, standard deviations, and ranks of sub and main dimensions the digital marketing in all of its forms influence the performance of the telecommunication company according to study sample responses

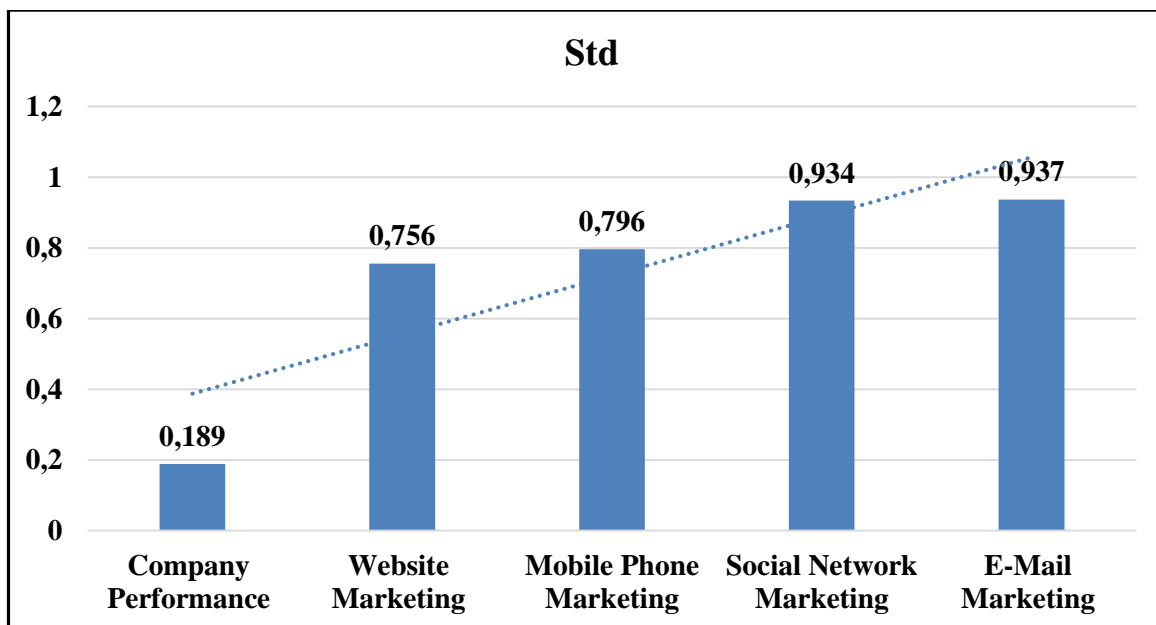
No	Dimension	Mean	Std	Rank
1	E-Mail Marketing	3.093	0.937	3
2	Social Network Marketing	2.705	0.934	5
3	Mobile Phone Marketing	2.881	0.796	4
4	Website Marketing	4.722	0.756	2
5	Company Performance	4.860	0.189	1
<b>Main dimension:</b> (the digital marketing in all of its forms influence the performance of the telecommunication company)		3.652	0.7224	

The descriptive statistics in the table above showed that the total of the digital marketing in all of its forms influence the performance of the telecommunication company (as the main dimension) was perceived by the study sample to be present with a mean of 3.652 (SD=0.7224). The responses mean of its sub-dimensions ranging from (2.705–4.860). Whereas the highest mean is for the sub-dimension “Company Performance” with a mean equal to 4.860 (SD = 0.189), and the lowest mean of the sub-dimension “Social Network Marketing” with a mean equal to 2.705 (SD=0.934).

All responses' means of the sub-dimensions and the main dimension reflects positive opinions about the total digital marketing in all of its forms influence the performance of the telecommunication company, according to study sample responses.

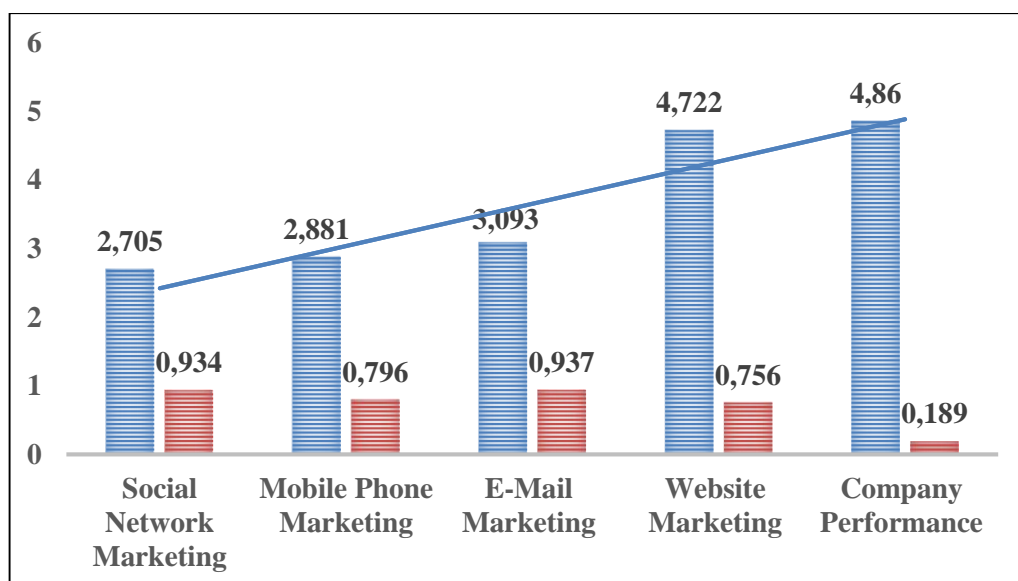


**Figure (0-16):** Mean of sub dimensions the digital marketing in all of its forms influence the performance of the telecommunication company



**Figure (0-17):** Standard deviation of sub dimensions the digital marketing in all of its forms influence the performance of the telecommunication company





**Figure 0-18):** Mean & Standard deviation of Sub and Main dimensions of digital marketing in all of its forms influence the performance of the telecommunication company

### 5.6 Study results related to hypotheses testing (regression analysis)

To make the relationship between digital marketing tools and companies performance more clear the researcher applied regression analysis for the research variables, the variables of this research consist of two types: Dependent variable that represented by the performance of the telecommunications companies in Jordan, and independent variables that represented by Website marketing, Email marketing, mobile marketing, and finally Social network marketing. The findings of this analysis shown in the next tables respectively.

**Table (0-14): Model Summary**

Model	R	R <sup>2</sup>	Adjust R <sup>2</sup>	Std. Error
1	0.86632	0.7323	0.7115	0.3340

$R^2$  is commonly used to evaluate model fit or the coefficient of multiple determinations. Which is usually ( $= 1 -$  the ratio of residual variability). According to the previous findings, more than 73% of the improvement of the performance of the telecommunications companies in Jordan refers to Email marketing, Website marketing, mobile marketing, and finally Social network marketing. These findings are supported by the findings of the

company's performance for the last 5 years table. These findings prove the importance and efficiency of digital marketing tools on the performance of the telecommunications companies in Jordan.

**Table (0-153): ANOVA Results**

Model	Sum of Sq	df	Mean Square	F	Sig.
1 Regression	25.12	39	6.12	39.139	0.00001
Residual	11.10	139	0.13		
<b>Total</b>	<b>36.22</b>	<b>178</b>			

The value of 0.00001 means that the regression relationship was highly significant in predicting the items of the questionnaire, also, the model was significant because of the F value (39.139) that calculated at the level of significance of level 5% greater than the value of critical Sig.

**Table (0-14): Regression Coefficients**

Model	Unstandardized		Standardized	T	Sig
	B	Std	Beta		
1 Constant	0.672	0.233		9.11	5.02E-10
Website marketing	0.823	0.160	0.621	5.02	3.11E-5
Email marketing	0.550	0.165	0.259	3.22	5.6E-3
Social network	0.888	0.310	0.155	2.82	1.33E-2
Mobile phone	0.322	0.172	0.148	1.98	9.0E-2

Consist of factors is all assuming that findings previously. According to network Social marketing, Email marketing, (Website variables independent the zero, at constant as marketing) Mobile phone and marketing,

Performance of the companies is 0.672, also the findings show that if the other variables at zero, website marketing will increase the performance of the telecommunications companies in Jordan to 0.823, the findings show that if the other variables at zero, email marketing will increase the performance of the telecommunications companies in Jordan to 0.550, also the findings shows that if the other variables at zero, social network marketing will increase the performance of the telecommunications

companies in Jordan to 0.888 which is the highest value, and finally the findings show that if the other variables at zero, mobile phone marketing will increase the performance of the telecommunications companies in Jordan to 0.322 which is the lowest value. Knowledge of all the independent variables (Website marketing, email marketing, social media marketing, and mobile marketing) at  $P < 0.05$  is important.

## 5.7 Summary of results

Whereas, a summary of the results can be pointed as follows:

1. Table (5-2) has shown that using e-mail to improve performance for spam email that shows little impact on the company's performance, the researcher thinks that using spam email as a digital marketing tool may give negative feedback on the company image and reputation as almost all email users
2. Table (5-3) has shown that using email is an efficient digital marketing tool, according to the database of customers that the company owner, The impact of e-mail marketing on the company performance are close, this means that email performance itself still has a good reputation as an effective tool of digital marketing.
3. Table (5-4) has shown that other social networks forms such as Twitter, Blogs, podcasts, and Forums have a little deferent, this may refer to the natures of users and/or countries in general. Overall, the social networks have improved effectively in the telecommunications companies in Jordan.
4. Table (5-5) has shown that marketers can use social networks to content creators, content customers, and content shares
5. Table (5-6) has shown that video, SMS, or text messaging technology tool which continues to improve efficiency on the performance of telecom companies in Jordan. On the one hand, other tools such as MMS and Bluetooth have become traditional in digital marketing, and this may refer to smartphone users as the behavior of

corporate customers because wireless technology belongs to traditional phones (or I might say they are not smart). Overall, the SMS tool still has a good share of telecom companies in Jordan. Digital marketing platform.

6. Table (5-7) has shown that savings cost through infrared and video technology, and this tool may maintain the loyalty of the company's customers, but on the other hand, SMS is still the most effective tool for the impact of mobile phone marketing on the performance of the company because it is widespread, free of cost, and easy for the company's employees and customers to deal with.
7. Table (5-8) has shown that official websites of mobile phone companies in Jordan still trusted the customers, and effective for the companies to show products, services, and answer regular customers' questions. Also, those official websites are effective for foreign customers (if exist) to apply foreign markets by using multiple language website. This makes sense for the mobile phone companies in Jordan since these companies are related to other branches in the Middle East.
8. Table (5-9) has shown that the impact of the company on brand image, such an issue is highly impacted in case of rising customers' trust and loyalty. (Wanjiru, 2015) findings show related results about the high impact of website marketing on the company performance, the study also forms the findings by the benefits that companies could earn by using an official website such as: reduce costs, using multiple applications.
9. Table (5-10) has shown that digital marketing tools are highly impacted positively on the performance of the Mobile phone companies in Jordan. Whereas, digital marketing support sales and increase the benefits by achieving all targeted goals such as: provide services and products, answer regular questions, collecting data, reducing costs, preparing reports, saving time, and making decisions

according to the collected feedback. Overall, internet tools such as social networks, internet ads, email, and official websites are highly and efficiently impacted the performance of the Mobile phone companies in Jordan comparing other digital marketing tools at least for the last five years.

10. Table (5-11) has shown that all responses' means of the sub-dimensions (E-Mail Marketing, Social Network Marketing, Mobile Phone Marketing, Website Marketing, and Company Performance) and the main dimension (the digital marketing in all of its forms influence the performance of the telecommunication company) reflects positive opinions about the total digital marketing in all of its forms influence the performance of the telecommunication company, according to study sample responses.
11. Table (5-12) has shown that more than 73% of the improvement of the performance of the telecommunications companies in Jordan refers to Website marketing, Email marketing, mobile marketing, and finally Social network marketing. Those findings are supported by the findings of the company's performance for the last 5 years table. Those findings prove the importance and efficiency of digital marketing tools on the performance of the telecommunications companies in Jordan.
12. Table (5-13), (5-14) refer to Hypothesis (2, 3, 4) have shown that the performance of the companies is 0.672. also, the findings show that if the other variables at zero,
  - a. email marketing will increase the performance of the telecommunications companies in Jordan to 0.550,
  - b. website marketing will increase the performance of the telecommunications companies in Jordan to 0.823,
  - c. social network marketing will increase the performance of the telecommunications companies in Jordan to 0.888 which is the highest value,
  - d. Mobile phone marketing will increase the performance of the

telecommunications companies in Jordan to 0.322 which is the lowest value.

Whereas,

The Knowledge of all the independent variables (Website marketing, email marketing, social media marketing, and mobile marketing) at  $P < 0.05$  is important.

## 5.8 Discussion of study results

As per the study summarized results researcher conclude the following points:

1. The response rate was excellent ( $70\% \leq$ ).
2. The reliability was above average.
3. Most of the used digital marketing tools are a positive impact on the telecommunications companies in Jordan. In which it forms influence the performance of the telecommunication company
4. The Email Marketing of the telecommunications companies in Jordan has a positive and important. These findings are supported by the findings of the company's performance for the last 5 years. This means that **H<sub>01</sub>** was accepted
5. The Social Network Marketing of the telecommunications companies in Jordan has a positive and important relationship with organizational performance in which is making strong competition. This means that **H<sub>02</sub>** was accepted
6. The Mobile Phone Marketing of the telecommunications companies in Jordan has a positive and important. These findings are supported by the findings of the company's performance for the last 5 years. This means that **H<sub>03</sub>** was accepted
7. The official websites of the telecommunications companies in Jordan still taking the most powerful share of digital marketing. This means that **H<sub>04</sub>**

was accepted.

#### **8. Finally,**

Overall the study results show that the performance of all telecommunications companies in Jordan is showing a great positive movement in the last five years, this means that the impact of digital marketing n these companies' performance was even very good or excellent.

## **CHAPTER 6**

### **CONCLUSIONS AND RECOMMENDATIONS**

#### **6.1 Conclusions**

The current study was conducted to investigate the impact of digital marketing practices on the organizational performance of mobile phone companies in Jordan. The study also revealed that to benefit from digital marketing effectively, mobile phone companies have to design a digital marketing strategy. Based on the results, it is found that in the case of digital marketing, the most practiced aspect of digital marketing is communication with users.

According to the results found through data analysis, and although digital marketing tools and concepts have taken over the traditional methods of marketing internationally, digital marketing for marketing professionals in Jordan is still a new field for professionals working in it.

The results of the study confirm that digital marketing in all its forms affects the performance of the telecom company and improves the results of digital marketing. These results are important because they indicate that digital marketing in all its forms affects the performance of the telecom company and is influential in achieving the goals of the digital marketing field. Moreover, the current study reviewed previous studies on digital marketing in all its forms that affect the performance of the telecom company and indicated that the unit characteristics in digital marketing cooperation in all its forms affect the performance of the telecom company. In addition to a survey



that was conducted in various telecommunications companies and sites by preparing a questionnaire to achieve the goal of the research.

The study concluded that some digital marketing tools are stronger than others, according to previous studies, which list digital marketing tools for their impact on the performance of telecom companies.

The study revealed that more powerful tools have a very significant impact on the company's performance which is customer relationship management, content communities, company website (branding), website marketing, website communication, consistent brand images, customer comments, and attachments. Moreover, it has a significant impact on company performance through corporate partnership arrangements, email newsletters, campaigns, inter-company partnership arrangements, e-mail newsletter competence, Facebook and Twitter, and SMS text messages. Whereas the moderating tools are either strong or weak which are email subscription, RSS (simple real post) for education or educational articles, unsubscribe email, content communities (like Flickr and YouTube), and video technology. Finally, the weakest tools had a slight impact on the company's performance: spam, podcasts, blogs, MMS, and Bluetooth.

According to Powerful Digital Marketing Tools The study confirmed that: (1) the impact of the companies partnering arrangements and email newsletter and campaigns on the company's performance was great; (2) The impact of Opt-in email, RSS (real simple syndication) of education or informative articles, and Opt-out email was moderate, (3) The impact of the partnership arrangements with the companies and the efficiency of the email newsletter on the performance of the company was great; (4) The influence of Facebook and Twitter on the company's performance was great; (5) The impact of content communities (such as Flickr, YouTube) was moderate; (6) The impact of Customer relationship management and Content communities on the company's performance was very great; (7) the impact of SMS on the company's performance was great, also, the impact of video technology was moderate; (8) The impact of SMS and MMS on the company's performance was great; (9) the impact of video technology and cost-saving was moderate;

(10) The impact of Corporate (brand) Website and Marketing Website on the company's performance was very great; Finally, (11) the research found that the impact of Connectivity through the website, Consistent brand images, and Customer feedback and supplement on the company's performance was very great.

## **6.2 Recommendations**

It is true that in digital marketing practices on organizational performance, there are additional processes in mobile phone companies in Jordan, in addition to the traditional processes that must be applied differently and based on this study below some recommendations as follows:

1. Guarantee that spam is not used because of the weak impact on company performance.
2. Guarantee that podcasts and blogs are not used because of the weakness (little) in the impact on the company's performance.
3. Guarantee that MMS and Bluetooth are not used because of the weakness (little) in the impact on the company's performance.
4. To use other social media like Instagram and what's App to stay close to their customers.
5. To raise attention about formal websites, the company website is the most authorized and reliability tool for such a huge rate of the consumer.
6. In General, digital marketing tools such as websites and social networks are highly recommended to be used by telecommunications companies in Jordan.

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## APPENDICES

### Appendix (1): Questionnaire

#### NEAR EAST UNIVERSITY

#### Part A. Personal Data

Please fill the convenient answer by placing ((√)) sign in the box.

##### 1- Gender

Male ☐

Female ☐

##### 2- Qualification

Diploma ☐ High Diploma ☐ Bachelor ☐

Master ☐ PhD ☐

##### 3- Name of Company


☐

☐

##### 4- Years of Experiences

From 1- less than 3 years ☐

From 3- less than 6 years ☐

From 6- less than 9 years ☐

More than 9 years ☐

##### 5- Department

Customers Care ☐

Information Center ☐

Website and ☐

Social Media ☐

R&D ☐

SALES ☐

## Part B. The Questionnaire Items

This data is only for academic research purpose and any of the organizational information will not be published, therefore please mark most appropriate measures which fit best with your organizational unit

Please select/tick the number that best reflects what your company has been practicing so far and how do you believe different types of digital marketing are impacting the organizational performance of mobile telephone companies in Jordan and how much you feel the different digital marketing practices are contributing to your company's organization performance with respect to the following scale :

5 = Very great extent, 4= Great extent, 3= Moderate extent, 2= To Small extent and 1= Not at all

#	Items	5	4	3	2	1
<b>Email Marketing</b>						
1	Email marketing affects organizational performance of the mobile phone companies in Jordan.					
2	In our company, employing <b>Opt-in email</b> enhances the organizational performance					
3	In our company, employing <b>Opt-out</b> enhances the organizational performance					
4	In our company, employing <b>Spam email</b> enhances the organizational performance					
5	In our company, employing <b>RSS</b> (real simple syndication) of education or informative articles enhances the organizational performance					
6	In our company, employing <b>Email newsletter and campaigns</b> enhances the organizational performance					
7	In our company, employing <b>Partnering arrangements</b> campaigns enhances the organizational performance					
8	Partnering arrangements affect organizational performance among mobile phone companies in Jordan					
9	The Email newsletter efficiency affects organizational performance among mobile phone companies in Jordan.					
<b>Social Network Marketing</b>						
10	social network marketing affects organizational performance among mobile phone companies in Jordan,					
11	In our company, Employing <b>Facebook</b> enhances the organization performance					
12	In our company, Employing <b>Twitter</b> enhances the organization performance					
13	In our company, Employing <b>Blogs</b> enhances the organization performance					
14	In our company, Employing <b>Podcasts</b> enhances the organization performance					

Please select/tick the number that best reflects what your company has been practicing so far and how do you believe different types of digital marketing are impacting the organizational performance of mobile telephone companies in Jordan and how much you feel the different digital marketing practices are contributing to your company's organization performance with respect to the following scale :

5 = Very great extent, 4= Great extent, 3= Moderate extent, 2= To Small extent and 1= Not at all

#	Items	5	4	3	2	1
15	In our company, Employing <b>Content communities</b> (such as Flickr and YouTube) enhances the organization performance.					
16	using <b>Customer relationship management</b> as an aspect of social network marketing affects organizational performance among mobile phone companies in Jordan,					
17	using <b>Content communities</b> as an aspect of social network marketing affects organizational performance among mobile phone companies in Jordan,					
<b>Mobile Phone Marketing</b>						
18	mobile phone marketing affects organizational performance among mobile phone companies in Jordan,					
19	In our company, employing <b>SMS</b> as a mobile phone services enhances organization performance					
20	In our company, employing <b>MMS</b> as a mobile phone services enhances organization performance					
21	In our company, employing <b>Bluetooth</b> as a mobile phone services enhances organization performance					
22	In our company, employing <b>Infrared</b> as a mobile phone services enhances organization performance					
23	In our company, employing <b>video technology</b> as a mobile phone services enhances organization performance					
24	SMS and MMS as mobile phone marketing aspects affect the organizational performance among mobile phone companies in Jordan,					
25	Bluetooth convenience as a mobile phone marketing aspects affect the organizational performance among mobile phone companies in Jordan,					
26	Cost saving through Infrared and Video technology affects the organizational performance among mobile phone companies in Jordan,					
<b>Website</b>						
27	website marketing affects organizational performance among mobile phone companies in Jordan					
28	In our company, employing a <b>Corporate (brand) Website</b> as one of the website marketing forms enhances the organizational performance					
29	In our company, employing a <b>Marketing Website</b> as one of the website marketing forms enhances the organizational performance					

Please select/tick the number that best reflects what your company has been practicing so far and how do you believe different types of digital marketing are impacting the organizational performance of mobile telephone companies in Jordan and how much you feel the different digital marketing practices are contributing to your company's organization performance with respect to the following scale :

**5** = Very great extent, **4**= Great extent, **3**= Moderate extent, **2**= To Small extent and **1**= Not at all

#	Items	5	4	3	2	1
30	Connectivity through website affects the organization performance among mobile phone companies in Jordan,					
31	Consistent brand images affects the organization performance among mobile phone companies in Jordan,					
32	Customer feedback and supplement affects the organization performance among mobile phone companies in Jordan,					
<b>Organizational performance</b>						
<b>A. Quantity</b>						
33	In the past 5 years the sales volume improved					
34	In the past 5 years the Revenue generated improved					
35	In the past 5 years the Accounts acquired improved					
<b>B. Quality</b>						
36	In the past 5 years the Customer relationship satisfaction improved					
37	In the past 5 years the Margin achieved improved					
<b>C. Time lines</b>						
38	In the past 5 years the Results on time improved					
39	In the past 5 years the Reports on time improved					
<b>D. Cost effectiveness</b>						
40	In the past 5 years, the performance within the agreed expense budget improved					

## ETHICS COMMITTEE REPORT

10.08.2020

Dear Waed Ahmad Omar Mobydeen

Your application titled “**The Impact of Digital Marketing Practices on the Organizational Performance in the Mobile Phone Companies in Jordan**” with the application number YDÜ/SB/2020/596 has been evaluated by the Scientific Research Ethics Committee and granted approval. You can start your research on the condition that you will abide by the information provided in your application form.

Assoc. Prof. Dr. Direnç Kanol

Rapporteur of the Scientific Research Ethics Committee



**Note:** If you need to provide an official letter to an institution with the signature of the Head of NEU Scientific Research Ethics Committee, please apply to the secretariat of the ethics committee by showing this document.

## PLAGIARISM REPORT

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