



NEAR EAST UNIVERSITY
INSTITUTE OF GRADUATE STUDIES
DEPARTMENT OF BUSINESS ADMINISTRATION

**A COMPARATIVE STUDY OF TRADITIONAL MARKETING AND
DIGITAL MARKETING ROLES IN NORTH IRAQ'S RETAIL SECTOR
COMPANIES**

MBA THESIS

ZREAN TAHSEEN HASAN

Nicosia

March, 2023

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HASAN**

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MBA THESIS

ANNA HWEMBA

Supervisor

Assist. Prof. Dr. Ayşe Gözde Koyuncu

Nicosia

March, 2023

Approval

We certify that we have read the thesis submitted by Zrean Tahseen Hasan titled “A Comparative Study Of Traditional Marketing And Digital Marketing Roles In North Iraq’s Retail Sector Companies” and that in our combined opinion it is fully adequate, in scope and in quality, as a thesis for the degree of MBA Business Administration.

Examining Committee Name-

Head of the Committee: Assist. Prof. Dr. Laith Tashtoush

Committee Member: Assist. Prof. Dr. Tijen Zeybek

Supervisor: Assist. Prof. Dr. Ayşe Güzde Karaatmaca

Signature

.....
.....
.....

Approved by the Head of the Department

29/03/2024

.....

Prof. Dr Şerife Zihni Eyüpoğlu

Head of Department

Approved by the Institute of Graduate Studies

...../2023
Prof. Dr. Kemal Hüsni Can Başer
Head of the Institute

Declaration

I hereby declare that all information, documents, analysis and results in this thesis have been collected and presented according to the academic rules and ethical guidelines of the Institute of Graduate Studies, Near East University. I also declare that as required by these rules and conduct, I have fully cited and referenced information and data that are not original to this study.

Zrean Tahseen Hasan

- - /March/2023

Dedication

This study is dedicated to Parents, Brothers and Sisters as well as wonderful friends.

Acknowledgements

I would like to extend my appreciation goes to my supervisor Assist. Prof. Dr. Ayşe Gözde Koyuncu whose support and contributions have ensured the success of this study.

Zrean Tahseen Hasan

Abstract

A Comparative Study Of Traditional Marketing And Digital Marketing Roles In North Iraq's Retail Sector Companies

Zrean Tahseen Hasan

Near East University, Department of Business Administration

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The primary objective of this study is to compare the effectiveness of traditional marketing and digital marketing roles in North Iraq's retail sector companies. 8 regression models were estimated with respect to the identified communication, brand equity and awareness, sales promotion and customer engagement roles of traditional marketing and digital marketing. This was accomplished using 341 questionnaire observations collected from sales, general and marketing managers of the famous food and clothing retail companies in Sorani, North Iraq. The study uncovers that the communication, brand equity and awareness, sales promotion and customer engagement roles of digital marketing have highly significant effects on business performance compared to traditional marketing roles. The results of the study also showed that the sales promotion role of traditional marketing has insignificant effects on business performance. The study provides empirical evidence on the effectiveness of traditional marketing and digital marketing roles in North Iraq's retail sector companies. Additionally, it provides insights into the most effective marketing tools used by companies in this sector.

Keywords: Business performance, digital marketing, traditional marketing, marketing roles, retail sector companies.

Özet

Kuzey Irak'ın Perakende Sektörü Şirketlerinde Geleneksel Pazarlama ve Dijital Pazarlama Rollerinin Karşılaştırmalı Bir Çalışması

Zrean Tahseen Hasan

Near East University, İşletme Bölümü

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Bu çalışmanın temel amacı, Kuzey Irak'ın perakende sektörü şirketlerinde geleneksel pazarlama ve dijital pazarlama rollerinin etkinliğini karşılaştırmaktır. Geleneksel pazarlama ve dijital pazarlamanın belirlenen iletişim, marka değeri ve bilinirliği, satış promosyonu ve müşteri katılımı rolleri açısından 8 regresyon modeli tahmin edilmiştir. Bu, Kuzey Irak'ın Sorani kentindeki ünlü gıda ve giyim perakende şirketlerinin satış, genel ve pazarlama müdürlerinden toplanan 341 anket gözlemi kullanılarak gerçekleştirildi. Çalışma, dijital pazarlamanın iletişim, marka değeri ve bilinirliği, satış promosyonu ve müşteri katılımı rollerinin geleneksel pazarlama rollerine kıyasla iş performansı üzerinde oldukça önemli etkilere sahip olduğunu ortaya koymaktadır. Çalışmanın sonuçları ayrıca geleneksel pazarlamanın satış promosyonu rolünün iş performansı üzerinde önemsiz etkileri olduğunu göstermiştir. Çalışma, Kuzey Irak'ın perakende sektörü şirketlerinde geleneksel pazarlama ve dijital pazarlama rollerinin etkinliği hakkında ampirik kanıtlar sunmaktadır. Ek olarak, bu sektördeki şirketler tarafından kullanılan en etkili pazarlama araçları hakkında bilgi sağlar.

Anahtar Kelimeler: İş performansı, dijital pazarlama, geleneksel pazarlama, pazarlama rolleri, perakende sektörü şirketleri.

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Abbreviations

| | |
|--------------|--------------------------------|
| BAE: | Brand Equity and Awareness |
| BP: | Business Performance |
| BWM: | Best-Worst Method |
| CE: | Customer Engagement |
| COM: | Communications |
| MCDM: | Multi-Criteria Decision-Making |
| RSQS: | Retail Service Quality Scale |
| SEO: | Search Engine Optimization |
| SMEs: | Small to Medium Enterprises |
| SP: | Sales promotion |

CHAPTER I

Introduction

Background of the Study

Marketing is an essential tool for businesses to reach their target customers and promote their products or services. As such, it is widely accepted that marketing plays a vital role in attracting, retaining, and satisfying customers, which ultimately leads to the growth of the business (Durmaz & Efendioglu, 2016; Najib & Sosianika, 2017; Sinha, 2018). In the past, traditional marketing methods such as print ads, TV and radio commercials, billboards, and direct mail were the primary means of reaching potential customers. However, with the advancement of technology, digital marketing has become increasingly popular in recent years. Digital marketing includes various online marketing techniques, such as search engine optimization (SEO), social media marketing, email marketing, and content marketing (Caliskan et al., 2021).

Empirical research has shown that both traditional and digital marketing can improve business performance (Durmaz & Efendioglu, 2016; Najib & Sosianika, 2017; Sinha, 2018), but there are still gaps in our understanding of how they work together. One of the main empirical gaps is the lack of research on how traditional and digital marketing can complement each other. While some studies have suggested that combining the two can lead to greater effectiveness, there is still a need for more empirical evidence on this front (Kuberappa & Kumar, 2016; Najib & Sosianika, 2017). For example, it is unclear how companies can best integrate traditional marketing methods, such as TV or print advertising, with digital marketing techniques, such as social media or email marketing, to create a cohesive and effective overall marketing strategy. Another empirical gap is the lack of research on the impact of digital marketing on traditional marketing. While there is evidence to suggest that digital marketing is growing in importance (Han, 2020), there is still much to be learned about how it is affecting more traditional marketing methods. For example,

how are consumer behaviors changing in response to digital marketing, and how does this impact the effectiveness of traditional marketing techniques? There is also a need for more empirical research on the effectiveness of different digital marketing channels. Caliskan et al. (2021) indicated that social media marketing can be highly effective. However, there is still much to be learned about the relative effectiveness of different social media platforms, as well as other digital marketing channels such as email marketing, search engine optimization (SEO), and pay-per-click (PPC) advertising. Yusmalina et al. (2021) suggested that both traditional and digital marketing can be effective in improving business performance, but there is still much to be learned about how they can work together, how digital marketing is affecting traditional marketing, and the effectiveness of different digital marketing channels. Future research in these areas can help companies to better understand how to use marketing to improve business performance.

Meanwhile, the retail sector in North Iraq has been growing rapidly in recent years, with traditional marketing methods being widely used by companies to reach their target customers. As such, North Iraq's retail sector is one of the most significant contributors to the country's economy, with a growing number of companies operating in the region. These companies face significant challenges in reaching their target customers and promoting their products in a highly competitive market. This study aims to investigate and compare the roles of traditional marketing and digital marketing in North Iraq's retail sector companies. However, with the rise of digital technologies, digital marketing has become an increasingly important tool for companies to promote their products and services. This research proposal aims to investigate the effectiveness of traditional marketing and digital marketing roles in North Iraq's retail sector companies and compare their impact on business performance.

Research Problem

The research problem that this study aims to address is the effectiveness of traditional marketing and digital marketing roles in North Iraq's retail sector

companies. While traditional marketing methods have been widely used in the region, the rise of digital technologies has brought about new opportunities for companies to promote their products and services. However, there is a lack of research on the comparative effectiveness of traditional marketing and digital marketing roles in North Iraq's retail sector companies, particularly in terms of their impact on consumer behavior. Therefore, this study seeks to fill this research gap by investigating the effectiveness of these two marketing approaches and their impact on business performance.

Research Objectives

The primary objective of this study is to compare the effectiveness of traditional marketing and digital marketing roles in North Iraq's retail sector companies. The specific objectives of this research are:

1. To compare the effectiveness of traditional marketing and digital marketing roles in North Iraq's retail sector companies.
2. To determine the roles of traditional marketing and digital marketing and ascertain how they compare in terms of improving business performance? Specifically, the study will ascertain how the communication, brand awareness and equity, sales promotion and customer engagement roles of traditional marketing and digital marketing compare in improving business performance?

Research Questions

To achieve the research objectives, the following research questions will guide the study:

- 1) What is the comparative effectiveness of traditional marketing and digital marketing roles in North Iraq's retail sector companies?

- 2) How do the communication, brand awareness and equity, sales promotion and customer engagement roles of traditional marketing and digital marketing compare in terms of improving business performance?

Significance of the Study

Conducting a comparative study of traditional marketing and digital marketing roles in North Iraq's retail sector companies has theoretical significance in several ways. Firstly, this study will contribute to the existing body of knowledge on marketing by providing insights into the effectiveness of traditional marketing and digital marketing approaches in a specific context of North Iraq's retail sector companies. Secondly, it will provide theoretical frameworks that can be used to explain the differences and similarities between traditional marketing and digital marketing approaches. Finally, this study will provide a better understanding of the relationship between marketing approaches and business performance.

From an empirical perspective, this study has significant importance in several ways. Firstly, it provides empirical evidence on the effectiveness of traditional marketing and digital marketing roles in North Iraq's retail sector companies. Secondly, it provides insights into the most effective marketing tools used by companies in this sector. Finally, the study also provides empirical data that can be used to support or challenge existing theories on marketing and business performance.

This study has practical significance in several ways. Firstly, it will provide practical insights that can be used by companies in North Iraq's retail sector to make informed decisions about their marketing strategies. Secondly, it will help companies to understand the most effective marketing tools to reach their target customers. Finally, the study will provide a practical guide for companies to allocate their marketing budgets effectively between traditional marketing and digital marketing approaches.

Overall, conducting a comparative study of traditional marketing and digital marketing roles in North Iraq's retail sector companies is of significant importance for

theoretical, empirical, and practical purposes. The study will provide insights into the most effective marketing tools used by companies in this sector and their impact on business performance. Furthermore, the study will contribute to the existing body of knowledge on marketing and provide frameworks that can be used to explain the differences and similarities between traditional marketing and digital marketing approaches.

Organisation of the Study

A five-chapter structure was adopted in structuring the study. As such, the initial chapter paves way for the study by highlighting the key issues underlying the need to compare the effectiveness of traditional marketing and digital marketing when devised to boost business performance. Amid such attempts, the study's objectives, research questions and significance were established. Chapter Two deals with the theoretical and empirical ideologies concerning the utilisation of traditional marketing and digital marketing tools and strategies in boosting performance. Such reviews inevitably led to the formulation of the study hypotheses. Chapter Three proceeds to provide a list of procedures known as the research methodology applied in conducting the study. The findings are presented in Chapter Four and the derived conclusions and recommendations are catered for in Chapter Five.

CHAPTER II

Literature Review

Introduction

This chapter of the study offers details regarding the theoretical overview of how the digital marketing mix theoretical foundation can be used in conducting comparisons about the effectiveness of traditional and digital marketing and ascertaining which of the two methods effectively contributes to improving business performance. This chapter also provides an in-depth examination of traditional marketing and digital marketing and ascertains their roles in businesses. Further examinations are also centre on marketing as an integral aspect of retail businesses. All these insights together with the reviewed literature lead to the determination of standard marketing roles applicable in both traditional and digital marketing situations. The influence of these roles on business performance was analysed using related studies so as to formulate hypotheses that will be used in validating the study.

The Digital Marketing Mix: Comparisons between Traditional and Digital Marketing

One digital marketing theory that can be used to compare differences between traditional and digital marketing and analyze how they affect business performance is the “Digital Marketing Mix” or the “7Ps of Digital Marketing.” By analyzing how each of these 7Ps differs in traditional and digital marketing, businesses can compare and contrast the two approaches and determine which is more effective for their specific goals and target audience. Additionally, by analyzing the impact of each P on business performance, businesses can determine which aspects of their digital marketing strategy they should focus on to achieve optimal results.

Foremost, the product aspect of the digital marketing mix refers to the product or service being offered and how it is positioned in the market (Kotler et al., 2018).

Hence, Kotler et al. (2018) contend that a well-designed product that meets the needs and expectations of customers can result in high levels of customer satisfaction and loyalty. Satisfied customers are more likely to repurchase products and recommend them to others, leading to increased sales and revenue. As such, an innovative product with unique features or designs can help a business stand out from its competitors. By offering a product that is different and better than what is currently available in the market, a business can attract new customers and retain existing ones. The product aspect of marketing can help create a brand identity that customers can relate to. By developing a brand image that resonates with the target audience, a business can increase brand recognition and awareness, leading to improved sales and revenue. Furthermore, Kotler et al. (2018) also noted that a product that appeals to a wider audience can help a business expand its market share. By identifying and satisfying the needs of different customer segments, a business can increase its customer base and sales. Deepak and Jeyakumar (2019) assert that a well-designed and marketed product can command higher prices, resulting in increased profitability. Additionally, a product that requires less maintenance or support can lead to reduced costs, further increasing profitability. Hence, the extent to which either traditional or digital marketing improves the product being sold determines the extent to which either one of them will contribute more to business performance than the other.

The price aspect of the digital marketing mix determines the extent to which either one of them will contribute more to business performance than the other (Cant et al., 2009). Kotler et al. (2018) outlined that price is an essential aspect of marketing that can significantly influence a business's performance. Pricing strategy can impact sales, revenue, profit, market share, and customer loyalty. In this response, we will discuss how the price aspect of marketing can influence business performance empirically. Kotler also mentions that price has a direct impact on sales volume. When a product is priced too high, it may reduce the demand for the product. On the other hand, if the product is priced too low, it may attract more customers but may not generate enough revenue to cover costs. Therefore, businesses must find a price point that balances between attracting customers and generating revenue. For example, in a

study conducted by Vaghani and Patel (2016), they found that there is a positive relationship between price and sales volume in the pharmaceutical industry. Pricing strategy can also impact a company's profit margins. When a product is priced too low, profit margins may decrease, and a company may struggle to cover its costs. Conversely, pricing a product too high can result in fewer sales and ultimately less revenue. A study conducted by Huang and Sarigöllü (2014) found that pricing strategy can significantly impact profit margins, particularly for small and medium-sized enterprises (SMEs). Price can also impact a business's market share. When a product is priced lower than competitors, it may attract more customers and gain a larger market share. In contrast, pricing a product higher than competitors may result in losing market share. A study conducted by Zhu and Zhang (2016) found that pricing strategy can significantly impact market share in the smartphone industry. Therefore, the extent to which either traditional or digital marketing improves the price of the product or service being sold determines the extent to which either one of them will contribute more to business performance than the other.

Place refers to the channels used to distribute the product or service to the target audience (Deepak & Jeyakumar, 2019). Companies often use a combination of traditional and digital marketing to reach their target audience. In this case, the effectiveness of marketing can be influenced by the integration of the distribution channels. For example, if a company advertises on TV and social media, it can use the same message and creativity to reinforce the message across both channels, which can lead to greater effectiveness. In other words, the channels used to distribute products or services can significantly influence the effectiveness of traditional and digital marketing. Companies need to carefully consider the behaviour of their target audience and the reach and frequency of the distribution channels to maximize the impact of their marketing efforts.

According to Deepak and Jeyakumar (2019), promotion refers to the methods used to promote a product or service, such as advertising, social media, email marketing, and content marketing. Traditional marketing and digital marketing are both effective in promoting products or services, but the methods used to promote

them differ significantly. The effectiveness of these methods depends on various factors such as the target audience, the type of product or service, and the marketing goals. Deepak and Jeyakumar (2019) further outlined that advertising, social media, email marketing and content marketing methods used to promote the product or service can influence the effectiveness of traditional marketing and digital marketing. However, Yusmalina et al. (2021) noted that both traditional and digital advertising is effective in creating brand awareness and increasing sales. Nonetheless, digital advertising has the advantage of targeting specific demographics and reaching a wider audience at a lower cost.

According to Deepak and Jeyakumar (2019), people refer to the people involved in the marketing and sales process, such as the marketing team, sales representatives, and customer support. The performance of traditional marketing and digital marketing is influenced by several factors, including the people involved in the marketing and sales process. The marketing team, sales representatives, and customer support all play critical roles in ensuring the success of marketing campaigns and driving sales. In traditional marketing, the marketing team is responsible for creating advertising campaigns, developing marketing materials, and promoting the company's products or services. The team typically includes marketing managers, graphic designers, copywriters, and other specialists who work together to create compelling marketing materials that reach the target audience. The sales representatives are responsible for selling the product or service to potential customers through face-to-face interactions, telephone calls, or emails. They must have excellent communication skills and be knowledgeable about the people involved. Similarly, Yusmalina et al. (2021) noted that the marketing team, sales representatives, and customer support are all critical players in the digital marketing process, and their efforts can have a significant impact on the success of a marketing campaign.

The process and physical evidence involved in marketing play a crucial role in the performance of traditional marketing and digital marketing (Deepak & Jeyakumar, 2019). In traditional marketing, the process is linear, and companies typically use a combination of advertising, sales promotions, personal selling, and public relations to

communicate with their target audience. However, in digital marketing, the process is non-linear, and companies use various digital channels such as social media, search engines, email, and mobile apps to interact with their customers. In traditional marketing, physical evidence can be in the form of billboards, brochures, flyers, and product samples. In digital marketing, physical evidence is less tangible, and it mainly involves the design and user interface of the company's website, social media pages, and mobile apps. Kotler et al. (2018) disclosed that the process and physical evidence involved in marketing have a significant impact on the performance of traditional and digital marketing through, reach and targeting, cost, engagement, tangibility and measurement, but bearing in mind that digital marketing offers better measurement and tracking capabilities. However, it is vital to note that traditional marketing is less measurable, and companies have to wait longer to see the results of their campaigns (Arunprakash, 2021). In conclusion, the process and physical evidence involved in marketing play a crucial role in the performance of traditional marketing and digital marketing. While each type has its advantages and disadvantages, companies can use a combination of both to maximize their marketing efforts and reach a broader audience.

By analyzing how each of these 7Ps differs in traditional and digital marketing, businesses can compare and contrast the two approaches and determine which is more effective for their specific goals and target audience. Additionally, by analyzing the impact of each "P" on business performance, businesses can determine which aspects of their digital marketing strategy they should focus on to achieve optimal results.

An Examination of Traditional Marketing and Its Role in Business

Traditional marketing refers to the use of non-digital channels such as television, radio, newspapers, billboards, and direct mail to promote a business's products or services (Kayumovich & Annamuradovna, 2020). Despite the rise of digital marketing, traditional marketing still plays a significant role in businesses' marketing strategies. In this examination, we will explore the role of traditional marketing in businesses.

According to Kuberappa and Kumar (2016), the benefits of traditional marketing comprise tangibility. That is, traditional marketing materials such as billboards, brochures, and print ads provide a tangible experience for customers, which can help to increase brand awareness and recall. Furthermore, Kuberappa and Kumar also opine that traditional marketing can help businesses reach a broader audience, including those who may not have access to digital channels. Additionally, Kuberappa and Kumar also mentioned that traditional marketing channels such as television, radio, and newspapers have established audiences that businesses can leverage to reach a large number of people quickly.

In certain instances, Zahoor and Qureshi (2017) discovered that traditional marketing can help to establish brand recognition by using consistent messaging and visual elements across different channels. Consistency in messaging and visual elements helps to create a clear and recognizable image of the brand in the minds of consumers. When consumers see the same logo, tagline, or visual elements across multiple channels, they begin to associate those elements with the brand. This consistency helps to build brand awareness, recall, and recognition, which are essential components of a successful marketing strategy. Brand recognition is crucial for businesses as it affects their performance through increased brand loyalty, better brand recall, improved brand reputation and competitive advantage (Veljković & Kaličanin, 2016). In other words, traditional marketing can help to establish brand recognition by using consistent messaging and visual elements across different channels. This, in turn, can lead to increased brand loyalty, better brand recall, improved brand reputation, and competitive advantage. By investing in consistent branding efforts, businesses can improve their overall performance and achieve long-term success.

In a study conducted by Kayumovich and Annamuradovna (2020), it is established that traditional marketing can be useful for targeting a specific local audience, such as through print ads in local newspapers or billboards in high-traffic areas. Besides, Arunprakash (2021) contends that advertisements can be targeted by geographic location, age, gender, and other factors. By advertising in local print media, businesses can reach a highly targeted audience that is more likely to be interested in

their products or services. To reinforce this notion, Caliskan et al. (2021) contend that other Traditional marketing channels such as billboards and other outdoor advertising can be a great way to reach a local audience. These advertisements can be targeted by location and can be highly visible to people who are passing by. This type of advertising is particularly effective for businesses that are located near major roads or highways.

The above-mentioned insights provided in this section lead to an inference being made about the role of traditional marketing in businesses. Lawrence, Deshmukh, and Navajivan (2018) noted that traditional marketing can help businesses build brand awareness through mass media channels such as television and radio advertising, billboards, and print ads. To a larger extent, Sinha (2018) argues that traditional marketing can help businesses create an emotional connection with their audience through storytelling, visuals, and music in TV or radio advertisements. Further insights can be established that traditional marketing can be effective for product launches by creating buzz through TV commercials or print ads in industry-specific publications (Durmaz & Efendioglu, 2016), can also play a role in customer retention by using direct mail, print newsletters, and loyalty programs (Han, 2020) and can also be useful for industry events such as trade shows and conferences by using banners, flyers, brochures, and promotional items.

Traditional marketing still plays an essential role in businesses' marketing strategies, particularly in building brand awareness, creating emotional connections, and targeting local audiences. Although digital marketing has gained popularity, traditional marketing still offers tangible experiences and established audiences that businesses can leverage to reach a broader audience. By combining traditional and digital marketing efforts, businesses can create a comprehensive marketing strategy that effectively reaches their target audience.

An Examination of Digital Marketing and Its Role in Business

According to Caliskan et al. (2021), digital marketing refers to the use of digital channels such as search engines, social media, email, mobile applications, and websites to promote a business's products or services. The use of digital marketing has increased significantly in recent years due to the growing number of people using digital platforms to search for and purchase products or services. In this examination, we will explore the role of digital marketing in businesses.

Commencing with Yusmalina et al. (2021), the benefit of using digital marketing in business is considered to be observable through increased reach. This aligns with Caliskan et al.'s (2021) propositions denoting that one of the primary advantages of digital marketing is the ability to reach a larger audience. With traditional marketing, businesses are limited to reaching customers in their local area. However, digital marketing allows businesses to reach a global audience through the internet.

Arunprakash (2021) listed cost-effectiveness as a benefit of using digital marketing in business. Besides, studies noted that digital marketing is also cost-effective compared to traditional marketing methods (Arunprakash, 2021; Caliskan et al., 2021; Yusmalina et al., 2021). This implies that retail businesses can reach a large number of customers without having to spend large sums of money on print or television ads.

Drawing further, Pantano, Priporas and Migliano (2019) underscore that digital marketing is important for personalization purposes. That is, digital marketing allows businesses to personalize their marketing messages to each customer based on their preferences and behaviour. This increases the chances of converting leads into customers. In another instance, Pantano, Priporas and Migliano also mention that digital marketing is important for achieving real-time results. Unlike traditional marketing, digital marketing provides real-time results, allowing businesses to adjust their strategies in real-time to achieve better results.

Improved customer engagement can also be listed as one of the benefits of using digital marketing in business. To reinforce this notion, Sinha (2018) argues that digital marketing allows businesses to interact with their customers through social media, email, and other digital channels. This enhances customer engagement and builds trust. Amid such discoveries, it is vital to establish the roles of digital marketing in businesses. Foremost, Najib and Sosianika (2017) highlighted that digital marketing plays an important brand awareness role. Digital marketing plays a crucial role in creating brand awareness for businesses. Through digital channels, businesses can reach a large audience and create a brand image that resonates with their target audience. Further roles are observed in ideas put forward by Han (2020) suggesting that digital marketing serves an important lead generation role in business. Digital marketing is an effective tool for lead generation. By providing valuable content and engaging with customers on digital channels, businesses can attract potential customers and convert them into leads. Other studies such as Kuberappa and Kumar (2016) mentioned that digital marketing is crucial as it accords businesses with vital customer acquisition benefits. This is because digital marketing also helps businesses acquire new customers. By targeting the right audience with personalized messages, businesses can increase their chances of converting leads into customers. A study by Durmaz and Efendioglu (2016) indicated that digital marketing is also useful in retaining existing customers. By engaging with customers through digital channels, businesses can build trust and loyalty. In another instance, Bhayani and Vachhani (2014) outlined that digital marketing provides businesses with valuable insights and analytics that can be used to improve their marketing strategies. By analyzing customer behaviour and engagement, businesses can identify areas for improvement and optimize their campaigns for better results.

In overall, digital marketing has become an essential part of businesses marketing strategies. It provides businesses with a cost-effective way to reach a larger audience, personalize marketing messages, and build engagement with customers. Digital marketing also provides businesses with valuable insights and analytics that can be used to optimize their campaigns and achieve better results. As digital

technology continues to advance, the role of digital marketing in businesses will only become more important.

Marketing as an Integral Aspect of Retail Business Performance

Marketing is an integral aspect of business performance that refers to the process of creating, communicating, delivering, and exchanging offerings that have value for customers, clients, partners, and society at large (Panigyrakis & Theodoridis, 2009). According to Morgan (2012), marketing is an essential function that helps businesses to identify, understand, and satisfy customer needs and wants in a profitable manner. In this regard, marketing helps retail businesses in North Iraq to identify, understand, and satisfy customer needs and wants in several ways:

Foremost, Syaifullah et al. (2021) contend that marketing helps retail businesses through market research. By conducting market research, retailers in North Iraq can gather information about their target market, such as their demographics, preferences, behaviours, and needs. This information can help retailers to develop products and services that meet customer needs and wants in a profitable manner.

Aghazadeh (2015) opines that marketing is vital for segmentation purposes. Hence, by segmenting their target market based on specific characteristics such as age, income, and location, retailers can tailor their marketing efforts to specific groups of customers. This can help retailers to better understand their customers' needs and wants and develop marketing campaigns that are more effective in reaching them. In another instance, Morgan (2012) connects the importance of marketing in business to product development. Marketing can help retailers in North Iraq to develop products and services that meet customer needs and wants. For example, by analyzing market research data and customer feedback, retailers can identify areas where there is a gap in the market and develop products and services to fill those gaps.

There are other lines of studies providing insights into some of the vital roles of marketing in business and how it influences performance. For instance, Anderson,

Chandy and Zia, (2018) disclosed that marketing is essential for establishing pricing strategies. This implies that marketing can also help retailers in North Iraq to develop pricing strategies that are profitable and meet customer needs and wants. For example, by analyzing market data and customer feedback, retailers can identify price points that are attractive to customers while still providing a profit margin for the business. Along similar lines, Varadarajan (2020) attests to the idea that marketing is vital in a business for communication purposes. This is because effective marketing communication can help retailers in North Iraq to reach and engage with their target market. By communicating the benefits of their products and services in a way that resonates with their customers, retailers can build brand awareness, increase customer loyalty, and generate sales. In another instance, Šályová et al. (2015) outlined that effective marketing strategies can help businesses to increase brand awareness, generate leads, increase sales, build customer loyalty, and gain a competitive edge in the marketplace.

In North Iraq, marketing plays a crucial role in the success of retailers. North Iraq is a region that has undergone significant political and economic changes in recent years, which have affected the retail industry. With the rise of e-commerce, the retail industry in northern Iraq has become increasingly competitive, and retailers need to employ effective marketing strategies to stay ahead of the competition. As per Panigyrakis and Theodoridis' (2009) recommendations, one of the most important marketing strategies for retailers in North Iraq is to establish a strong online presence. Many consumers in North Iraq are tech-savvy and use the internet to research products and services before making a purchase. Retailers that have a strong online presence, such as a user-friendly website and active social media accounts, are more likely to attract and retain customers.

Another important marketing strategy for retailers in North Iraq is to offer personalized services and experiences to customers as suggested by Aghazadeh (2015). Consumers in North Iraq place a high value on customer service and expect retailers to go above and beyond to meet their needs. Retailers that offer personalized services, such as tailored recommendations, customized products, and after-sales

support, are more likely to build long-term relationships with their customers and earn their loyalty. In addition, retailers in North Iraq need to employ effective pricing strategies to remain competitive. Price is a crucial factor in consumer purchasing decisions, and retailers that offer competitive prices and promotions are more likely to attract price-sensitive customers. Finally, retailers in North Iraq need to stay up-to-date with the latest marketing trends and technologies. Šályová et al. (2015) noted that marketing is an ever-evolving field, and retailers that are quick to adopt new technologies, such as artificial intelligence, augmented reality, and mobile apps, are more likely to stay ahead of the competition and attract new customers.

In conclusion, marketing is an integral aspect of business performance, and effective marketing strategies are crucial for retailers in North Iraq to succeed in the competitive retail industry. By establishing a strong online presence, offering personalized services, employing effective pricing strategies, and staying up-to-date with the latest marketing trends and technologies, retailers in North Iraq can attract and retain customers, increase sales, and gain a competitive edge in the marketplace.

A Review of Related Studies

Studies on traditional and digital marketing have a historical background that answers several questions. However, answering questions about the roles of both traditional and digital marketing and how they affect business performance has not been the subject of the matter. Commencing this study's empirical examination, Grundey (2008) conducted a study that compared the characteristics of traditional marketing and experiential marketing in establishing emotional and rational connections with consumers. The study aimed to examine the differences between these two marketing approaches in terms of the types of relationships they establish with consumers, the methods used and their orientation to the consumer. To achieve this, the author reviewed the literature on marketing, consumer behaviour, and psychology to identify the characteristics of traditional and experiential marketing. The study found that traditional marketing is characterized by an emphasis on verbal,

quantitative and analytical methods, a point of view that sees the consumer as a rational thinker, narrow determinate product categories and a focus on product functional characteristics and superiority. Traditional marketing approaches also tend to view the consumer as a mechanical stimulus-response system. On the other hand, experiential marketing is characterized by viewing the consumer as both emotional and rational, taking a holistic view of the consumer's experience and an orientation to the consumer experience. Experiential marketing methods are eclectic and take a "from Stimulus to Reaction" approach, meaning that they focus on creating emotional connections with consumers that lead to a desired response. The study's findings show that traditional marketing and experiential marketing differ in terms of the type of relationship they establish with consumers, the methods used and their fundamental orientation to the consumer. Traditional marketing tends to view the consumer as a rational thinker who makes decisions based on product attributes, while experiential marketing views the consumer as a holistic being who makes decisions based on emotional connections with products. In conclusion, Grundey's (2008) study provides valuable insights into the differences between traditional and experiential marketing approaches. The study highlights the importance of creating emotional connections with consumers to establish long-lasting relationships that go beyond product attributes. The findings of this study can inform marketing strategies for businesses looking to engage with their consumers in a more meaningful way.

Salehi et al. (2012) conducted a study comparing e-marketing and traditional marketing, exploring their dissimilarities, and identifying their respective advantages and disadvantages. The authors concluded that both types of marketing have their unique strengths and weaknesses and that marketers should consider utilizing both approaches to maximize the effectiveness of their marketing efforts. In their literature review, the authors discussed the evolution of marketing, highlighting the significant impact of technology on the development of e-marketing. They explained that traditional marketing involves using radio, television and print media to reach a specific audience, while e-marketing uses digital channels like email, social media and the internet to reach a larger and more diverse audience. The authors identified several

advantages of traditional marketing, such as the ability to focus on a specific target audience and the ability to see and touch the actual product or service. However, traditional marketing has several disadvantages, including difficulty in measuring its effectiveness, limited reach and high cost. In contrast, e-marketing has numerous advantages, such as its ability to provide real-time feedback, reach a wider audience and transcend geographical boundaries. E-marketing is also more cost effective than traditional marketing, as it eliminates the need for expensive print or broadcast media. However, the authors also noted that e-marketing has its own set of challenges, such as the need to continually adapt to rapidly changing technologies and the potential for information overload. The results showed that the majority of participants believed that e-marketing was more effective than traditional marketing in terms of cost, speed, convenience, and reach. However, many participants also expressed a preference for traditional marketing, citing the ability to see and touch the actual product, and the perceived higher credibility of print media.

Bhayani and Vachhani (2014) conducted a study comparing the effectiveness of traditional marketing and internet marketing. Their study aimed to identify which marketing approach was more effective for these companies and whether digital marketing was gradually replacing traditional marketing. The authors discussed the advantages and disadvantages of each marketing approach. Traditional marketing has the benefit of familiarity and perceived reliability, with consumers more likely to trust established brands with a strong reputation. On the other hand, internet marketing is more cost-effective and has a wider reach, with the ability to target specific demographics based on consumer behaviour and preferences. The results showed that while traditional marketing still had a significant role in marketing strategies, digital marketing was gradually becoming more popular. Specifically, internet marketing was found to be more effective in terms of cost, reach, and customer engagement compared to traditional marketing. It was found that while traditional marketing still has a role to play, digital marketing is increasingly being used and is more effective in terms of cost, reach, and customer engagement. The study offers valuable insights for retail sector companies in North Iraq and other similar regions, highlighting the importance

of adopting a balanced marketing strategy that incorporates both traditional and digital marketing approaches to maximize their effectiveness.

Durmaz and Efendioglu's (2016) study titled "travel from traditional marketing to digital marketing" aims to explain the shift in marketing practices from traditional to digital platforms, highlighting the advantages of digital marketing and the differences between the two approaches. The authors present a comprehensive review of the literature on digital marketing and discuss its evolution, including its different periods. The study identifies four distinct periods in digital marketing: the static web period, the dynamic web period, the social media period, and the mobile period. In each period, digital marketing has undergone significant changes in terms of strategies, channels, and tools. For instance, the static web period saw the use of static websites and banner advertisements, while the social media period witnessed the rise of social networks and user-generated content. The authors also compare traditional and digital marketing approaches, highlighting the advantages of the latter. According to Durmaz and Efendioglu (2016), digital marketing provides greater reach, targeting, measurability, and interactivity compared to traditional marketing. Digital marketing enables companies to target specific audiences, track their behaviour, and adjust their campaigns in real-time, thereby increasing their chances of success. However, the study has certain limitations. One notable limitation is that it neglects to discuss the communication, brand awareness and equity, sales promotion, and customer engagement roles of traditional marketing and digital marketing in improving business performance. While digital marketing provides several advantages, traditional marketing still plays an essential role in creating brand awareness and equity, increasing sales through promotions, and engaging customers through personal interactions. Therefore, retailers should not disregard traditional marketing altogether in favour of digital marketing but rather, should use a combination of both to maximize their marketing efforts.

Kuberappa and Kumar (2016) conducted a comparative assessment of digital and traditional marketing approaches to determine their effectiveness in business. The authors conducted a literature review to analyze previous studies that compared the

effectiveness of traditional and digital marketing approaches. In addition, the study employed a survey method to collect data from 120 Small and Medium Enterprises (SMEs) in India. They found that the majority of studies focused on comparing the reach and cost-effectiveness of the two marketing approaches while neglecting other important factors such as brand awareness, communication, and customer engagement. The study noted that the increasing adoption of digital marketing tools was largely due to the flexibility and reachability offered by the digital platform. The study found that both traditional and digital marketing approaches had a significant impact on business performance, with digital marketing having a slightly higher impact than traditional marketing. In conclusion, the study by Kuberappa and Kumar (2016) highlights the importance of considering multiple factors, beyond just reach and cost-effectiveness, when comparing traditional and digital marketing approaches. The study emphasizes the complementary nature of traditional and digital marketing and recommends that retailers adopt a combination of both approaches to improve their business performance.

The study by Najib and Sosianika (2017) aimed to determine consumer perception of the Retail Service Quality Scale (RSQS) in traditional and modern markets on 400 customers of 16 traditional markets in Bandung, Indonesia and its implication for business performance. The study found that modern markets outperformed traditional markets in terms of overall RSQS and its individual dimensions and sub-dimensions, except for the dimension of personal interaction and sub-dimension of interaction and problem-solving. The study also highlights the importance of personal interaction and problem-solving skills in traditional markets. These skills are crucial for building relationships with customers and addressing their concerns and complaints. Therefore, business owners and managers in traditional markets should focus on improving their personal interaction and problem-solving skills to enhance their RSQS and attract and retain customers. Furthermore, the study suggests that businesses in traditional markets could benefit from adopting certain practices of modern markets to improve their RSQS. For example, they could invest in modern technology to improve their efficiency and speed of service delivery, as well

as adopt modern marketing and advertising techniques to increase their visibility and reach among customers. The findings of the study have significant implications for business owners and managers in traditional and modern markets. The study suggests that modern markets are better equipped to provide quality retail services that meet the expectations of customers. This could result in increased customer satisfaction, loyalty, and repeat business, which are crucial for the long-term success of any business.

The study by Sinha (2018) suggests that digital marketing has rapidly grown due to the widespread use of social media sites and the internet allowing audiences to directly interact with organizations through digital ads, whereas in traditional marketing, the brand message is conveyed in a one-way manner. The empirical implications of this study on business performance are significant. First, the study suggests that companies that do not adopt digital marketing strategies may fall behind their competitors in reaching potential customers. The widespread use of the internet and social media means that a significant portion of the target audience is likely to be online, and companies that do not have an online presence may miss out on potential customers. Secondly, the study suggests that digital marketing allows for direct interaction with customers, which can be beneficial for improving customer engagement and brand loyalty. Digital marketing provides an opportunity for customers to engage with the brand directly, through social media comments, likes, shares, and reviews. This engagement can help companies to better understand their customers' needs and preferences and tailor their marketing strategies accordingly. However, the study also suggests that traditional marketing can still be effective in conveying a brand message clearly and effectively. Traditional marketing channels such as TV, radio, and print ads can still reach a large audience, and for some businesses, these channels may be more effective than digital marketing.

The study by Lawrence, Deshmukh, and Navajivan (2018) aims to compare the influence of digital marketing and traditional marketing on businesses. The study finds that digital marketing is more effective than traditional marketing in improving communication, brand awareness and equity, and customer engagement. Digital

marketing channels, such as social media, allow for more personalized and targeted communication with customers, leading to better engagement and brand recognition. Moreover, digital marketing provides more opportunities for customers to interact with the brand, such as leaving reviews or comments on social media, which can improve customer engagement. This suggests the importance of both digital and traditional marketing's communication, brand awareness and equity, sales promotion, and customer engagement roles and how these factors relate to business performance. Such observations are similar to related suggestions provided by Pantano, Priporas and Migliano (2019) conducted on Italian firms. However, the study also finds that traditional marketing is still more effective than digital marketing in improving sales promotion. Traditional marketing channels, such as TV or radio ads, can reach a larger audience and are more effective at promoting sales and discounts.

Han (2020) conducted a study that compares the effectiveness of big data marketing and traditional marketing in the age of the internet. One potential empirical gap is related to the sample selection process as it is important for the study to have a representative sample of the target population, such as customers or marketers, to ensure that the findings can be generalized to the larger population. In that regard, the results of this study will be derived from the context of retail customers in North Iraq so as to address such empirical voids. Additionally, the study neglects the vital roles of marketing and as such, it does not ascertain how the communication, brand awareness and equity, sales promotion and customer engagement roles of traditional marketing and digital marketing compare in improving business performance. As a result, this study will place focus on answering such inquiries. Overall, it is important for the study to address these potential empirical gaps to ensure that the findings are valid, reliable, and generalizable. Additionally, the study should clearly state the limitations and implications of the findings to provide guidance for future research and practice.

The study conducted by Arunprakash (2021) on 69 customers to understand their preference between online platforms and retail shops for purchasing products and goods is a useful contribution to the literature on consumer behaviour. However, there

are some empirical gaps in the study that need to be addressed. Firstly, the study only focuses on the preference of customers between online platforms and retail shops for purchasing products and goods. While this is an important aspect of consumer behaviour, it overlooks the broader context of traditional marketing and its role in improving business performance. Traditional marketing strategies such as print advertising, television commercials, and billboards are still relevant and can have a significant impact on consumer behaviour. Secondly, the study has a small sample size of only 69 customers, which limits the generalizability of the findings. The sample size is not representative of the larger population and therefore, the results may not be applicable to other contexts or markets. Lastly, the study does not consider other factors that may influence consumer behaviour, such as socio-demographic characteristics, income, and education level. These factors can play a significant role in shaping consumer behaviour and preferences, and therefore, should be considered in future studies.

The study conducted by Yusmalina et al. (2021) titled "comparative analysis of the strategic traditional market and modern markets of consumer valuation" examined the differences in consumer valuation of marketing strategies (place, product and price, marketing) between traditional markets and modern markets. The study was conducted with a sample size of 20 respondents who shopped at The Puan Maimun market in Karimun Regency and some who shopped in minimarkets around the market. The results of the study have significant implications for both traditional and modern markets. Firstly, the study found that traditional markets have a unique set of advantages over modern markets, such as lower prices, fresher products, and a more personalized shopping experience. These findings suggest that traditional markets can leverage their strengths to compete with modern markets, which may be more focused on convenience and accessibility. Secondly, the study found that modern markets have a clear advantage in terms of marketing strategies, such as product availability, product quality, and advertising. These findings suggest that modern markets can continue to focus on these marketing strategies to attract and retain customers. However, it is important to note that the small sample size used in the study limits the generalizability

of the findings. Therefore, future research with larger and more diverse samples is needed to confirm and extend these findings.

The study conducted by Caliskan et al. (2021) on the digital transformation of traditional marketing business models in the new industrial era has several implications. The study used the Best-Worst Method (BWM), specifically Multi-Criteria Decision-Making (MCDM) methods, to prioritize the criteria for future implications. The results showed that physical, process and product, evidence are the most affected marketing-mix factors when considering Industry 4.0. One of the significant implications of this study is that businesses need to adapt their marketing strategies to the changes brought about by Industry 4.0. Companies that fail to do so risk losing their competitive edge and falling behind their competitors who are already embracing these changes. The study also suggests that businesses need to focus on their product, process, and physical evidence to align with the changing customer expectations and to remain relevant in the digital age. Companies need to innovate their products and services to incorporate new technologies and provide enhanced customer experiences. They also need to improve their processes to increase efficiency and reduce costs and invest in physical evidence to showcase their products and services in a more engaging and interactive way. Another implication of this study is the need for businesses to invest in digital marketing channels such as social media, Search Engine Optimization (SEO), and content marketing. These channels allow businesses to reach a wider audience, engage with customers on a more personal level, and track their marketing efforts' effectiveness in real-time.

Hypotheses Development: Connecting the Roles of Traditional Marketing and Digital Marketing

In line with the uncovered gaps, this study has shown that empirical gaps related to the importance of the standard communication, brand awareness, sales promotion and customer engagement roles of both traditional marketing and digital marketing. Despite their relatively higher importance, the level of academic studies

exploring such roles, especially when used to boost business performance remains relatively low and unmatched. It is in this regard that the section focuses on the development of hypotheses linking the standard communication, brand awareness, sales promotion and customer engagement roles of both traditional marketing and digital marketing to business performance.

The communication role of traditional and digital marketing activities

According to Geissler (2001), effective communication is essential for businesses to build and maintain relationships with customers. Both traditional and digital marketing activities can be used to communicate with customers and boost business performance. In this section, the study will empirically discuss how the communication role of traditional and digital marketing activities contributes to an improvement in business performance.

Traditional marketing activities such as advertising, personal selling, and public relations are still widely used by businesses. As such, Durmaz and Efendioglu (2016) opine that these activities are often used to create awareness and generate interest in products and services. Traditional marketing can also be used to communicate with customers through direct mail, print ads, and billboards. Studies have shown that traditional marketing activities can be effective in communicating with customers and improving business performance. For example, a study by Hanzae and Nasimi (2012) found that personal selling was positively related to customer satisfaction and loyalty in the banking industry in Iran. Another study by Czinkota et al. (2021) found that direct mail advertising was effective in increasing sales for a business in the automotive industry in the United States.

Digital marketing activities have gained increasing importance in recent years due to the widespread use of the internet and social media platforms. Bala and Verma (2018) stated that digital marketing activities like email marketing, social media marketing, search engine optimization, and online advertising can help businesses communicate with customers in a more personalized way and build relationships with them. Along similar lines, Giantari et al. (2022) assert that digital marketing can also

be an effective tool for communicating with customers and improving business performance. For example, a business may use social media platforms to engage with customers and respond to their inquiries and complaints, or use email marketing to provide personalized offers and promotions to customers. These activities can lead to increased customer engagement and ultimately improve business performance. Studies have shown that digital marketing activities can be effective in communicating with customers and improving business performance. For example, a study by Kucukemiroglu and Kara (2015) found that social media marketing was positively related to customer engagement and loyalty in the airline industry in Turkey. Another study by Marinova, Murphy and Massey (2002) found that email marketing was effective in increasing customer retention and loyalty for a business in the automotive industry in the United Kingdom.

The reviewed insights do lead to a common projection that both traditional and digital marketing activities can be effective in communicating with customers and improving business performance. As such, it can be inferred at this juncture that both traditional and digital marketing activities may provide the best results in terms of communication and business performance improvement. Consequently, the following hypotheses were formulated to cater for such effects:

- **H_{1a}**: The communication role of traditional marketing has a significant impact on business performance.
- **H_{1b}**: The communication role of digital marketing has a significant impact on business performance.

The brand awareness and equity role of traditional and digital marketing activities

Brand awareness and equity play crucial roles in driving business performance. Both traditional and digital marketing activities can contribute to improving these factors, albeit in different ways. Traditional marketing activities can contribute to brand awareness by exposing the brand to a large audience. A study by Neilson (2016) found that traditional media is still the most effective form of advertising for creating

brand awareness, with TV commercials being the most influential. The study also found that print media was the second most effective form of traditional advertising for brand awareness. Brand equity can also be built through traditional marketing activities. For example, a well-designed and visually appealing brochure can create a positive impression of the brand and increase its perceived value. A study by the University of Warwick (2015) found that printed materials such as brochures and flyers are more memorable and engaging than digital media.

Digital marketing activities can contribute to brand awareness by targeting specific audiences. For example, social media marketing can target specific demographics, interests, and behaviours, making it easier to reach potential customers. A study by Smart Insights (2019) found that social media is the most effective digital marketing channel for building brand awareness. Digital marketing activities can also contribute to brand equity by providing valuable and engaging content. For example, a well-written blog post or an informative email can position the brand as an expert in its field and increase its perceived value. A study by HubSpot (2019) found that businesses that prioritize blogging are 13 times more likely to achieve a positive return on investment.

In overall, both traditional and digital marketing activities can contribute to brand awareness and equity, which in turn can improve business performance. Traditional marketing activities are still effective in creating brand awareness, while digital marketing activities offer more targeted and engaging ways to reach potential customers. By incorporating both traditional and digital marketing activities into their overall marketing strategy, businesses can create a more comprehensive approach to building brand awareness and equity and ultimately achieve better business performance. Hence, it is sound to suggest at this stage that the standard brand awareness and equity role of both traditional and digital marketing contribute to improving business performance. This leads to attempts to validate the following hypotheses:

- **H_{2a}**: The brand awareness and equity role of traditional marketing has a significant impact on business performance.
- **H_{2b}**: The brand awareness and equity role of digital marketing has a significant impact on business performance.

The sales promotion role of traditional and digital marketing activities

Sales promotion is an important marketing tool that businesses use to stimulate customer demand and increase sales (Familmaleki, Aghighi & Hamidi, 2015; Haralayya, 2022). Both traditional and digital marketing activities can be used to promote sales, and when implemented effectively, they can contribute to improved business performance. In this section, this study will empirically discuss how the sales promotion role of traditional and digital marketing activities contributes to the improvement in business performance.

Traditional marketing activities such as advertising, personal selling, and public relations are still widely used by businesses. These activities are often used to create awareness and generate interest in products and services. For example, a company may run a television commercial or print ad in a newspaper to promote a sale or a new product launch. Such promotions can create a sense of urgency among customers and encourage them to make a purchase, leading to an improvement in business performance. Studies have shown that traditional marketing activities can be effective in promoting sales. For example, a study by Ofosu-Boateng (2020) found that sales promotion through advertising was positively related to sales performance in the retail sector in Ghana. Another study by Sarangi, Chakraborty and Triantis (2021) found that advertising spending had a significant positive effect on the sales of fast-moving consumer goods in India.

Digital marketing activities have gained increasing importance in recent years due to the widespread use of the internet and social media platforms. Digital marketing includes activities such as email marketing, social media marketing, search engine optimization, and online advertising (Bala & Verma, 2018). These activities can help businesses reach a wider audience and engage with customers in a more personalized

way. Digital marketing can also be an effective tool for sales promotion. For example, a business may use targeted email marketing campaigns to promote a sale to a specific group of customers, or use social media platforms to create buzz around a new product launch. These activities can lead to increased customer engagement and ultimately improve business performance. Studies have shown that digital marketing activities can be effective in promoting sales. For example, a study by Dolega, Rowe and Branagan (2021) found that online advertising had a significant positive effect on online sales for a major online retailer. Similarly, Lewis and Reiley (2008) established that online advertising had a significant positive effect on Yahoo's online sales. Another study by Singh and Khan (2012) found that email marketing was effective in increasing customer retention and loyalty for an online retailer. Amid such discoveries, it, therefore, becomes apparent that both traditional and digital marketing activities serve to promote a company's sales, which contributes to improvement in business performance. Hence, it can be asserted that there is a positive connection between the sales promotion role of both traditional and digital marketing activities on business performance. As a result, the following hypotheses were formulated;

- **H_{3a}**: The sales promotion role of traditional marketing has a significant impact on business performance.
- **H_{3b}**: The sales promotion role of digital marketing has a significant impact on business performance.

The customer engagement role of traditional and digital marketing activities

Customer engagement refers to the interactions between a business and its customers, which can take place through a variety of channels, including traditional and digital marketing activities (Van Doorn et al., 2010). Empirical studies have shown that effective customer engagement can improve business performance by increasing customer loyalty, satisfaction, and revenue (Bolton, 2011; Castillo et al., 2021; Chen, Weng & Huang, 2018).

A study by Harmeling et al. (2017) indicated that traditional marketing activities, such as print advertisements, direct mail, and events, can be effective in engaging customers by providing them with tangible experiences that create emotional connections with the brand. To reinforce this notion, a study by Nielsen found that print advertisements generate higher levels of consumer trust and engagement than digital ads. Another study by Hamzah and Johari (2023) found that direct mail has a higher response rate than email marketing, indicating that physical marketing materials can be more effective in capturing customers' attention and driving them to take action.

Habib, Hamadneh and Hassan (2022) highlighted that digital marketing activities, such as social media, email marketing, and online advertising, offer businesses the ability to engage with customers in real-time and on a more personalized level. Besides, there is a common agreement among studies that social media platforms, in particular, provide businesses with an opportunity to interact with customers through comments, direct messages, and other engagement features. A study by Mehta and Kaushik (2015) found that companies that engage with customers on social media generate higher customer loyalty and satisfaction than those that do not.

Overall, research suggests that combining traditional and digital marketing activities can be highly effective in improving customer engagement and business performance. For example, a study by Anabila (2020) found that integrated marketing campaigns that combine multiple channels, such as direct mail and email, can generate a higher response rate and ROI than campaigns that use only one channel. Another study by Barker and Milano (2018) found that companies that effectively combine traditional and digital marketing activities generate 2.8 times higher revenue growth and 3.3 times higher EBITDA growth than those that do not. Such examination implies that customer engagement is a crucial component of business performance, and traditional and digital marketing activities can play a significant role in improving it. By combining multiple channels and leveraging the strengths of each, businesses can

effectively engage with customers and drive revenue growth. In that regard, the following hypotheses were formulated:

- **H₄**: The customer engagement role of traditional marketing has a significant impact on business performance.
- **H_{4b}**: The customer engagement role of digital marketing has a significant impact on business performance.

Conceptual Models

Following ideas that were established from the reviewed empirical studies that led to the formulation of the study hypotheses, the conceptual framework shown in Figure 2.1 will be utilised as base for formulating an empirical model essential in answering the proposed research questions. Four hypotheses connecting the standard roles of each distinct marketing form were formulated based on their impact on business performance. It is through these hypotheses that a multiple regression analysis model was applied. Thus, the next chapter of the study looks at the procedures taken to arrive at the estimation results.

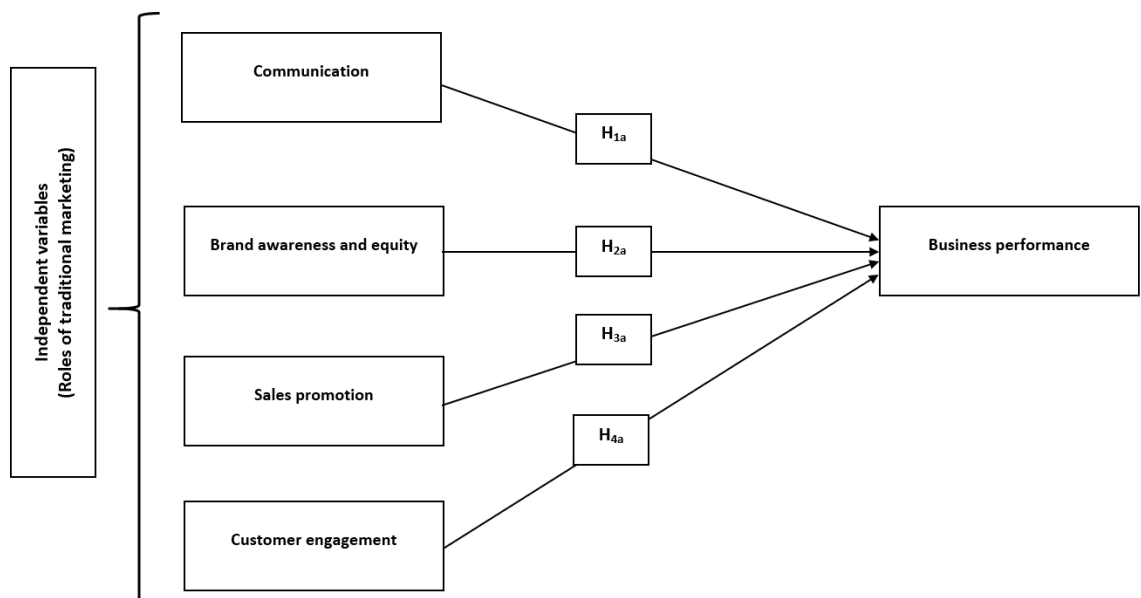


Figure 1: Traditional marketing conceptual model

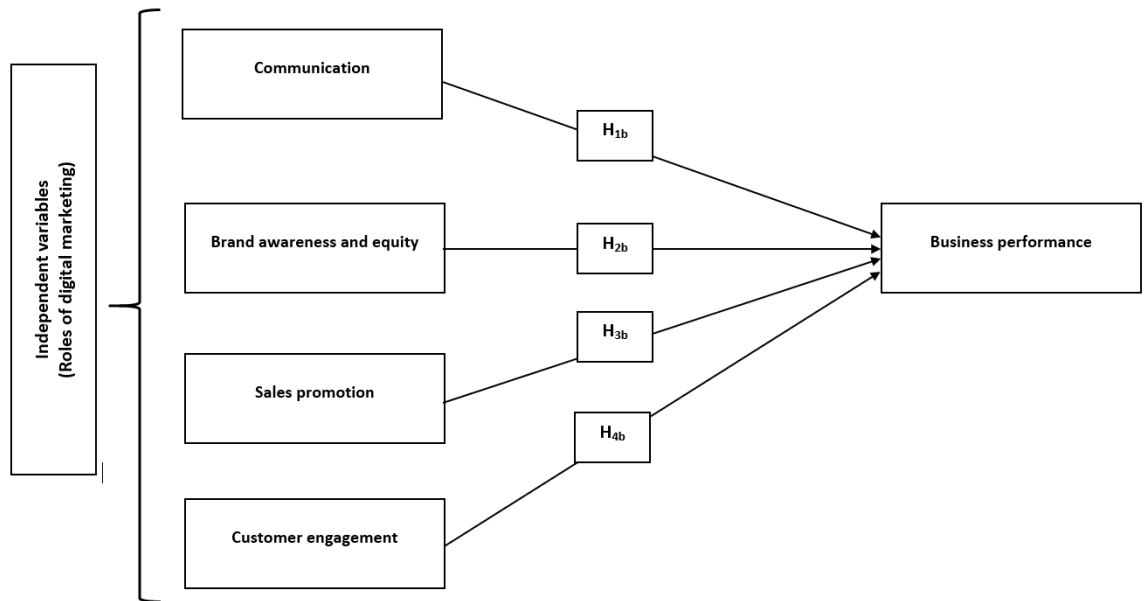


Figure 2: Digital marketing conceptual model

CHAPTER III

Research Methodology

Introduction

Given that study aims to compare the roles of traditional marketing and digital marketing in North Iraq's retail sector companies and evaluate their effectiveness, a quantitative approach was applied. As a result, this chapter of the study highlights the steps taken in executing such an approach. Along such lines, this chapter provides details of the applied research design, population and sampling methods, data collection and sampling procedures, reliability tests and ethical considerations.

Research Design

Foremost, Sukamolson (2007) defines a quantitative research design as a research approach that uses scientific and systematic methods to test a hypothesis and study causal connections between variables. The advantages of a quantitative research design include the ability to deduce valuable insights and vital facts using numerical data and analysing data with clarity (Khalid, Abdullah & Kumar 2012). Bloomfield and Fisher (2019) support the application of quantitative research design because of the clarity it provides when analysing data. Daniels (2018) considers quantitative research design as more accurate and reliable. For such reasons, a quantitative research design was applied to compare the roles of traditional marketing and digital marketing in North Iraq's retail sector companies and evaluate their effectiveness. The processes involved collecting data from retail sector companies' sales, marketing and general managers. The questionnaires were distributed and collected by hand from the 12th of October 2022 to the 31st of October 2022. The collected data was inputted and coded into SPSS version 26 for further analysis.

Population and Sampling Methods

As highlighted in the first chapter of the study, in the current fast-paced business environment, the retail sector in North Iraq has witnessed a major shift in the way companies market their products and services. With the advent of digital technology and the internet, digital marketing has become an integral part of many businesses, and traditional marketing methods are losing their relevance. However, several retail sector companies in North Iraq are resorting to using a combination of both traditional and digital marketing strategies. The major challenge is that studies exploring such activities are limited. Furthermore, studies on both traditional and digital marketing strategies are concentrated in other sectors such as banks (Durmaz & Efendioğlu, 2016), manufacturing (Bhayani & Vachhani, 2014) and educational institutions (Kusumawati, 2019). As a result, the retail sector, especially in northern Iraq has been under-explored. Therefore, the purpose of this research is to compare the roles of traditional marketing and digital marketing in North Iraq's retail sector companies and evaluate their effectiveness.

The study population comprises food and clothing retail sector companies in Sorani, North Iraq. Using a database from the Department for Company Registration in North Iraq, a total of 7344 food and clothing retail company employees were registered in Sorani as of March 2022. Thus, the study population was taken to be 7344 employees and in that regard, the following formula was applied in determining the sample size;

$$s = \frac{P}{1 + P(e^2)}$$

Where S denotes the sample size and the population is represented by P. The margin error is denoted by e and is taken to be 0.05. Following inputting the values into the formula results in a figure of 379.34, which equates to a sample size of 380. In order to ensure that all the companies are equally represented, the sample size was increased to 381 employees. This is because the study focuses on analysing the

opinions of sales, marketing and general managers, 3 questionnaires were distributed per each of the 127 companies to give a total of 381.

Data Collection Procedures and Materials

A questionnaire was used to collect the study data. The questionnaire was designed using reviewed related theoretical ideas on the marketing theory as well as a combination of empirical studies. This is because the study's novelty and contributions are in the development of new constructs and a model capable of being used in comparing the role and effectiveness of traditional and digital marketing. The questionnaire was composed of dependent variable business performance with a total of 10 constructs that were constructed using Kaplan and Norton's (2005) balanced scorecard measures that drive performance and independent variables communication (9 constructs), brand awareness and equity (9 constructs), sales promotion (10 constructs) and customer engagement (10 constructs) were developed using Kotler et al. (2018) theoretical models on marketing. Both variable constructs were measuring a 5-point Likert scale corresponding to 1= strongly disagree, 2= disagree, 3=not sure, 4= agree and 5= strongly agree. Besides, the researcher was widely familiar with the most famous food and clothing retail companies in Sorani. Hence, the 127 food and clothing retail companies will be physically approached and questionnaires will be distributed by hand. The questionnaires were distributed and collected by hand from the 12th of October 2022 to the 31st of October 2022.

Data Analysis Procedures

A regression analysis procedure was applied in analysing the collected data because it enabled inferences about the nature and magnitude of the independent variables (communication, brand awareness and equity, sales promotion and customer engagement) on the dependent variable (business performance), (Chatterjee & Hadi, 2006). The model was based on the presumption that business performance (BP) is influenced by communication (COM), brand awareness and equity (BEE), sales

promotion (SP) and customer engagement (CE). This can be expressed in a functional form as follows;

$$BP = (COM, BAE, SP, CE)$$

(1).

A regression model was formulated using expression. The model comprised of a constant (α), coefficients $\beta_1 - \beta_4$ and an error term (μ). The final model is denoted by expression 2 as follows;

$$BP = \alpha + \beta_1 COM + \beta_2 BEE + \beta_3 SP + \beta_4 CE + \mu$$

(2).

Given that the study is a comparative study of traditional marketing and digital marketing roles in North Iraq's retail sector companies, two models, one for traditional marketing (BP_{TR}) and another for digital marketing (BP_{DM}) were estimated. The models are expressed as follows;

$$BP_{TR} = \alpha + \beta_1 COM + \beta_2 BEE + \beta_3 SP + \beta_4 CE + \mu$$

(3).

$$BP_{DM} = \alpha + \beta_1 COM + \beta_2 BEE + \beta_3 SP + \beta_4 CE + \mu$$

(4).

It is from expression 3 and 4 that hypotheses about the effects of communication, brand awareness and equity, sales promotion and customer engagement on business performance were compared. The traditional marketing hypotheses are listed as follows;

- **H_{1a}**: The communication role of traditional marketing has a significant impact on business performance.
- **H_{1b}**: The communication role of digital marketing has a significant impact on business performance.

- **H_{2a}**: The brand awareness and equity role of traditional marketing has a significant impact on business performance.
- **H_{2b}**: The brand awareness and equity role of digital marketing has a significant impact on business performance.
- **H_{3a}**: The sales promotion role of traditional marketing has a significant impact on business performance.
- **H_{3b}**: The sales promotion role of digital marketing has a significant impact on business performance.
- **H₄**: The customer engagement role of traditional marketing has a significant impact on business performance.
- **H_{4b}**: The customer engagement role of digital marketing has a significant impact on business performance.

The hypotheses were validated using paired independent t-tests and the decision was to accept the hypothesis as validated when the p-value is less than 0.05 indicating significant effects. Descriptive statistics involving mean and standard deviation as well as correlation coefficient tests were also applied to aid in the data analysis.

Model Tests

Model tests were applied to test the model for misspecification problems. The goal was to test the models to see if they confine to regression analysis assumptions. The first test was to test the model for linearity and determine if the variables are linearly distributed (Chatterjee & Simonoff, 2013). Another test involved testing the models for serial correlation, which occurs when the error terms are correlated. As such, the decision was to uphold that there is no serial correlation when the obtained Durbin-Watson test was close to 2 (Sarstedt et al., 2019). Multicollinearity, which occurs when the independent variables are related was tested using the variance inflation factor (VIF) and the decision was to uphold that there was no multicollinearity when the VIF values were less than 3 (Sarstedt et al., 2019).

Reliability and validity test results

The reliability of the model variables was evaluated using Cronbach's alpha test. It was upheld that there was internal consistency among the variables when Cronbach's alpha values were at least more than 0.70 (Brown, 2012). The Cronbach's alpha test was also used to provide details of the overall model's reliability. Meanwhile, the validity of the model in terms of being correctly specified was tested using the F-statistic of the ANOVA test (Sarstedt et al., 2019). Along similar lines, R-square was used to provide details of the explanatory power of the two models (BP_{TR} and BP_{DM}).

Ethical Considerations

Foremost, ethical approval was sought from the research institution's ethical committee to test the acceptability and ethical conduct of the research to avoid unethical research conduct. It is upon successful approval that the researcher proceeded to distribute 381 questionnaires to retail sector companies in Sorani, North Iraq. During the research process, the researcher made sure that the participants were free to participate and opt out of the study. In addition, the participants were fully informed of the study and its benefits as well as its ability not to interfere with their work activities. The next chapter proceeds to analyse the presented findings obtained from the analysis of 348 collected from 116 retail companies. 11 companies did not respond to the study and this entails that the study response rate is 91.34%.

CHAPTER V

Data Analysis and Presentation

Introduction

The findings presented in this chapter were established from examinations made from 341 questionnaire responses collected from sales, marketing and general managers of the most famous food and clothing retail companies in Sorani, North Iraq. Thus, from the 371 distributed questionnaires, the study's response rate is 91.91%, which is high enough to offer an accurate description of the study population. 113 companies fully responded to the survey (n=339) and 1 sales manager and another general manager also responded as well (n=2). The data analysis was carried out using SPSS version 26 and the ultimate goal was to test the established hypotheses and answer the related questions. The findings are presented in this chapter as follows;

Demographic Analysis of the Study Participants

The study findings were drawn from data collected from 196 male participants and 145 female participants occupying managers sales, marketing and general management positions in retail companies in Sorani, North Iraq. The highest number of the participants were aged between 25-31 years (n=186) followed by 32-38 years (n=43).

Regarding educational qualifications, it can be inferred from Table 4.1 that the retail managers were academically sound. As such, diplomas (n=44), bachelor's degrees (n=104), master's degrees (145), PhD degrees (n=14) and other qualifications (n=34). To further reinforce this notion, the managers also held Digital Marketing (n=178), Sales and Marketing Management (n=53), consumer behaviour (n=71), and Marketing Leadership Development Program (n=39). Furthermore, 72 managers had 3-4 years of experience, 99 managers had 4-5 years of experience and 108 managers had at least 5 years of experience. This implies that the retail managers had the

necessary academic qualifications and skills to comprehend the academic matters being examined in this study. This enhances the study's reliability and validity.

Table 1. *A descriptive analysis of the participants' demographic details*

| | | Frequency | Percentage |
|--------------------------------------|--|------------|-------------|
| Gender | Male | 196 | 57.47% |
| | Female | 145 | 42.53% |
| | Total | 341 | 100% |
| Age | 18-24 years | 77 | 22.6% |
| | 25-31 years | 186 | 54.5% |
| | 32-38 years | 43 | 12.6% |
| | 39-45 years | 20 | 5.9% |
| | 46 years and above | 15 | 4.4% |
| | Total | 341 | 100% |
| Employment position | Sales manager | 113 | 33.14% |
| | Marketing manager | 114 | 33.43% |
| | General manager | 114 | 33.43% |
| | Total | 341 | 100% |
| Educational Qualification | Diploma | 44 | 12.90% |
| | Bachelor's degree | 104 | 30.50% |
| | Master's degree | 145 | 42.52% |
| | PhD degree | 14 | 4.11% |
| | Other | 34 | 9.97% |
| | Total | 341 | 100% |
| Professional Marketing Qualification | Digital Marketing | 178 | 52.20% |
| | Sales and Marketing Management | 53 | 15.54% |
| | Consumer behaviour. | 71 | 20.82% |
| | Marketing Leadership Development Program | 39 | 11.44% |
| | Total | 341 | 100% |
| Experience level | Less than 1 year | 18 | 5.28% |
| | 1-2 years | 44 | 12.90% |
| | 3-4 years | 72 | 21.11% |
| | 4-5 years | 99 | 29.03% |
| | 5 years and above | 108 | 31.67% |
| | Total | 341 | 100% |

Factor Analysis Results

Factor analysis was used in this study to determine which variable constructs are related. According to McNeish and Wolf (2022) factor loadings of at least 0.60 are preferable. This means that variables with factor loadings of at least 0.60 are related and those below this cut-off point are dropped from the study. Such is the case with

Table 2 as 6 business performance variable constructs were selected for further examinations.

Table 2.

Business performance factor analysis results

| Business performance | Factor loading | |
|--|-----------------------|-------------------|
| | Traditional Marketing | Digital Marketing |
| I agree that marketing contributes to business growth and profitability. | 0.695 | 0.712 |
| It is difficult to measure the success of marketing efforts in terms of ROI. | 0.606 | 0.633 |
| The company invests considerably in traditional marketing compared to digital marketing. | 0.693 | 0.714 |
| The company's marketing strategy is important for its overall marketing strategy. | 0.671 | 0.702 |
| The company's marketing effectively compares to other marketing channels in terms of cost-effectiveness. | 0.625 | 0.682 |
| The company is highly likely to increase its investment in traditional marketing in the near future. | 0.649 | 0.673 |

Table 3.

Communication factor analysis results

| Communication | Factor loading | |
|--|-----------------------|-------------------|
| | Traditional Marketing | Digital Marketing |
| In my opinion, I tend to find marketing effective in terms of passing information to customers. | 0.651 | 0.713 |
| In my opinion, I tend to find marketing effective in terms of collecting information from customers. | 0.709 | 0.665 |
| I do you agree that personal selling is an effective way to communicate with customers in traditional marketing. | 0.705 | 0.720 |
| I agree that sales promotions like discounts and sales are effective in communicating with customers in marketing. | 0.684 | 0.618 |
| Our public relations is effective in communicating with customers through marketing initiatives and programs. | - | 0.704 |
| In my opinion, the company's marketing has an impact on customer loyalty through effective communication. | 0.711 | 0.600 |

The study went further to ascertain the factor loadings of the variable communication. 5 communications variable constructs were used in measuring the communication role of traditional marketing while the communication role of traditional marketing was measured using 6 variable constructs as shown in Table 3.

The selected variables had factor loadings of at least 0.60 (McNeish & Wolf, 2022). By the same criteria, 3 brand awareness and equity variable constructs were used in measuring the communication role of traditional marketing while the brand awareness and equity role of traditional marketing was measured using 4 variable constructs as shown in Table 4.

Table 4.

Brand awareness and equity factor analysis results

| Brand awareness and equity | Factor loading | |
|---|-----------------------|-------------------|
| | Traditional Marketing | Digital Marketing |
| Marketing contributes significantly to the overall strength of your company's brand. | 0.619 | 0.700 |
| Marketing is effective in creating positive brand associations in the minds of our target audience. | - | 0.707 |
| In my opinion, marketing helps to differentiate our company's brand from competitors. | 0.602 | 0.685 |
| In my opinion, marketing helps to maintain the consistent image and messaging of our company's brand. | 0.600 | 0.615 |

The study went further to test the factor loadings of the variables, sales promotion and customer engagement for both traditional marketing and digital marketing using 0.60 criteria by McNeish and Wolf (2022). As a result, 5 sales promotion variable constructs were used for each of the traditional marketing and digital marketing variables as shown in Table 5.

Table 5.

Sales promotion factor analysis results

| Sales promotion | Factor loading | |
|--|-----------------------|-------------------|
| | Traditional Marketing | Digital Marketing |
| In my opinion, marketing is more effective in building relationships with customers compared to digital marketing. | 0.698 | 0.700 |
| Sales promotions like discounts and sales have a significant impact on marketing. | 0.700 | 0.703 |
| Public relations is more effective in marketing efforts. | 0.702 | 0.701 |

| | | |
|--|-------|-------|
| In my opinion, marketing has a positive impact on customer loyalty. | | |
| I do you agree that personal selling is an important component of traditional marketing to a large extent. | 0.700 | 0.705 |

Table 6 provides indications of the 4-customer engagement variable constructs used in modelling both traditional marketing and digital marketing. As noted, the variables had factor loadings of at least 0.60 (McNeish & Wolf, 2022).

Table 6.

Customer engagement factor analysis results

| Customer engagement | Factor loading | |
|--|-----------------------|-------------------|
| | Traditional Marketing | Digital Marketing |
| I do you find the company's marketing campaigns persuasive. | 0.683 | 0.655 |
| Our company's marketing strategies and tools are a good way of reaching specific target markets. | 0.617 | 0.965 |
| I think our marketing programs can compete with other companies' marketing programs in terms of effectiveness and customer engagement. | 0.601 | 0.622 |
| I highly rate the overall effectiveness of our company's marketing programs in engaging customers. | 0.690 | 0.720 |

The established factor loading guided the development of the variables that were further used to test other vital research subjects. Hence, the following sections' results are based on the newly constructed variables.

Descriptive Statistics Results

Mean and standard deviation was used as part of the descriptive analysis approach used to examine the variables, business performance, communication, brand awareness and equity, sales promotion and customer engagement. From Table 7, it is observed that the mean values for all the variables are slightly higher for digital marketing than for traditional marketing. This indicates that digital marketing performs slightly better than traditional marketing in terms of Business Performance (TM: MN=4.06, SD=0.48 and DM: MN=4.28, SD=0.87), Communication (TM: MN=4.22, SD=0.29 and DM: MN=4.44, SD=0.44), Brand Awareness and Equity (TM: MN=4.35, SD=0.29 and DM: MN=4.38, SD=0.31), Sales Promotion (TM: MN=4.22,

SD=0.25 and DM: MN=4.27, SD=0.28), and Customer Engagement (TM: MN=4.20, SD=0.30 and DM: MN=4.23, SD=0.32). However, the standard deviation values for the variables in digital marketing are higher than those in traditional marketing, indicating greater variability in the results of digital marketing.

Table 7.

Descriptive statistics

| Variables | Traditional marketing | | Digital marketing | |
|-----------------------------------|-----------------------|----------|-------------------|----------|
| | Mean | Std. Dev | Mean | Std. Dev |
| Business Performance | 4.06 | 0.48 | 4.28 | 0.87 |
| Communication | 4.22 | 0.29 | 4.44 | 0.44 |
| Brand Awareness and Equity | 4.35 | 0.29 | 4.38 | 0.31 |
| Sales Promotion | 4.22 | 0.25 | 4.27 | 0.28 |
| Customer Engagement | 4.20 | 0.30 | 4.23 | 0.32 |

The findings suggest that digital marketing is slightly more effective than traditional marketing in achieving the desired outcomes. However, due to the high variability in the results of digital marketing, it is important for businesses to carefully monitor and analyze their digital marketing efforts to optimize their impact. Moreover, since traditional marketing still plays a significant role in reaching certain audiences, businesses should adopt a balanced marketing strategy that combines both traditional and digital marketing approaches to maximize their marketing impact.

Correlation Coefficient Test Results

The Pearson correlation coefficient test was applied in testing the correlations between the traditional marketing and digital marketing roles in terms of business performance, communication, brand awareness and equity, sales promotion, and customer engagement. With regard to traditional marketing, the study reported business performance and communication have a positive and weak correlation with each other (0.306**), indicating that they are somewhat related but not strongly. Brand awareness and equity have a positive and weak correlation with business performance (0.253**) and communication (0.299**), suggesting that they have some relationship but are not strong as shown in Table 8. Sales promotion has a weak and positive

correlation with communication (0.234**) and a weak and positive correlation with brand awareness and equity (0.144**). Customer engagement has a positive and weak correlation with business performance (0.250**) and a positive and weak correlation with brand awareness and equity (0.322**). The correlation coefficient test suggests that there is a relationship between traditional marketing and digital marketing roles in terms of business performance, communication, brand awareness and equity, sales promotion, and customer engagement. However, the relationships are weak, indicating that the traditional marketing and digital marketing roles may not have a significant impact on each other. These findings imply that both traditional and digital marketing play crucial roles in achieving marketing goals, and it is essential to incorporate both approaches for the effective execution of marketing strategies.

Table 8. *Correlation coefficient test results*

| | Traditional marketing model | | | | |
|------------|-----------------------------|----------|----------|----------|----------|
| | BG | COM | BAE | SP | CE |
| BG | 1 | | | | |
| COM | 0.306** | 1 | | | |
| BAE | 0.253** | 0.299** | 1 | | |
| SP | 0.081 | 0.234** | 0.144** | 1 | |
| CE | 0.250** | 0.196** | 0.322** | 0.055 | 1 |
| BG | 1 | | | | |
| COM | 0.408** | 1 | | | |
| BAE | 0.382** | 0.302** | 1 | | |
| SP | 0.626** | 0.255** | 0.196** | 1 | |
| CE | 0.418** | 0.207** | 0.373** | 0.1044** | 1 |

** Significant at 0.01. Where BP: Business Performance; COM: Communication; BAE: Brand Awareness and Equity; SP: Sales Promotion; CE: Customer Engagement.

Regarding digital marketing, business performance has a moderate positive correlation with communication ($r=0.408$) and customer engagement ($r=0.418$), and a strong positive correlation with sales promotion ($r=0.626$). This suggests that a company's digital marketing efforts in these areas are likely to have a positive impact on its overall business performance. Communication has a moderate positive correlation with brand awareness and equity ($r=0.302$) and a weak positive correlation

with customer engagement ($r=0.207$). This suggests that effective communication through digital marketing can help improve brand awareness and equity, as well as engage customers leading to improved business performance. Brand awareness and equity have a moderate positive correlation with customer engagement ($r=0.373$). This suggests that a company's digital marketing efforts in building brand awareness and equity are likely to have a positive impact on customer engagement. Sales promotion has a weak positive correlation with brand awareness and equity ($r=0.196$) and a very weak positive correlation with customer engagement ($r=0.1044$). This suggests that while digital marketing efforts in sales promotion may help increase brand awareness and equity to some extent, they may not have a significant impact on customer engagement. Customer engagement has a weak positive correlation with sales promotion ($r=0.1044$). This suggests that digital marketing efforts in customer engagement may not be strongly influenced by sales promotion.

Reliability Test Results

As part of initiatives to determine the reliability of the estimated model, Cronbach's alpha test was used to check the variables' internal consistency. The traditional marketing variables business performance, communication, brand awareness and equity, sales promotion, and customer engagement were highly reliable as their Cronbach's alpha values of 0.799, 0.732, 0.785, 0.813 and 0.806, respectively exceeded the minimum benchmark of 0.70 (Brown, 2012) as shown in Table 9. Similarly, the digital marketing variables business performance, communication, brand awareness and equity, sales promotion, and customer engagement were highly reliable as their Cronbach's alpha values of 0.812, 0.744, 0.766, 0.793 and 0.811, respectively exceeded the minimum benchmark of 0.70 (Brown, 2012) as shown in Table 7. Furthermore, the overall reliability of both traditional marketing (0.787) and digital marketing (0.785) were more than 0.70, which indicates high reliability.

Table 9. *Reliability test results*

| Variable | Cronbach's alpha | |
|-----------------------------------|-----------------------|-------------------|
| | Traditional marketing | Digital marketing |
| Business Performance | 0.799 | 0.812 |
| Communication | 0.732 | 0.744 |
| Brand Awareness and Equity | 0.785 | 0.766 |
| Sales Promotion | 0.813 | 0.793 |
| Customer Engagement | 0.806 | 0.811 |
| OVERALL RELIABILITY | 0.787 | 0.785 |

Model Tests

Model tests were conducted to test the variables and establish if they do not violate the required regression analysis assumptions. Foremost, both models were normally distributed. As per provided correlation coefficient test results, no correlation between the independent variables exceeded 0.70 and this implies that there were no collinearity problems. In order to test for serial correlation, the produced traditional marketing and digital marketing Durbin Watson values of 1.923 and 2.030, respectively were close to 2 and this indicates the absence of serial correlation (Turner, 2020). The results are presented in Table 10.

Table 10.

Durbin Watson results

| | Traditional marketing | Digital marketing |
|---------------|-----------------------|-------------------|
| Durbin Watson | 1.923 | 2.030 |

Regression Analysis

The regression analysis compares the communication roles of traditional marketing and digital marketing. The beta coefficient (β) represents the relationship between the predictor variable (communication roles) and the outcome variable (business performance). The beta coefficient for traditional marketing is 0.193, which indicates a positive but relatively weak relationship between communication roles and business performance as presented in Table 11. The beta coefficient for digital

marketing is 0.388, which indicates a stronger positive relationship between communication roles and business performance. Both beta coefficients are statistically significant with a p-value of 0.000, indicating that the relationships are not due to chance. Hence, hypotheses **H_{1a}** (the communication role of traditional marketing has a significant impact on business performance) and **H_{1b}** (the communication role of digital marketing has a significant impact on business performance) were accepted. The digital marketing model has a higher explanatory power of 16.6% compared to the 9.4% produced by the traditional marketing model.

The regression analysis also compares the relationship between two independent variables (the brand awareness and equity roles of traditional marketing and digital marketing) and the dependent variable (business performance). The beta coefficients for traditional marketing and digital marketing are 0.158 and 0.209, respectively. These coefficients indicate that as the brand awareness and equity roles of traditional marketing and digital marketing increase by one unit, business performance also increase by 0.158 and 0.209 units, respectively as depicted in Table 11. The p-values for both independent variables are 0.000, which suggests that there is a statistically significant relationship between business performance and both brand awareness and equity roles of traditional marketing and digital marketing (independent variables). The results of the regression analysis indicate that both traditional marketing and digital marketing play a significant role in increasing brand awareness and equity. Amid such, hypotheses **H_{2a}** (the brand awareness and equity role of traditional marketing has a significant impact on business performance) and **H_{2b}** (the brand awareness and equity role of digital marketing has a significant impact on business performance) were accepted. However, digital marketing has a slightly stronger relationship with these dependent variables, as indicated by its higher beta coefficient ($\beta=0.209$ compared to $\beta=0.158$). This may be due to the increasing importance of digital channels in today's marketing landscape, as well as the ability of digital marketing to reach a wider audience and provide more targeted messaging. Additionally, the statistically significant p-values suggest that these relationships are not due to chance, but rather indicate a real relationship between the marketing types

and the dependent variables. This is important for marketers to consider when allocating their budgets and developing their marketing strategies, as both traditional and digital marketing can have a positive impact on brand awareness and equity. The digital marketing model has a higher explanatory power of 14.6% compared to the 6.4% produced by the traditional marketing model.

Table 11. *Regression analysis results*

| Traditional marketing model | | | | | | | |
|-----------------------------|--------------|----------|---------------|----------------|---------------------|---------|-------|
| | Coefficients | | Model summary | | | ANOVA | |
| | Estimate | p. Value | R | R ² | Adj. R ² | F-stat. | Sig. |
| COM | 0.193 | 0.000 | 0.306 | 0.094 | 0.91 | 35.068 | 0.000 |
| BAE | 0.158 | 0.000 | 0.253 | 0.064 | 0.061 | 23.086 | 0.000 |
| SP | 0.058 | 0.136 | 0.081 | 0.007 | 0.004 | 27.135 | 0.000 |
| CE | 0.349 | 0.000 | 0.250 | 0.062 | 0.060 | 22.588 | 0.000 |
| Digital marketing model | | | | | | | |
| COM | 0.388 | 0.000 | 0.408 | 0.166 | 0.160 | 39.043 | 0.000 |
| BAE | 0.209 | 0.000 | 0.382 | 0.146 | 0.143 | 28.062 | 0.000 |
| SP | 0.527 | 0.000 | 0.626 | 0.392 | 0.870 | 33.074 | 0.000 |
| CE | 0.416 | 0.000 | 0.418 | 0.174 | 0.172 | 26.010 | 0.000 |

Where COM: Communication; BAE: Brand Awareness and Equity; SP: Sales Promotion; CE: Customer Engagement.

Thirdly, the regression analysis compares the sales promotion roles of traditional marketing and the communication roles of digital marketing. The results show that the beta coefficient (β) for digital marketing is 0.527, which is significantly higher than the beta coefficient for traditional marketing ($\beta=0.058$). This suggests that digital marketing has a stronger impact on sales promotion compared to traditional marketing. Additionally, the p-value for digital marketing ($\rho=0.000$) is much lower than the p-value for traditional marketing ($\rho=0.136$), indicating that the results for digital marketing are statistically significant, while the results for traditional marketing are not significant at the 5% level. As a result, hypothesis H_{3a} (the sales promotion role of traditional marketing has a significant impact on business performance) was rejected while hypothesis H_{3b} (the sales promotion role of digital marketing has a significant impact on business performance) was accepted. The digital marketing model has a higher explanatory power of 39.2% compared to the 7% produced by the traditional marketing model.

Lastly, the regression analysis compared the customer engagement roles of traditional marketing with the communication roles of digital marketing. The beta coefficient for traditional marketing is 0.349, and for digital marketing, it is 0.416. This indicates that there is a positive relationship between both types of marketing and customer engagement. However, the beta coefficient for digital marketing is higher than that of traditional marketing, suggesting that the customer engagement role of digital marketing has a stronger impact on business performance. The p-values are both 0.000, which is less than the significance level of 0.05. This indicates that the relationships between the customer engagement role of traditional marketing and business performance, and the customer engagement role of digital marketing and business performance are statistically significant. Hence, hypotheses **H₄** (the customer engagement role of traditional marketing has a significant impact on business performance) and **H_{4b}** (the customer engagement role of digital marketing has a significant impact on business performance) were accepted. The digital marketing model has a higher explanatory power of 17.4% compared to the 6.2% produced by the traditional marketing model.

Both the ANOVA results are statistically significant indicating that there were no outliers in both the estimated traditional marketing models (F.stat=35.068, 23.086, 27.135 and 22.588) and digital marketing models (F.stat=39.043, 28.062, 33.074 and 26.010) were significant at 1% ($\rho=0.000$).

Discussion of Findings

The section of the study provides detailed discussions of the established results related to comparisons made between the traditional marketing and digital marketing roles in terms of business performance, communication, brand awareness and equity, sales promotion, and customer engagement.

By accepting hypotheses 1a and 1b asserting that the communication role of traditional marketing and digital marketing, respectively have significant impacts on

business performance, the results suggest that digital marketing may be more effective in achieving marketing objectives compared to traditional marketing, as evidenced by the stronger positive relationship between communication roles and marketing effectiveness. However, the communication role of digital marketing has a greater impact of 0.388 that traditional marketing's communication impact of 0.193 units. This can be attributed to the cost effectiveness and communicative efficiency of digital marketing tools that allow companies to pass and retrieve information from customers conveniently. Additionally, a study by Kotler et al. (2018) contend that shifting from traditional marketing to digital marketing is presumed as being motivated by the need to access such benefits as they are not accessible when traditional marketing tools are used. Nonetheless, the empirical findings also highlight the importance of communication roles in marketing effectiveness, regardless of the marketing channel used. The results suggest that marketers should focus on optimizing their communication strategies to maximize their marketing effectiveness. This further aligns with propositions made by Geissler (2001) asserting that effective communication is essential for businesses to build and maintain relationships with customers. Hence, both traditional and digital marketing activities can be used to communicate with customers and improve business performance. Regarding traditional marketing, Hanzaee and Nasimi (2012) found that personal selling was positively related to customer satisfaction and loyalty in the banking industry in Iran. Another study by Czinkota et al. (2021) found that direct mail advertising was effective in increasing sales for a business in the automotive industry in the United States. Regarding digital marketing, Giantari et al. (2022) assert that digital marketing can also be an effective tool for communicating with customers and improving business performance. For example, a business may use social media platforms to engage with customers and respond to their inquiries and complaints, or use email marketing to provide personalized offers and promotions to customers. These insights support the notion that the communication roles of both traditional and digital marketing are essential for enhancing business performance.

The results of the regression analysis indicate that the brand awareness and equity roles of both traditional marketing and digital marketing play a significant role in increasing business performance. However, digital marketing has a slightly stronger relationship with these dependent variables, as indicated by its higher beta coefficient of 0.209 compared to 0.158 caused by traditional marketing's brand awareness and equity roles. This may be due to the increasing importance of digital channels in today's marketing landscape, as well as the ability of digital marketing to reach a wider audience and provide more targeted messaging. These findings are in alignment with a study by Smart Insights (2019) found that social media is the most effective digital marketing channel for building brand awareness and a study by HubSpot (2019) which found that digital marketing activities like social media marketing can target specific demographics, interests, and behaviours, making it easier to reach potential customers. A study by Smart Insights (2019) found that social media is the most effective digital marketing channel for building brand awareness, which in turn can improve business performance. Thus, by incorporating both traditional and digital marketing activities into their overall marketing strategy, businesses can create a more comprehensive approach to building brand awareness and equity and ultimately achieve better business performance. Hence, the acceptance of hypotheses **H_{2a}** (the brand awareness and equity role of traditional marketing has a significant impact on business performance) and **H_{2b}** (the brand awareness and equity role of digital marketing has a significant impact on business performance).

By rejecting hypotheses **H_{3a}** (the sales promotion role of traditional marketing has a significant impact on business performance) and accepting the hypothesis **H_{3b}** (the sales promotion role of digital marketing has a significant impact on business performance), the results suggest that businesses should invest more in digital marketing compared to traditional marketing if their goal is to promote sales. The higher beta coefficient of 0.527 for digital marketing, which is significantly higher than 0.058 necessitated by traditional marketing could be explained by the fact that digital marketing allows for more precise targeting of consumers based on their demographics, interests, and behavior. Moreover, digital marketing provides more

opportunities for engagement with consumers, such as interactive content, personalized messages, and social media conversations. On the other hand, the lower beta coefficient of 0.058 for traditional marketing could be due to the increasing use of ad-blocking software, declining print media readership, and changing consumer preferences towards more authentic and personalized content. This finding is consistent with Bala and Verma (2018) study findings which denoted that more businesses are shifting their marketing efforts towards digital channels, such as social media, search engines, and email marketing. Besides, Dolega, Rowe and Branagan (2021) found that online advertising had a significant positive effect on online sales for a major online retailer. Similarly, Lewis and Reiley (2008) established that online advertising had a significant positive effect on Yahoo's online sales. Another study by Singh and Khan (2012) found that email marketing was effective in increasing customer retention and loyalty for an online retailer. The results suggest that businesses should invest more in digital marketing compared to traditional marketing if their goal is to promote sales. This finding is consistent with the trend in recent years where more businesses are shifting their marketing efforts towards digital channels, such as social media, search engines, and email marketing. The higher beta coefficient of 0.527 for digital marketing could be explained by the fact that digital marketing allows for more precise targeting of consumers based on their demographics, interests, and behaviour. Moreover, digital marketing provides more opportunities for engagement with consumers, such as interactive content, personalized messages, and social media conversations.

Lastly, concerning the acceptance of hypotheses **H₄** (the customer engagement role of traditional marketing has a significant impact on business performance and **H_{4b}** (the customer engagement role of digital marketing has a significant impact on business performance), the findings suggested that the customer engagement role of digital marketing ($\beta=0.416$) has a stronger impact on business performance compared to the customer engagement role of traditional marketing ($\beta=0.349$). To explain such differences, Anabila (2020) found that integrated marketing campaigns that combine multiple channels, such as direct mail and email, can generate a higher response rate

and ROI than campaigns that use only one channel. Another study by Barker and Milano (2018) found that companies that effectively combine traditional and digital marketing activities generate 2.8 times higher revenue growth and 3.3 times higher EBITDA growth than those that do not. Such examination implies that customer engagement is a crucial component of business performance, and traditional and digital marketing activities can play a significant role in improving it.

Given the above-presented findings, the study has successfully achieved its intended aim of comparing the effectiveness of traditional marketing and digital marketing roles in North Iraq's retail sector companies. As such, digital marketing's

Both theoretical and practical implications together with the study's contributions have been successfully established using insights from North Iraq's retail sector companies' perspectives. A summary of the study results is presented in Table 12.

Table 12.

Summary of the study results

| Hypothesis | Impact | Result | Decision |
|-----------------------|--------------------------|---------------|-----------------|
| H_{1a} | Com _{TM} - > BG | 0.000 | Supported |
| H_{1b} | Com _{DM} - > BG | 0.000 | Supported |
| H_{2a} | BAE _{TM} - > BG | 0.136 | Not supported |
| H_{2b} | BAE _{DM} - > BG | 0.000 | Supported |
| H_{3a} | SP _{TM} - > BG | 0.000 | Supported |
| H_{3b} | SP _{DM} - > BG | 0.000 | Supported |
| H_{4a} | CE _{TM} - > BG | 0.000 | Supported |
| H_{4b} | CE _{DM} - > BG | 0.000 | Supported |

CHAPTER VI

Conclusions and Recommendations

Conclusions

The study was aimed at comparing the effectiveness of traditional marketing and digital marketing roles in North Iraq's retail sector companies. The objective was to specifically ascertain how the communication, brand awareness and equity, sales promotion and customer engagement roles of traditional marketing and digital marketing compare in improving business performance.

The theoretical implication of the regression analysis is that the communication roles of marketing are a significant predictor of business performance, and this relationship holds for both traditional and digital marketing. The practical implication is that marketers should allocate their resources based on the effectiveness of communication roles of digital marketing in achieving their marketing objectives. Given the stronger relationship between the communication roles of digital marketing in improving business performance compared to traditional marketing, marketers may want to allocate more resources to digital marketing channels. However, traditional marketing should not be ignored entirely, as it can still be effective in achieving marketing objectives.

From a theoretical perspective, the brand awareness and equity regression results support the idea that both traditional and digital marketing plays an important role in increasing brand awareness and equity. It also highlights the need for marketers to consider the effectiveness of both types of marketing when developing their strategies, as they can complement each other and lead to better outcomes.

The study findings uncovered that the sales promotion role of digital marketing is significantly important in boosting business performance compared to the sales promotion role of traditional marketing. The theoretical implication of the results is that they confirm the importance of adapting to changes in consumer behaviour and technology in marketing strategies. The results suggest that businesses should continue

to experiment with and invest in new marketing channels and tactics that align with their target audience's preferences and habits. The practical implication is that businesses should allocate their marketing budgets based on the effectiveness of different channels in achieving their objectives. If the objective is to promote sales, then digital marketing is likely to be a more effective channel than traditional marketing. However, the effectiveness of different marketing channels may vary depending on the nature of the product, the target market, and the competitive landscape.

The higher beta coefficient for digital marketing highlights the importance of digital marketing in today's business environment. To improve customer engagement, businesses should focus on digital marketing strategies such as social media marketing, email marketing, and content marketing. The high statistical significance in the relationship between customer engagement role of digital marketing suggests that businesses should focus more on digital marketing rather than traditional marketing. This can lead to better engagement with customers and increased customer loyalty, which can ultimately lead to higher profits for the business.

Recommendations According to Findings

Using the established study conclusions, the study, therefore, suggests the following;

- Marketers should focus on optimizing their communication strategies to maximize their marketing effectiveness, regardless of the marketing channel used.
- From a practical perspective, these results suggest that marketers should consider allocating their budgets and resources towards both traditional and digital marketing efforts, as they can both have a positive impact on brand awareness and equity. Additionally, marketers should continually evaluate the effectiveness of their marketing efforts and adjust their strategies accordingly to ensure that they are reaching

their target audience and achieving their goals. It is important for marketers to consider brand awareness and equity when allocating their budgets and developing their marketing strategies, as both traditional and digital marketing can have a positive impact on brand awareness and equity.

- Businesses should regularly evaluate their marketing mix and adjust their strategies accordingly so as to enhance the sales promotion role of their traditional and digital marketing activities.
- To improve customer engagement, businesses should focus on digital marketing strategies such as social media marketing, email marketing, and content marketing.

Recommendations for Future Research

The major limitation of this study is that it restricts its examinations to North Iraq's retail sector companies in Sorani. Therefore, the findings cannot be generalised to wholesaler companies and other non-retail companies as well as to other cities outside Sorani and other countries. Therefore, future studies need to broaden the scope of the study by possibly expanding focus to specific industries like banking, and manufacturing companies that are of huge essence to social and economic development purposes.

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APPENDICES

Appendix A

Research questionnaire

A Comparative Study of Traditional Marketing and Digital Marketing Roles in North Iraq's Retail Sector Companies

Dear Participant,

This survey is being conducted by Zrean Tahseen Hasan, currently a student at Near East University in Nicosia, North Cyprus, as part of my Master's Thesis in Business Administration. It is being conducted under the supervision of Assist. Prof. Dr. Ayşe Güzde Koyuncu. The purpose of this research is to compare the roles of traditional marketing and digital marketing in North Iraq's retail sector companies and evaluate their effectiveness.

We, therefore, appreciate your cooperation. The survey will take about 8 minutes to complete. This survey must be filled out by marketing managers, sales managers and general managers. Any information you provide will remain confidential and will solely be used for academic purposes. This information will not be shared with third parties. It is very important that you answer all of the questions in order for us to obtain accurate data.

If you have any questions about this study, feel free to contact us. We would be pleased to share the results. If you provide us with an e-mail address, we will send you a summary of the results of this survey when completed.

We thank you so much for your time and effort in completing this survey.

Researcher

Zrean Tahseen Hasan
Master's Student, Near East University
Department of Business Administration
Email: zrean.hasan@soran.edu.iq
Tel: +964 750 470 5232

Thesis Supervisor

Assist. Prof. Dr. Ayşe Güzde Koyuncu
Supervisor, Near East University
Department of Business Administration
Email: aysegozde.koyuncu@neu.edu.tr

SECTION ONE: DEMOGRAPHY SECTION

| | |
|---|--|
| 1. Gender | |
| <input type="checkbox"/> Male | <input type="checkbox"/> Female |
| 2. Age | |
| <input type="checkbox"/> 18-24 years | <input type="checkbox"/> 25-31 years |
| <input type="checkbox"/> 32-38 years | <input type="checkbox"/> 39-45 years <input type="checkbox"/> 46 years and above |
| 3. Employment position. | |
| <input type="checkbox"/> Marketing manager | <input type="checkbox"/> Sales manager |
| <input type="checkbox"/> General manager | |
| 4. Educational qualification | |
| <input type="checkbox"/> Diploma | <input type="checkbox"/> Bachelor's degree |
| <input type="checkbox"/> Master's degree | <input type="checkbox"/> PhD degree |
| <input type="checkbox"/> Other | |
| 5. Which of the following specific marketing qualification do you hold? | |
| <input type="checkbox"/> Digital Marketing | <input type="checkbox"/> Marketing Leadership Development Program |
| <input type="checkbox"/> Sales and Marketing Management | <input type="checkbox"/> Consumer behaviour. |
| <input type="checkbox"/> Other | |
| 6. How many years of experience in the retail industry do you have? | |
| <input type="checkbox"/> less than 1 year | <input type="checkbox"/> 1-2 years |
| <input type="checkbox"/> 3-4 years | <input type="checkbox"/> 4-5 years |
| <input type="checkbox"/> 5 years and above | |

SECTION 2: TRADITIONAL AND DIGITAL MARKETING

This section of the questionnaire looks at your views concerning the way that you use traditional and digital marketing. The responses are measured on a Five point Likert scale corresponding to 1=strongly disagree, 2= disagree, 3= not sure, 4= agree and 5=strongly agree. Kindly tick one box corresponding to your answer under both the respective traditional and digital marketing sections.

| | | Traditional Marketing | | | | | Digital Marketing | | | | |
|----|--|-----------------------|----------|----------|----------|----------|-------------------|----------|----------|----------|----------|
| | | 1 | 2 | 3 | 4 | 5 | 1 | 2 | 3 | 4 | 5 |
| | Business performance | | | | | | | | | | |
| 7 | I agree that marketing contributes to business growth and profitability. | | | | | | | | | | |
| 8 | Marketing is important in achieving business goals and objectives. | | | | | | | | | | |
| 9 | Marketing has a significant impact on the company's business performance. | | | | | | | | | | |
| 10 | I am satisfied with the return on investment (ROI) from marketing efforts. | | | | | | | | | | |
| 11 | It is difficult to measure the success of marketing efforts in terms of ROI. | | | | | | | | | | |
| 12 | Marketing effectively converts leads into sales for the company. | | | | | | | | | | |
| 13 | The company invests considerably in traditional marketing compared to digital marketing. | | | | | | | | | | |
| 14 | The company's marketing strategy is important for its overall marketing strategy. | | | | | | | | | | |
| 15 | The company's marketing effectively compares to other marketing channels in terms of cost-effectiveness. | | | | | | | | | | |
| 16 | The company is highly likely to increase its investment in traditional marketing in the near future. | | | | | | | | | | |
| | | 1 | 2 | 3 | 4 | 5 | 1 | 2 | 3 | 4 | 5 |
| | | | | | | | | | | | |

| | | | | | | | | | | | | | | | | | | | |
|----|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|
| 41 | Our marketing strategy is effective in engaging with customers. | | | | | | | | | | | | | | | | | | |
| 42 | I do you believe that marketing is important in reaching customers. | | | | | | | | | | | | | | | | | | |
| 43 | Often at times i do you use any marketing tactics available at that time. | | | | | | | | | | | | | | | | | | |
| 44 | I do you find the company's marketing campaigns persuasive. | | | | | | | | | | | | | | | | | | |
| 45 | Our company's marketing strategies and tools are a good way of reaching specific target markets. | | | | | | | | | | | | | | | | | | |
| 46 | I am highly likely to respond to any marketing campaign at any point in time. | | | | | | | | | | | | | | | | | | |
| 47 | I think our marketing programs can compete with other companies' marketing programs in terms of effectiveness and customer engagement. | | | | | | | | | | | | | | | | | | |
| 48 | I highly rate the overall effectiveness of our company's marketing programs in engaging customers. | | | | | | | | | | | | | | | | | | |

Thank you for your participation

Appendix B
Permissions Regarding the Use of Scales



BİLİMSEL ARAŞTIRMALAR ETİK KURULU

Appendix C

Turnitin Similarity Report

| Tez | | | |
|--------------------|--|-------------|------------------|
| ORJİNALLİK RAPORU | | | |
| % 12 | % 9 | % 3 | % 5 |
| BENZERLİK ENDEKSİ | İNTERNET KAYNAKLARI | YAYINLAR | ÖĞRENCİ ÖDEVLERİ |
| BİRİNCİL KAYNAKLAR | | | |
| 1 | docs.neu.edu.tr İnternet Kaynağı | % 2 | |
| 2 | vital.seals.ac.za:8080 İnternet Kaynağı | % 1 | |
| 3 | Submitted to Sir George Monoux College Öğrenci Ödevi | % 1 | |
| 4 | Submitted to Yakın Doğu Üniversitesi Öğrenci Ödevi | <% 1 | |
| 5 | Mohamed Bilal Basha, Abdul Ghafar, Mariam Abdulrahman Alzarooni, Haitham M. Alzoubi, Taher M. Ghazal, Muhammad Turki Alshurideh. "Entrepreneurial marketing strategy and customer loyalty: An empirical evidence from coffee shops", Corporate & Business Strategy Review, 2023 Yayın | <% 1 | |
| 6 | www.coursehero.com İnternet Kaynağı | <% 1 | |
| 7 | Submitted to Open University of Mauritius Öğrenci Ödevi | <% 1 | |