

**REPUBLIC OF TURKEY
ISTANBUL GELISIM UNIVERSITY
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Department of Business Administration

**THE EFFECT OF DIGITAL MARKETING EVOLUTION
ON MENA STARTUPS**

Master Thesis

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Istanbul – 2023

DECLARATION

I hereby declare that in the preparation of this thesis, scientific ethical rules have been followed, the works of other persons have been referenced in accordance with the scientific norms if used, there is no falsification in the used data, any part of the thesis has not been submitted to this university or any other university as another thesis.

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SUMMARY

Digital marketing is growing fastly day by day, depending on the new fields and technologies like internet marketing, which is quickly becoming a critical platform for digital marketing around the world, as well as electronic devices like digital billboards, tablets, and smart phones, among others. Digital marketing in the Middle East and North Africa (MENA) is about to undergo a major transformation.

This study mainly attempted to explore the impact of digital marketing, according to its various dimensions (Email Marketing, Online Advertising, Social Media Marketing and Mobile marketing), on the performance of organizations in the Middle East and North Africa, where the quantitative approach was used in this study by applying the questionnaire and distributing it to four companies in the Middle East and North Africa. This study has a significant effect of e-marketing on the performance of organizations in the Middle East and North Africa.

Key Words: Digital marketing, mena, email marketing, online advertising, social media marketing and mobile marketing

ÖZET

Dünyada dijital pazarlama için hızla kritik bir platform haline gelen internet pazarlaması gibi yeni alan ve teknolojilerin yanı sıra dijital reklam panoları, tabletler ve akıllı telefonlar gibi elektronik cihazlara bağlı olarak dijital pazarlama her geçen gün hızla büyümektedir. Orta Doğu ve Kuzey Afrika'da (MENA) dijital pazarlama büyük bir dönüşüm geçirmek üzere.

Bu çalışma temel olarak çeşitli boyutlarına göre (E-posta Pazarlama, E-Reklamcılık, Sosyal Medya Pazarlama ve Mobil pazarlama) dijital pazarlamanın, nicel yaklaşımın kullanıldığı Orta Doğu ve Kuzey Afrika'daki kuruluşların performansı üzerindeki etkisini keşfetmeye çalışmıştır. anket uygulanarak ve Orta Doğu ve Kuzey Afrika'daki dört şirkete dağıtılarak bu çalışmada kullanılmıştır. Bu çalışma, e-pazarlamanın Orta Doğu ve Kuzey Afrika'daki kuruluşların performansı üzerinde önemli bir etkisine sahiptir.

Anahtar Kelimeler: Dijital pazarlama, mena, e-posta pazarlama, e- reklamcılık, sosyal medya pazarlama ve mobil pazarlama.

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INTRODUCTION

The concept of digital marketing is extremely trendy these days. The development in this way began with Marconi's invention of radio. According to others, it all began with the introduction of email. In 1990, the year Archie, the first search site, was published, the term "digital marketing" was created. In 1993, the first interactive ad banner appeared. Yahoo eventually went public, and Google was the second. Cookie system, which was a software that kept track of user details in the user's browser, played a crucial part in the development of digital marketing.

In the history of digital marketing, the year 2000 marked a turning point. Due to the rise of DotCom, many online businesses were forced to close. Google AdWords is a platform that allows businesses to market their products on the internet. The term "social media" was first used. Later, Google was made public, and Facebook was created. Because of the advent of YouTube, advertisers were able to promote their products. As a result of the growth of mobile technology, WhatsApp was born. Google+ was founded in 2011 with the objective to promote digital marketing. There has been no turning back since that time.

The Middle East and North Africa (MENA) region is transforming into an important center of commercial innovation and entrepreneurship as it goes through a period of enormous social, political, and economic transition. The states in the area, which have a combined population of over 430 million people and a gross domestic product of USD \$2.8 trillion, are experiencing a fresh surge of economic activity, and their digital future appears much brighter. Many academics focus on SMEs and startups in MENA, and in this thesis the researcher will be focus on digital marketing and attempt to work out how digital marketing (Email Marketing, Online Advertising, Social Media Marketing and Mobile marketing) may effect MENA entrepreneurs.

The path of digital adoption in MENA startups has not mirrored that of other areas. Businesses frequently follow their customers online, helping the digital ecosystem to expand in industries like media and digital marketing. MENA has had a once-in-a-lifetime opportunity. Around the mid-2000s, widespread Internet

use in the Middle East and North Africa (MENA), particularly among new groups, particularly in the Gulf Cooperation Council (GCC), exploded, powered by cellphones and social media and aided by faster Internet connections. Many unique apps and cutting-edge technologies are still on the rise. You must first grasp the past in order to battle the future. In this study, we seek to shed light on the growth of digital marketing and its influence on Middle East and North Africa business owners.

In 2017, the digital marketing sector in the Middle East and North Africa (MENA) was valued \$8.3 billion. With an annual growth rate of 25%, digital marketing in the area has risen at a somewhat quicker rate than the global average. The gulf cooperation council and Egypt together make for 80% of the digital marketing sector, which is developing at a 30% annual rate, more than twice as fast as the rest of the Middle East and North Africa region. The condition of digital marketing differs per nation throughout the world. In China and the most advanced Western countries, such as the United Kingdom, the United States, France, and Germany, digital marketing saturation of total retail sales has surpassed 10%, with the United Kingdom exceeding 16%. New organizations in MENA are beginning to rely on e-commerce, similar to those in the United Kingdom and the United States, to satisfy and introduce good service to their customers, and among the most important aspects is digital marketing; this idiom is beginning to influence the business of any institution in the world. This study employs a questionnaire to collect data from a three new companies in MENA that will be choose to distribute the survey , the researcher will meet the respondents face to face and give them the questionnaire.

This study mainly aims to investigate the concept of e-marketing, its dimensions, methods of measurement and its impact on small companies' performance in MENA .

The structure of this thesis will be as follows at the chapter one the concepts of the digital marketing and its dimensions , in the chapter two the thesis will focus on the MENA startups, in the chapter three the methodology and results will take place and finally in the chapter four the conclusion will be presented.

CHAPTER ONE

DIGITAL MARKETING

1.1.The Concept Of Digital Marketing

Digital marketing is known as online marketing and digital marketing, both of which are essentially similar. Digital marketing benefits users by attracting visitors to marketers' websites via pay-per-click, banner advertisements, pop-ups, targeted email lists, and other marketing strategies. Every day, a wide range of digital marketing tools and technologies that employ cutting-edge methods reach their intended audience. Because some are extremely useful while others are only utilized seldom, the value they offer is never the same. Despite ongoing additions to the digital marketing community, many prior tools and tactics remain popular and in demand today due to their efficacy and long-term viability (Agarwal, Erramilli, & Dev, 2003).

Digital marketing is widely acknowledged to benefit all parties participating in the broadband communications process, from bloggers and customers to sellers and advertising. Nevertheless, a number of advantages that benefit both the marketer and the customer are not dispersed evenly. Business, for example, gains monetary value, saves time, and attracts attention, whilst consumers may have faster access to information, goods, and entertainment. The Internet spawned entirely new marketplaces and led to the evolution of how to sell. Everything radically changed: buyers obtained power and the ability to communicate with all levels of companies and contribute to the product, while businesses accomplished the whole new level of interaction with customers, and customer relation advancement became much easier as a result of being digital. Even premium company areas, such as marketing firms, have gained a significant variety of innovative marketing technology, making them more appealing (Brudan, 2010).

Because all fundamental information is now collected, recorded, and analyzed, sellers have a better chance of understanding their clients. The basic product, which is suited for everyone, no longer draws customers as much as the correct brands and individually created features, which are substantially decreased based on the individual's needs. As a consequence of digital marketing, well-known organizations have already achieved additional recognition and strength, as well as improved consumer interaction. Nowadays, marketing and digital marketing are generally more intertwined in people's lives than ever before. Advertising used to be able to attract a lot of audience attention roughly ten years ago, but currently it is generally ignored by overworked brains. All necessary data quickly enters human awareness, saves, and eventually manifests itself while making judgments or purchasing anything (Haddad, 2003).

New marketing approaches and methods have been created in order to influence customer purchasing behavior. Marketing agents employ a wide variety of personal values and emotions to better persuade potential clients who have witnessed nearly all of today's marketing miracles. It raises several barriers to innovation, idea development, sale, and promotion, and, of course, it raises competition among marketers and marketing firms. Marketing professionals now have a significant competitive edge in the shape of new information about clients' perspectives and interests, allowing them to develop more relevant and engaging advertising materials. Knowing the customer's interests, emotions, and feelings in the same way, or ability to walk in his or her shoes, pays off with positive results (Hanna, Rohm, & Crittenden, 2011).

1.2. Digital Marketing Benefits

Paul Smith - 5S online marketing model, designed and launched in the 2000s, can be used to analyze the benefits of digital marketing in the areas of display, sale, speaking, saving and sizzling. The 5S concept of online marketing exceeds all standards and evaluates each in terms of the value of the Internet for business, ways of delivering benefits, and expected results. The following provides more information on the five elements of digital marketing (Jodah, 2006).

1.2.1 .The five S of digital marketing

The first of Smith's five S is Selling, which is focused on increasing overall sales volume. All sorts of sales (offline and direct digital sales) that are influenced by various digital marketing techniques are included in Sales S. Launching new product prices and expanding your client base by targeting customers who are more interested in direct digital sales than offline sales will help you raise sales significantly. Companies that are digitally present have a higher chance of serving and adding value to their customers. Through the Internet, a range of benefits may be promptly supplied to customers, and also product and development and maintenance difficulties can be brought up through digital feedback and remark (Julsrud, 2005) .

The company's website should not only provide information about the product and enterprise, it should also serve as a channel for open and honest communication between the seller and the consumer. Digital companies may already, for example, provide assistance and instructions through direct conversations once an application is submitted. On the other side, no one values poorly structured information or design, which is why well-performed and aesthetic websites are important. This allows the consumer to feel nurtured and get the most out of the company's website. Speaking, which is directly linked to Sell-ing, comes after the first letter S. It represents better communication and engagement with customers, and aspires to become more active and closed. As a result, continuous discourse involving both parties should be continued using interrogators,

forums, conversations and other digital communication options (Kotler, & Armstrong, 2006).

In order to develop digital marketing and generate memorable online advertising, the company needs gather and process more customer data, such as age, gender, function, interests, and hobbies. Participation in workplace forums or chats, for instance, frequently necessitates the disclosure of particular personal information. Furthermore, there are several methods for gaining specialized knowledge into the buyer's behavior and operations. However, agents must constantly keep context in mind. Information such as sexual preference, credit card numbers (excluding payments), or any other especially sensitive information must not be compromised to avoid stress and violation of consumer sensitivities. Consider how much money can be spent annually on paper and ink, as well as creating newsletters, advertisements and banners. With current digital marketing techniques, all this problem can be reduced to almost zero, and even environmental damage can be reduced (Koiso-Kanttila, 2004).

Companies no longer need to retain all relevant information on paper since folders and digital storage provide for quick and easy access to data from anywhere and at any time. To save money, businesses are increasingly relying on self-service, not only in supermarkets but also online. The company saves money since its consumers are self-sufficient and satisfied. Companies may keep their brand and a well-known web page by delivering something distinctive and appealing, whether it's a product, a service, or a means of payment. This boosts the online brand's exposure and defines what Sizzling, the final aspect of the 5 S, is.. means to attract customer attention and loyalty, the company must not make unrealistic promises, but must prove that only the current advantages give value to its customers (Lohse, Bellman, & Johnson, 2000).

There are a few additional benefits to online marketing that don't need to be explained but must be addressed nonetheless. Interaction,

compatibility, demographic focus, measurability, access and continuous availability are the factors to be considered. To get started, Interplay helps digital companies use various tools such as video and flash apps, as well as driver formats, to improve communications and client communications. The demographic focus mainly highlights how companies benefit from geographical considerations and access to these specific customers who are likely to be interested in offering and purchasing goods (Nair, 2011).

Measurability refers to existing digital marketing tools that make data processing easier and demonstrate the success of specific rates and pay-per-click campaigns. All of this has improved since digital marketing does not require a break and may reach clients at any time of day or night, 24 hours a day, 365 days a year. To summarize, digital marketing provides additional benefits that entice businesses to the interactive arena. When an internet marketing strategy is done correctly, it not only boosts traffic to the firm's site, but it also converts visitors into clients (Paavola, 2017).

1.3.Digital Marketing Elements

Wilson (2005) addresses the 4Ps, or four parts that make up digital marketing. Product, pricing, location, and marketing are the four components.

1.3.1.Product

In the digital process, the product concept undergoes a rapid shift as the product's core value rises, as does the value gained from digital developments and vital products and services becoming more and more digital (e.g., cars with GPS systems, autonomous driving technologies based on sensors). Collaborate on a product that fuels the rental economy through Internet and mobile technologies, which allow the negative value of owned assets (such as homes and cars) to be released through digital networks for leasing options (e.g., Airbnb and Uber). These networking technologies are also used in the Internet of Things (IOT), where smart technologies enable things to connect with each other and with humans (Wilson, 2005).

The same products/services are converted into digital services, especially in the field of product information. Music, movies and texts, for example, are examples of software and content material. Internet and mobile technologies, on the other hand, play an important role in implementation. Designers were given the opportunity to create production lines for a variety of digital and traditional uses. As a result, many interesting price and marketing effects have emerged. Moreover, vermium models can be used with digital services. The basic version is free, while the optimal version costs money (for example, digital storage and online content). This is all my leanings. Moreover, it is possible to personalize and personalize consumer offers. Total product/service can be improved by changing not only the basic product/service but also digital services (Weber, 2009).

To truly comprehend the notion of digital marketing and its influence, one must focus on how digital technologies expand and fundamentally alter the core product. This transformation is the consequence of an effort to provide new values to clients, which aided in the development of new commercial enterprise models, as seen in the figure below:

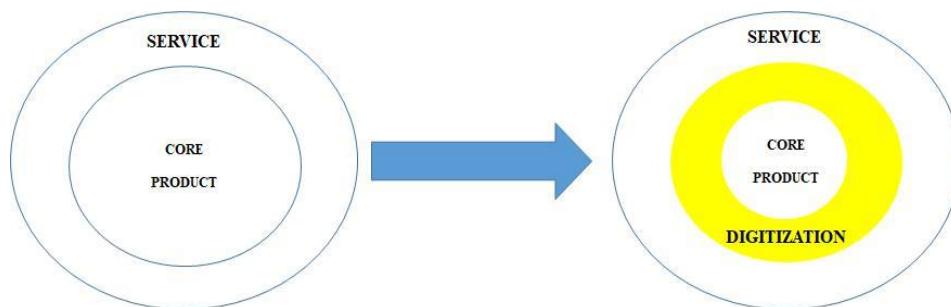


Figure 1. Digital augmentation and transformations of product

Source: Teo, (2005)

Converting ancillary goods and services into digital production activities, such as software development, music, video, text, computer games, and so on, was an early trend in digitizing the core product with

extended service. This shift occurred as a result of digitization of physical elements. This shift occurred as a result of the digitalization of physical items. Electronic literature, music CD/DVD for live broadcast, video games, and so on. This technique has effectively reduced the insignificant cost of creating and distributing digital material. Teo, (2005). demonstrates how digital augmentation may lead to the accumulation of material for a broad range of applications, which he refers to as the economics of aggregation. Specifically, even without network externalities, economies of scale, or extension, accumulation becomes a viable approach due to the low insignificant cost of content. If there is no unnecessary data to hinder the content, entire content becomes an appropriate technique. However, the transition to the digital edition has opened the possibility of content disintegration (Teo, 2005).

El-Gohary,& Hatem. (2012) discovered that deconstruction and digital downloading minimize the amount of waste produced. "The main material is basically replaced for revenue. The effect is smaller in terms of income if the components in the bundle are of equal worth or if the artist has a strong reputation. In general, the comparison of digital marketing to various kinds of traditional marketing has resulted in a new breakthrough. While items in a product line will often have additional possibilities, traditional formulae and digital formats can complement one other and be grouped depending on how the formats are used (El-Gohary,& Hatem, 2012).

An connected research subject is the creation of digital samples of things, such as movies, music, and books, that enable customers to learn about products and make purchases. The showing of a product to consumers can certainly improve sales,. Using both investigative and analytical models, Chaffey. (2013) investigated how sample quality effects deal. The goal of the two investigations is to determine the optimal sampling degree under diverse scenarios. The sample problem is the same as the above-mentioned product offering problem. The example is a demonstration of a digital product for some potential customers.

Regardless, the organization's objective is to make the digital sample product enticing enough that customers would purchase it after experiencing it. The idea is similar to freeware models, in which consumers are given free access to try out a free sample for a limited period in order to attract more customers and generate more revenue (Chaffey,2013).

It might be viewed as a problem with the production line, when the goods are globally complementary. Designing a 'check board' (or list of options) for different types and choices to arrange their goods and services is one of the specific inquiry challenges, since the digital world encourages extensive customization. Customers may choose from a variety of options and customize the product as according their preferences thanks to the digital interface. Wind and In their early study on inspection, Fu, Phillips, & Phillips, (2018) employed experimental checklists to analyze clients. On the other hand, any commodity or service may be exchanged digital . This product must have certain properties in order to be economically viable; these characteristics are discovered in order to create the possibility of a goods are bought delivery system and quick payments (Fu, Phillips, , & Phillips, (2018).

1.3.2.Pricing

Any product or service should have a reasonable price that is proportional to its market power (demands & supply). Firms must, according to this (Fazzaz, 2014):

1. plan the E-pricing strategy using the database and collected data. Consumers will have a favorable price expectation as a result of this.
2. Adapting to market changes: by updating the prices of similar products or services from competitors on a regular basis.
3. The pricing division should combine many sources of data and create a user-friendly database for each market group.

1.3.2.1 Pricing Strategies

A corporation can use a number of pricing approaches, according to, but the strategy should be tied to the company's principles, strategic goals, and consumer commitments. These are the tactics (Kotler, & Armstrong, 2006):

Fixed pricing (also called as listed pricing) refers to a set price that cannot be altered, implying that all customers must pay the same amount for the same product or service. It also indicates whether or not the plan has been approved. The marketer will employ (cost per lead) or promotional pricing in this strategy.

Dynamic pricing: Businesses use this strategy to manage inventory and segment customers depending on product consumption or other criteria. This means that visitors to the website will see an updated price for the same item.

Barter (Businesses Allied to Recycle via Exchange and Reuse): it refers to the practice of replacing a product with anything other than money in order to avoid paying taxes.

1.3.2.2.E-Pricing Limitations

E-pricing has various restrictions, according to Phillips, (2015).

These drawbacks are:

1. The degree of after-sale services, as well as the process of evaluation and upgrading.
2. Product names, logos, and trademarks.
3. Various market pricing circumstances, as well as the capacity to respond to these changes and adjust prices accordingly.
4. To reduce the level of monopoly, firms should provide and available data of information.
5. The cost of identical items offered by competitors.

6. Legal considerations when it comes to digital marketing.
7. Profit margin and creation level of the same product
8. Demand and supply.

1.3.3. Place

E-place means the product could perhaps flow straight from the firm or producer to the consumer, bypassing the middle - man, which is one of the electronic benefits of delivering the products and services (at any time and in any location) by utilizing website features like search, evaluation, having checked best offers, product matching, recovery, and guarantee (Parr, 2009).

1.3.4.Promotion

Explain the seller's performance to make the selling process easier is a promotion. Furthermore, Wilson (2005) identified this component as the cornerstone of both digital marketing and traditional; for instance, E-promotion may be done using websites and social media, with offers or free samples being given away. Electronic applications may be used by businesses to seek access to a database in a certain category, collect client feedback, and sell things appropriately. Wilson (2005) explains the properties of promotion as follows:

- 1.To move the company to the next level, promotion has an influence on the relationship between the customer and the company.
2. Consumers or retailers are affected by promotions.
3. Promoting a business requires a highly trained and knowledgeable individual.
4. Finally, state how the promotion should be carried out in order to fulfill the promotion's goal:
5. Concentrate on a certain demographic.
6. The targeted field should be specified in terms of a ratio.

7. The time limit and objectives should be clear and sensible.

8. It is necessary to develop integrated marketing.

Similarly, Pai, & Arnott, (2013) explain how these phrases should be used to the firm's objectives in order to reach new developments. Communication between businesses and customers on product development and reduction will have a significant influence on company outcomes.

1.3.4.1. Tools of the Digital Promotion

According to Varnali, (2010), the fundamental instruments that may be used in a digital promotion include:

1. Website: excellent promotion and marketing tools.
2. Search engines should be made simply accessible and handy for customers who use them at random to locate items and services.
3. Index: Because many digital indexes include products, individuals use them to find products and evaluate price and quality choices for their enterprises. On their website, businesses should build a certified index for their products and services.
4. Digital Ads: This technology allows clients to see advertising for a limited period (display time). Ads can be put on the company's website, other websites, or even on the social media platforms of well-known personalities.

1.3.4.2. The Promotion Strategy

The following elements make up the promotion strategy: advertising, personal selling, and sales engagement.

- **Advertisement:**

According to Wilson (2005), each advertising should include the following characteristics:

Advertisement is not a kind of self-promotion. It necessitates collaboration and a substantial sum of money.

Advertisements should be designed to appeal to the sensibilities of customers.

The purpose of advertising is to advertise a product in order to increase the number of people who buy it.

Digital sources, such as social media and websites, should be used to promote the advertisement.

The marketer's or firm's policies should be reflected in the advertisement.

Consumers' hearts should be warmed by advertisements that are emotive.

- **Advertisement Types**

Munshi , (2012) identified the Advertisement types as follows:

Advertising that informs a certain demographic about a new products and services is known as an informative advertising.

Guidance Advertising: This type of commercial is intended to clear up any misunderstandings that may develop during a product's advertising.

Remainder Marketing: This type of advertisement aims to reawaken the customers' recollections about the products.

Comparing Advertisement: This type of ad compares the quality and price of competing products.

Personal Selling:

Personal Selling: According to Munshi , (2012), personal selling has a variety of goals. Personal selling is a one-on-one transaction between a buyer and a seller. Personal selling may assist you in identifying marketing strategies and offers you with immediate feedback. Furthermore, He stated that personal selling may assist you in persuading and locating customers to purchase your stuff.

Sales Activation:

Many marketing tactics help marketers sell their goods by providing samples so that customers may experience the quality of their product and by offering discounts, sponsorship, and gimmicks to increase revenue, according to Mangold, & Faulds, (2009).

1.4.Digital Marketing Channels

The internet opened up a whole new universe of opportunities for marketers. Because they are affordable and simple to use, digital marketing channels have gained in popularity, especially among small businesses with limited resources and people. In this area of the thesis, the most important digital marketing channels will be defined, examined, and shown (Jodah, 2006).

1.4.1.Email marketing

Email marketing is a form of direct marketing that largely depends on digital communication channels. It's as simple as mailing an email to existing or potential customers. Email may be used to accomplish a range of tasks. Because client communications can be managed and regulated extremely well, this digital advertising technology is employed in CRM. Email marketing, on the other hand, is quite direct and may very precisely target the intended audience. This is obviously not the sole advantage of email marketing. It may also save money because it is simple to adjust, measure, and update (Chaffey, 2013).

It is vital to understand that email marketing provides a number of messaging options. One message might be utilized for direct marketing or to convey corporate information. The first is considered a promotional statement, and Figure 2 shows that the number of emails sent/received increases every year, with estimates showing that there would be 30% more emails sent/received between 2017 and 2023.

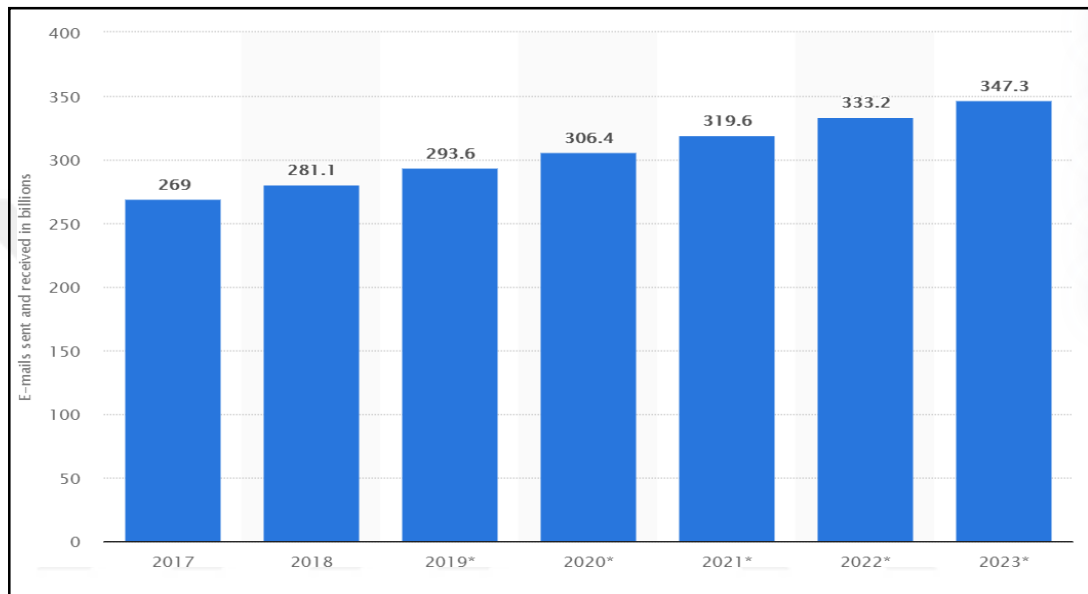


Figure 2.Number of sent and received emails per day worldwide 2017-2023

Source: Statista (2019)

As a result, companies love email marketing since it helps to gain a large target audience but everyone on the planet has an email account.

The message must not be completely self-sufficient, but must be linked to the company's digital marketing goals. Data collection leading to concrete actions such as requesting or requesting information is likely to appear in promotional messages, while newsletters already sanctify company-related developments of a long-term nature (Helm, Möller, Mauroner, & Conrad, 2013).

Catalogues, invitations, alerts and messages are available, as well as previously mentioned newsletters and promotional emails. No matter what options enterprise email marketing offers, it can't be used indifferently without a well-planned approach. Targeting and developing an email marketing plan should be done ahead of time, with attention to detail and a knowledge of the target interests. Market data should aid in the design process and relieve marketers of unneeded risks. When the marketing campaign starts and emails start to reach their target recipients, the most significant shift happens. In order to provide better possibilities for future email marketing campaigns, the company should pay special attention to its client database. Clients who have subscribed for updates and marketing items are stated to be the primary email marketing database of the company. The most significant piece of information in it is an email address, although other types of information may be equally vital. A client's name and gender, for example, can assist modify and personalize communication, while constant updates can help relieve stress. (Jaworski, & Kohli, 2004).

The next step after constructing the database is to develop content that serves both the corporation and its clients. It cannot be very lengthy or formal, but it must have an appealing and appealing personality. Customers who subscribed to the firm's emails and submitted personal information have their own expectations regarding the outcome of this activity, therefore the building of tents is a significant investment for the organization. It implies that they want information published, like the company or product, or have a special interest in something. As a result, the corporation must give better service to clients, relay information about promotions and campaigns more quickly, and offer unique alerts and discounts to demonstrate their appreciation (Paavola, 2017).

1.4.2.Content marketing

It is widely recognized that content relates to literature, poetry and any other type of interrelated written material. For example, the content of a book, magazine, magazine or paper can be included. On the other hand,

the term online content can be used. Applies to any material, whether video, photo, or explanation, on the business's websites, blogs, social media channels, and chat rooms. Content can take many forms and sizes, but it always fills gaps and makes more sense. In a perfect world, the Internet is synonymous with content. Because information is ubiquitous, particularly online, it appeared to be a promising technique for attracting and interacting with customers, and so content marketing was established. Currently, material marketing is a method of generating finances by establishing long-term interactions with clients and attracting desired goals via the use of motivating and magnificent content. (Mort, & Drennan, 2002).

It should be highlighted that, while content marketing is not a straight path to making money or selling a product, it can lead to these outcomes if done appropriately. Acts as a powerful point of contact between the firm and the consumer, always striving to give more relevant content in order to influence the customer's behavior. Once a communication circuit is established, it is easier to share information, stimulate fresh ideas and viewpoints, or just inspire since their curiosity has already been piqued. Direct touch with customers is advantageous to the firm. When a consumer uses a product or service, the experience is frequently remembered for eliciting particular emotions and concepts.

Customer feedback can be utilized to generate comments or development ideas for the company. The customer is dissatisfied because something has gone wrong. The sooner the company receives information about what is not appropriate for a particular user, the sooner the problem is rectified (Haddad, 2003).

Companies must recognize that in order to get better business outcomes, content generation and targeting cannot be addressed to all types of clients, since this leaves everything ambiguous and goes nowhere. As a result, during material emission, an imagined image of the company's consumer should be present. Content marketing experts

underlined the need of having the correct content. It should not be very complicated, but it must be aesthetically appealing and well-organized. The content should be easily identifiable and related to the brand. Social media sites rely significantly on photographs and graphics to deliver information, in addition to a vast volume of word material. The photograph that acts as the foundation for the site may be found on Pinterest and Instagram. Instagram has recently garnered a huge number of users and is evolving at a steady pace. People are bombarded with new advertisements every minute, so visual material should be recognized but not overpowering or pushy. (Chaffey, 2013).

1.4.3.Social media marketing

People utilize social media platforms to exchange ideas and information with other Internet users. Social media is a sort of electronic communication that people use to construct digital communities and communities where people may freely communicate and share information. Looking back in time, the first digital social channel was established in 2002, not long ago. What sets him apart the most is his look, which is more in line with modern social media. Friendster began as a digital dating service and has now expanded into a networking site. Despite all of the benefits it provides (profiling, information sharing, and chatting), it quickly grew into a large Internet community with three million users. (Substantial, Hatem, 2012).

In just a few years, social media has transformed personal connections, lifestyle, and their own lives. This has both positive and bad features. Individuals, for example, have ceased speaking as actively in real life as they did before to the Internet; instead of chatting to individuals sitting next to them, they may be digital and conversing there, and even one day does not finish without blogging, publishing, and updating. (Fazaz, 2014). On the other hand, content distribution and sharing are now feasible without the requirement for physical connection, which offers a variety of advantages. People may view and talk with one other on the Internet without difficulty, learn more, and promote personal

improvement. As previously said, social media has had a stronger influence on human connections and expanded the amount of information available on the Internet. Companies should never shun social media since it influences human lives and helps them reach a broader audience. To be successful, the firm must be able to use social media marketing not just as a method of improving communication and advertising, but also as an intrinsic component of its entire goals and strategy (Fu, et al., 2018).

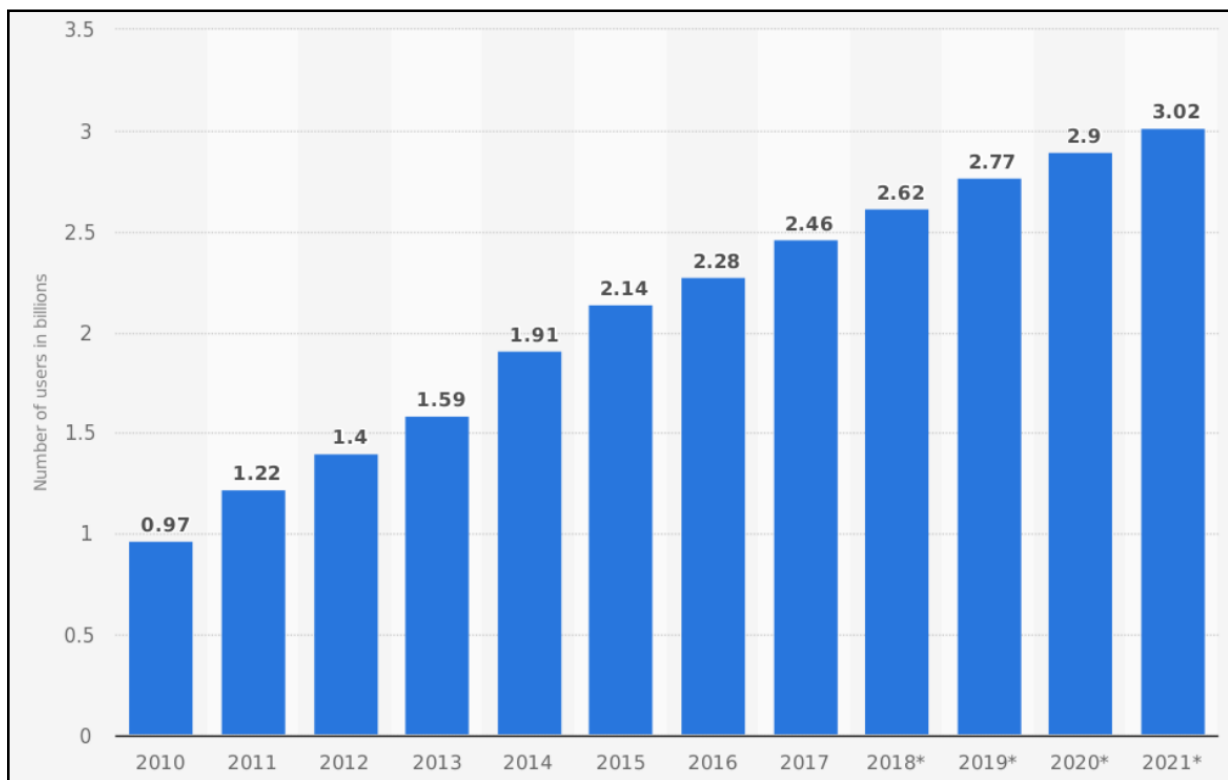


Figure 3. Number of social network users worldwide 2010-2021

Source: Statista (2020)

1.4.4. Search engine optimization

Search engine optimization may appear to the typical Internet user to be rocket science or something extremely professional and therefore tough, yet it is tied to one of the most often done tasks on the Internet - search. Millions of people use search engines to find specific material or

web sites by typing in a single word or collection of phrases. Different search engines are constantly changing these days, but a handful are still at the forefront and are in high demand. Google, Bing, and Yahoo debuted in 2016! Search, Ask.com, and Aol Search will continue to compete for industry supremacy, which is now headed by Google with 1.66 billion monthly users. (Fu, et al., 2018).

Search engines employ pre-programmed word indexes to give relevant results to users. A single study might yield hundreds of results pertinent to a certain issue. The most relevant sites are often presented at the top of the search results, assisting you in finding the most relevant information. For most users, the search technique consists of entering a phrase into the search engine box, selecting the relevant or most appropriate website from the results, and clicking on it. Companies, on the other hand, are not required to do anything in order for search engines to locate them and increase traffic to their websites if they do not like to. However, in order to impact traffic and expand the number of visitors to the site, search engine marketing must be integrated into businesses' digital marketing operations. Search engines can provide a wide range of results, but they can all be divided into two categories. The first category composed of organic results, which are the most relevant to research phrases. Google Search Engine frequently matches searches accurately, which justifies its dominance among other search engines. The results, as previously stated, display at the top of the page. The best result is always shown first and generally draws the user's attention. It is simple to distinguish between organic and supported outcomes (Hanna, et al, 2011). Organic search is the most common source of traceable online traffic, representing 53% of all traceable searches (Figure 4).

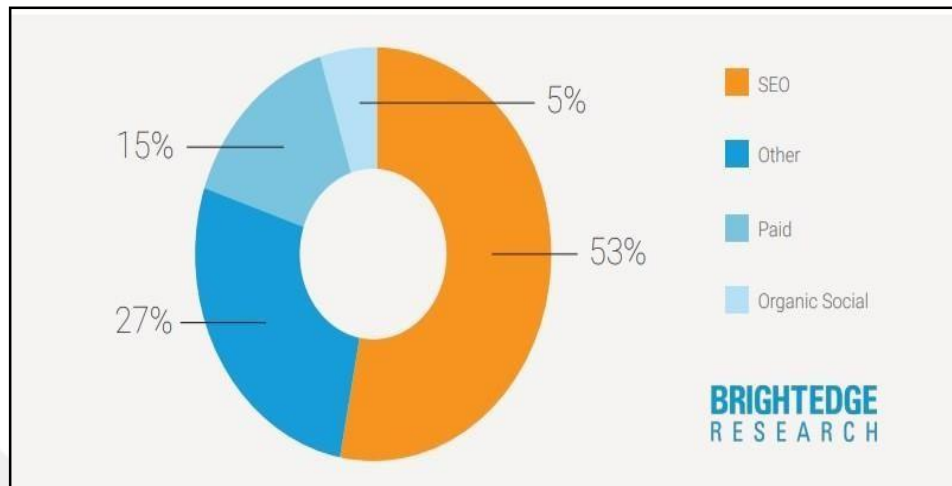


Figure 4. Source of web traffic in 2019

Source: BrightEdge (2019)

Due to the fact that the paid results have a particular personality. Organic research frequently obtains more attention (60-80% of clicks) than funded research since the results are more valuable and dependable for the user.

1.4.4. Pay-per-click marketing

In opposed to organic search, popular pay-per-click marketing is a method of generating website clicks via the use of search engine advertising. According to Chaffey. (2013), pay-per-click advertising allows firms to advertise in the sponsored listing section of a SERP by paying a charge each time an ad is clicked. Despite the fact that organic search is less expensive than sponsored search, there are times when popular pay-per-click is the superior choice. If a firm needs rapid results, for example, they can pick popular pay-per-click advertising since their ads would be viewed by thousands of people right away (Chaffey,2013).

Popular pay-per-click advertisements are also highly adaptable, allowing for a variety of little tweaks to boost performance, and they're simple to analyze and track ROI. Businesses may also employ popular pay-per-click advertising to target prospects based on demographic data. They have the ability to exhibit their skills. Customers may be targeted via ads based on their age, gender, profession, civil status, or even interests, which is an easy approach to get the proper individuals to visit a company's website. Another advantage of famous pay-per-click vs seo services is placement on the search engine result page,

Google Ads is the most widely used pay-per-click (PPC) marketing system in the world. Users establish Google projects, which are a compilation of advertisements including a range of terms that users are attempting to rank for. Each one of those keywords has a price that is determined by how many times it is searched. Keywords can range in price from 50 cents to \$50. The pricing is determined by the level of competition and the sector in which the firm operates. In this instance, the keyword agent marketing has less rivalry and costs less, but the keyword website marketing company has a lot of competition and costs significantly more. On the search network, the most costly term expenditures are in the technical, legal, economic, and insurance areas (Munshi , 2012).

1.4.5.Facebook

Facebook is one of the most popular and popular websites on the Internet. It has grown astronomically in just over 10 years, and by 2018, Facebook had 3.3 billion active members. Although in 2004, a restricted Internet community was founded by a Harvard student. Facebook's success can be attributed to its simplicity. To create a Facebook account, the average internet user doesn't have to know anything at all about programming or coding. The user does not need to look for registration forms or carry any papers, such as a passport, while visiting the website for the first time. The digital registration form displays immediately and does not ask for much private details (basic personal information);

Facebook membership does not require much personal information and can be completed in minutes with little effort (Paavola, 2017).

After completing the registration process, the new-baked user is given access to their own page, which is same for all people in the community. The page's structure is separated into several blocks, with all groups, friends, favorites, and other users' information on the right. The left section is for suggestions, which may be a game, a corporate page, or individuals with whom you might interact later. Finally, the News Line takes up the majority of the screen, displaying all updates and news from the user's links and subscriptions as soon as they are published. As per the user's demands, the news line may be selected by newest or top categories. Furthermore, particular pages may be set as a first priority, ensuring that their news updates always display at the top (Fazzaz, 2014).

Companies are drawn to Facebook because of its capacity to advertise and distribute various forms of content, such as text, links, and photographs. It helps businesses to better integrate itself into the flow of information and advertise their products without putting potential clients under strain. Facebook also assists businesses in getting started without incurring any expenditures or requiring any preparation. It advises businesses from the outset, beginning with the sector selection. The following are some of these categories: Entertainment, a brand, or a product purpose or community, local business or location, artist company , group or institution, Amusement, trademark or product, cause or community after profile was prepared and upload the initial information package to it The company should attract the user and get more followers to its Facebook page to start a successful story. The company may start by inviting its existing customer base to follow the brand page to generate traffic and prove recognition (Paavola, 2017).

The most significant benefit of Facebook is that the firm does not have to wait for a consumer to express interest in the company or brand; instead, the corporation can go directly to the client with the desired

material and not annoy or distract him or her. It even allows businesses to make more frequent declarations and reminders about themselves. In reality, informational updates should be made weekly to make Facebook operate for the company's commercial aims because various sets of information are surfacing every day and users are simply forgetting or losing interest in previous publications.

Despite the previously indicated need for regular publication, the company should exercise extreme caution when it comes to the material it delivers. Updates are useless if they add no value to the consumer and were just implemented because you decided to do so on a weekly basis. Emotional attitude and excitement should be contributed to any material provided since it enriches the message in the same way that love improves the taste of the meal. Facebook also provides business-related services such as Facebook advertisements and ad management. These technologies help businesses to intelligently, rather than haphazardly, target their audiences by identifying target groups based on gender, age, and geographical location, as well as reaching nine hundred million visitors every day who may be interested in advertising. (Fu, et al ,2018).

Following the selection of a target group, the business may determine budgeting and expenditure restrictions, which can be established on a daily or campaign-by-campaign basis. Facebook recommends using Adverts Manager to successfully manage campaigns, which can be accessed from smartphones and tablets. Nothing compares to Facebook Adverts in terms of product and company information management, tracking, and delivery.

1.4.6. Pinterest

Pinterest is a social media channel launched in 2010 by Ben Silbermann, Evan Sharp, and Paul Sciarra that focuses on visualization and active use of various media. Pinterest was founded in California and was first targeted at people's interests, hobbies, and things they liked. It

was assisting in the gathering of knowledge on themes of interest and connecting it to real-life activities, however companies did find a home here as well. 'pin' is the name of the solitary cell on the Pinterest call-board. Pinterest's initial name, a blend of pin and interest, stated the goal of the digital business from the start (Fu, et al ,2018).

Pins and actions with them are how Pinterest works. Pins are Pinterest's primary purpose and a fundamental component. Pins are useful visual identifiers that may be used to indicate a variety of visual data and linkages. Users may add, create, and save pins to their own call board, making each bulletin unique and personalized. There is a 'Pin it' button to add a new pin to the board, which makes things extremely simple with just one click. Even while images have received a lot of attention, films are also acceptable. After hitting the button, each user has their own virtual noticeboard, where fresh pins are put. Every pin may be repinned, which implies that when the pin is put to someone's board, the original creator receives credit. When putting re-pinned photographs, movies, and other pins to one's own call board, the user may also make marks and comments on them (Dickey, 2013)..

Pinterest offers sub-boards for content organization to minimize haphazard pinning and overcrowding call boards. These sub-boards can be populated with certain types of pins, such as movies, or divided by theme, such as food or driving. Because pins may be connected in different ways, a single cell may appear in many sub-boards at the same time. Pinners may follow other publications and view changes on the home page, just like Facebook users.

As previously stated, refining enterprises can benefit from clear advantages in the form of credits or scores. It's feasible because the original pin or source is always visible, no matter how many times it's been re-pinned. Individual users and organizations go through the same repining procedure. Following the company's registration on Pinterest, it's critical to verify the company's web page. It establishes a direct link

between the company's resources and establishes the organization's dependability and reputation. The enterprise will be able to use Pinterest Analytics once the web page has been validated. Last but not least, the Pinterest tool records all media activity and offers reliable statistics on the number of pinners who viewed, pinned, and checked the content and the company's website (Paavola, 2017).

The firm has the option of strategically adding Pin It buttons to the most relevant strategy-related information to build client base and boost web page traffic. The publisher does not need to learn programming to add the previously described button since the code is simple and does not need to be updated or adapted to anything. The code was written by the most dedicated pinners and acts as a platform for sharing Pin-terest content.

1.4.7.YouTube

YouTube is a popular video-sharing website with a global audience. It's been around for almost a decade, founded in 2005 by PayPal employees Chad Hurley, Javed Karim, and Steve Chen. The concept of YouTube was announced the same year it was established, and it swiftly became a reality. On the other hand, internet behemoths like Google cannot ignore YouTube's enormous potential. Google already bought it for \$1.65 billion in 2006. After a few years, YouTube began to expand at the same rate as when it was first launched in 2005. In 2011, it had more than a trillion users, and by 2014, it had more than a billion. YouTube has never stayed in one spot and has evolved throughout time. Commercial integration became viable, and YouTube Live was launched. Since then, YouTube has added a slew of new features, including advertisements embedded in videos and YouTube Live. Live digital translations came with automated playback and video categories that grouped videos together based on search results (Dickey, 2013).

It would be unwise to disregard this marketing strategy due to the vast amount of YouTube subscribers. YouTube may be used as a potent

digital marketing tool in the strategic plans of businesses of all sizes and sorts. YouTube has shown that it is an effective way to showcase business and market products as well as a tool for entertainment and video sharing. It also became a tremendously successful search engine, getting over 800 million visits each month as a result of its dominance as the most visited web page. In order to stand out and remember, a company cannot be lost in an avalanche of other communications and news bursts that already overwhelm internet users. As a result, all videos created should have distinct, attractive and attractive aesthetics. Even if the video does not illustrate all of the product's benefits or detail all of its features, it is engaging and relevant enough just to entice potential customers to learn more about it and visit the company's website. To achieve the latter, businesses must exercise extreme caution while posting content on their Youtube page and in the movie itself. Accurate contact info and the company's emblem should have a permanent position of honor (DeMers, 2013).

1.4.8. Twitter

Twitter is also another well-known social media site that is primarily based on network formation and microblogging. Jack Dorsey, Evan Williams, Biz Stone, and Noah Glass, a software developer, started the company. Initially, Twitter was not designed in the way that it is now. Jack Dorsey, the brains behind the concept, sought a channel to function within the SMS system, providing information on the user's activities or changing statuses. Later, at Odeo, a podcasting startup, Dorsey met other entrepreneurs, and through close collaboration and idea generation, they were able to create Twitter's concept and lead it to remarkable success (Kingston, 2013).

Normal blogging normally has no restrictions; however, there is another type of blogging known as microblogging that does. Twitter is a blog network, so naturally it has limits. Message sizes, for example, are limited and cannot exceed a total of 140 characters or marks. Even if Pinterest and Twitter represent distinct types of media, the way cells are

referred to or messages are based on the same hypothesis and reflect the source's name. Pinterest, for example, uses pins, while Twitter messages are referred to as tweets. Twitter provides its users with a number of messaging alternatives. The tweet can be delivered through SMS, desktop client software, or straight from the main Twitter site. A twitter message can be a simple text message, video, link, or photo that registered and unregistered internet users can access. However, users without a Twitter account cannot send tweets. Twitter users may admire and share exciting tweets, just as they do on Pinterest. This is known as retweeting, and allows users to share the same tweet via many news feeds. Hashtags, which are basic terms associated with the message, are usually included in Twitter Messages (Fu, et al., 2018).

1.4.9.Instagram

Instagram is another worldwide social networking application that has increased in popularity. It's impractical to expect that everyone utilizes Instagram, but individuals who use Facebook and other social platforms are more likely to join up for Instagram because of their relationships. Every day, 300 million individuals across the world watch the channel. (Fazaz, 2014).

The site places a minor emphasis on photos and short videos. The origins of Instagram may be traced back to the mobile network. In its purest form, Instagram is about a person's personality, daily routine, or thrilling occurrences, but it is increasingly being seen as a viable tool for marketing and doing business. As previously said, Instagram is primarily a mobile platform rather than a desktop version. The rising need for mobile apps is at the heart of this phenomena. As a result, Instagram traffic via mobile applications overtook that of desktop applications for first time in 2014. The United States was the first nation to use the mobile version of Instagram on a big basis, followed by nine other countries in 2015.

Instagram is primarily a mobile platform, yet it also allows for regular marketing and use. The photo upload procedure includes an editing option. The image may be corrected in under a minute and posted to the profile, where it will be accessible to all of the person's followers or corporate subscribers. With all of the advantages listed above, digital marketing has a higher chance of reaching its clients through a free, well-designed software like Instagram. Instagram is not only simple to use, but also to create a profile on. Little information is required to establish the account. Aside from the main profile picture, the profile contains a few descriptive terms about the user (individual, business entity, or brand). Although Instagram does not allow links, there is a way to include one clickable link to a web page in your profile information (Paavola, 2017).

1.4.10 Periscope

Periscope is yet another social media platform worth discussing. This channel is available on the desktop, however, like Instagram, the mobile app is more popular. The app was only released a few years ago (in 2015), and it is not as really well Facebook or Twitter, while having significant revenue potential. Periscope is a live-streaming app available for Android and iOS that allows viewers to get a behind-the-scenes look at a corporation (Yang, Min, & Garza-Baker, 2018).

Periscope has the potential to transform consumer relationships by instilling trust and fostering open lines of communication. According to Business News Daily (2016), the app isn't just for live streaming videos; it's also for real-time communication via chats. Users may virtually teleport, engage in corporate events, or watch production locations, office activities, lessons, and product reviews. At the very same time, the corporation has an opportunity to be highly responsive and demonstrate that it values consumer feedback. Periscope has the ability to alter public impression of a corporation and dispel misunderstandings and queries about its structure. Despite these numerous benefits that may be obtained by properly using Periscope tactics, the app's navigation and signup process is quite straightforward. The registration may be done via a

Twitter account, which allows you to link to your phone number or utilize existing connections (Fu, et al ,2018).



CHAPTER TWO

MENA STARTUPS AND DIGITAL MARKETING

2.1. Entrepreneurship

Entrepreneurship is "the source of information, process and conditions of existence through which people use positive potential markets through the creation and development of new enterprise companies" according to Robehmed (2013), while Jeevan (2019) sees entrepreneurship as "the advantage of opening up long-term economic potential and a source of maintenance economic output." Entrepreneurship also includes aggregating appropriate assets, implementing a smart business plan, and getting rewards in a timely and flexible manner. Entrepreneurship is primarily about conceptualizing a concept and laying the foundation for its realization through the development and operation of a company (Jeevan, 2019).

Other academics mentioned from the above time periods and promoted similar views on entrepreneurship. These views are based on the premise that new ideas are essential for the growth of the national economy, particularly with regard to promoting the development of knowledge and competitiveness. As a result, entrepreneurship may be viewed as an important component of national development. Most studies performed prior to 2000 lauded the concept of entrepreneurship, which is vital for developing economies and emerging markets since it provides a range of chances (Sekaran, & Bougie, 2010).

Since its inception in 1999, the Global Entrepreneurship Observatory (GEM) has been at the forefront of research in this field. His most recent study has concentrated on small enterprises, namely those run by entrepreneurs: a phrase referring to individuals' characteristics and behaviour during the start-up process. A new entrepreneur is someone who is thinking about beginning a new business. Multiple studies have

proved the relevance of emerging entrepreneurs, in addition to their operations and developing difficulties, as well as the value of human initiative, but this thesis focuses primarily on business owners who have already established their firm, based on the working life cycle. In a nutshell, entrepreneurship is described as the capacity to develop, conceive, and implement creative and effective business ventures. refers to the capacity to convert ideas into actions and deal with uncertainty and danger with the expectation of getting greater results than common wisdom would predict. However, it should be noted that no single definition of entrepreneurship or entrepreneurship has yet been accepted (Endeavor, 2016).

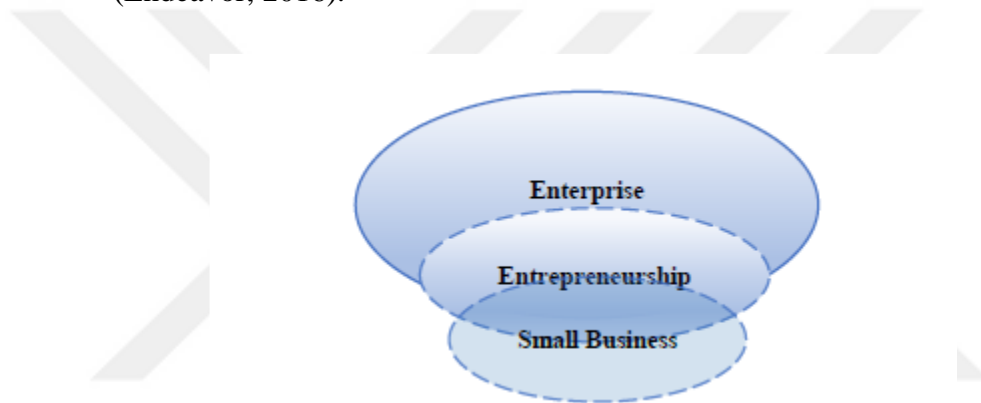


Figure 5. Business Lifecycle

Source: Endeavor ,(2016)

2.2.Entrepreneurs

Alkasmi, El Hamamsy, Khoury, and Syed (2018) describe the entrepreneur as a major economic element, balancing supply and the market's demand and accepting risk. Alkasmi, El Hamamsy, Khoury, and Syed, (2018) were the first to identify the entrepreneur as a key economic factor in 1755. He saw the entrepreneur as the economic agent responsible for all trade and mobility. In contrast to salaried employees and landlords, who are paid on a regular basis, the entrepreneur is paid on an as-needed basis. Shirisha, (2019) on the other hand, interprets entrepreneurship tasks differently, who sees entrepreneurs as company managers who have an input on the production process and believe that they operate in a static

world of equilibrium, evaluating the most favorable economic prospects (Shirisha , 2019).

Entrepreneurs identify market needs and launch enterprises to solve them. As a result, they are risk takers who contribute to change, innovation, and advancement in a country's economic life. Individuals who are able to adapt to economic change by taking advantage of the opportunities provided by the specific economy, on the other hand, view the entrepreneur's ability to take risks and describe him as an individual who appears to be able production, compensates workers, and bears all of the risks associated with a company's management. Entrepreneur is a French word that was initially used to designate a "risk-taker" in the seventeenth century. However, not everyone who takes chances is immediately labeled as an entrepreneur. After Hebert and Triska (2014), who identified the entrepreneur as "a person specializing in accepting liability and sentencing that affects the location, form and use of goods, resources or enterprises", the phrase gained an additional definition. According to Salem (2014), an entrepreneur is the person responsible for identifying a job opportunity, innovation, resource allocation, and decision-making. However, Sathya (2017) took an economic approach to entrepreneurship, describing it as the process of focusing on new economic initiatives and introducing new ideas (Sathya, 2017).

Many viewpoints, such as Schumpeter's categorization of entrepreneurs as "change agents" and Shirisha's (2019) view of entrepreneurs as "innovators," led to the conviction that the new ideas generated by entrepreneurship are vital to the growth of a national economy. This connection has been examined in several research aimed at understanding the elements that drive economic growth. Joseph Schumpeter is one of the authors who believes that the entrepreneur may play a significant role in this subject (Shirisha , 2019).

2.3. Business Start-ups

A start-up, according to Bosma, Hill, Ionescu, Kelley, Levie, & Tarnawa, (2020), is a business that has just entered the market with the goal of addressing market demands by creating, developing, and performing services or operations, or by producing novel goods. Modern start-ups frequently use cutting-edge technology in their operations, design, and, most importantly, market research (Bosma, et al ,2020).

In the framework of the business lifecycle, Alkasmi, et al (2018) provides a more specific description of the business start-up. As previously said, start-ups are the early phases of an enterprise's lifecycle, when the entrepreneur begins to put what was conceptualized at the ideas stage into action by getting financing, deciding and constructing the business structure, and then beginning commercial activities or trade. As a result, the primary goal of a start-up is to provide new goods or services. These are common characteristics of small enterprises and partnerships that want to create and deploy a scalable business model quickly . Technology utilization, such as the Internet and e-commerce, is one of the most distinguishing characteristics of a start-up. As a result, they are frequently involved in the design and implementation of highly innovative procedures, research and development, and market research . As a result, skill, hard effort on the part of the entrepreneur, and tenacity in pursuing a certain objective are all factors that drive start-ups (Alkasmi, et al ,2018).

Start-ups are formed to meet a variety of economic objectives, both for the individual entrepreneur and for the business as a whole. Entrepreneurial endeavors are important sources of employment since they create jobs. More over half of the adult population in the United States is expected to be self-employed or employed by businesses with fewer than 50 employees. This is owing to the enormous number of small enterprises that exist in the market, resulting in a significant number of employment openings. Apart from the foregoing, the majority of entrepreneurship literature may be characterized as the "creation of new

enterprise", implying a process rather than a state of existence (Bosma, et al ,2020).

Elmasry, Barnickel, Dib, & Bansal, (2016) use the example of starting something in motion or in operation to demonstrate the economic value of start-ups. In the business world, the word refers to a new business venture or a new company venture that has just started. One of the most important characteristics of a start-up is its capacity to expand with few or no geographical limits, which are common in small enterprises According to the current business affairs publication 'The Economist,' approximately 600,000 new enterprises are formed in the United States each year,. This is seven times higher than the same statistic from the 1950s and 1960s. In reality, "America's new enterprises provide a big percentage of new employment possibilities," according to the article. Starting a business, on the other hand, may be psychologically taxing and even painful. Understanding typical start-up issues and essential success criteria, on the other hand, may help entrepreneurs get on the right track, which is critical considering the high probability of failure and risk involved (Elmasry, et al ,2016).

To summarize the preceding arguments, innovation supports the exposure and creation of new entrepreneurial initiatives. The market is always lacking, posing difficulties that must be resolved. As a consequence, small enterprises play a critical role in product creation and innovation. Small high-tech companies have a history of boosting economies and resolving market issues . Furthermore, the urge to appeal to new market entrants drives innovation . Aside from that, possibilities for women, youth, and minorities are typically established through start-ups and entrepreneurial enterprises, with small firms serving as a conduit for identifying and exploiting such opportunities (Alkasmi, et al ,2018).

2.4. The Importance of Startups

Small businesses are essential to every economy because they produce jobs and contribute to the overall economy . Furthermore, small enterprises can work in tandem with giant corporations in a variety of ways. According to Shirisha (2019), small businesses and organizations supply many of the components needed by major corporations. General Motors, for example, pays \$90 billion to its small-parts suppliers each year. In reality, entrepreneurial businesses are in charge of supplying everyday services and goods to huge corporations, such as accountancy, legal counsel, and insurance. Salem, (2014) mentions start-ups as an economic engine in addition to the aforementioned. Unemployment gaps may be narrowed if the business climate encourages the growth of small firms, resulting in more jobs for the population. Gains are also transmitted into the economy in the form of greater GDP and tax income for the government. As a result, several studies have found that small businesses contribute to economies in two ways. To begin, they boost productivity by bringing competition into current markets and creating new markets through innovation and technological breakthroughs. Second, they result in an uneven allocation of new work opportunities. As a consequence, governments should either support small businesses or assess how new legislation may affect them. Indeed, laws should be put in place to make it simpler for small businesses to start and expand (Sathya ,2017).

Before entering the market, aspiring entrepreneurs are frequently lined up, looking for the potential to increase earnings. Profits, as a result, are viewed as having a substantial influence on startups, while also generating high revenues and favorable market dynamics that inspire the desire to enter the market. Other significant factors include labor market dynamics, notably unemployment, where there is a desire to close the employment-unemployment gap. In this case, the skills developed in a certain professional function may inspire some entrepreneurs to follow a business career. As a result, the majority of startups are founded through sectoral and on-site dynamics that operate in the background. New

entrepreneurship projects can be planned to provide an entrepreneur with a different source of money than any prior work function he may have held, with a profit projected. Moreover, government policies in the majority of states and enterprises have been recognized as having a substantial influence on the growth of start-up firms. Transparent government laws, fair tax standards, and favorable financial regulations promote firm growth. Technology and infrastructural resources, in addition to utility services such as water and power distribution, have all contributed to the formation of new businesses (Bosma, et al., 2020).

Finally, while innovation is associated with a better probability of market survival when compared to established firms in other industries, many of them have failed to survive. Innovation and adaptation to the rapid expansion of technology and information interchange have fueled new entries into the business sector (Dobbs, Smit, Remes, & Restrepo, 2011).

When creativity and entrepreneurship collide, the result is innovation. For successful organizations, Ritchie, & Lam, (2006), emphasized the importance of originality in the process of invention and innovation. Innovation is becoming a more important motivator for people to establish enterprises throughout the world. As previously stated, it has been linked to a relatively high market survival rate, New company entrants have been spurred by innovation and adaptability to the world's rapidly expanding speed of technological advancement and information exchange (Ritchie, & Lam, 2006).

2.5.Key Challenges for the MENA Region

The Arab Spring has brought to the fore fundamental challenges that have existed in the Middle East and North Africa (MENA) region for some time. High unemployment (particularly among the young); massive corruption and a poor record keeping; bloated government institutions with state-owned enterprises that stifle private industry and raising capital; low rates of entrepreneurship formation; and, for a lot of nations, a high relying on fuel and food imported goods, exposing them to price volatility. Given the systemic and interconnected nature of these problems, only a coordinated and comprehensive strategy involving governments, corporations, civil society, and the international community will be able to address them (Triska, 2014).

2.5.1. Job creation is the top priority

In the Middle East and North Africa region, job generation is the overriding goal. According to available statistics, the region is experiencing high rates of long-term unemployment, ranging from 10% to 25%, and the situation is expected to deteriorate under recent events. High unemployment rates can also be found in many OECD countries, particularly in the wake of the global financial crisis 2008-2009. Over the past 10 years, official unemployment rates in Tunisia, Morocco and Egypt have remained close to 10%. Moreover, since 2000, unemployment in the Palestinian Authority and Yemen has increased markedly. Kuwait, the United Arab Emirates and Saudi Arabia have the lowest unemployment rates. Despite the fact that the number of workless in the GCC is low and local participation rate is low, informal estimates indicate that unemployment among young GCC nationals (16-24 years), particularly university graduates, is more than double the total workforce (more than 35% in the GCC region). It's also worth noting that unemployment numbers only give a skewed picture of the region's employment status, as large proportions of the population labor in the informal sector. While the informal economy may provide some employment, wages are far lower

and less predictable, and working conditions are deplorable (Bosma, et al ,2020).

Labor market rigidities, which prohibit enterprises from growing employment even during periods of economic boom, contribute to MENA's high unemployment rates. As per the overview of the Global Competitiveness Report 2011 i, resource-poor countries have stricter employment and firing rules than other emerging nations. According to statistics from World Bank Enterprise questionnaires, the percentage of businesses that regard labor regulation to be a major stumbling block is higher on average in MENA resource-poor countries. Moreover, in all countries of the Middle East and North Africa, With the exception of the Palestinian Authority, women joining the labor force consistently face greater unemployment rates than males. The gender disparity in unemployment is greatest in the UAE, Saudi Arabia, Kuwait, Yemen, and Egypt, where female unemployment is around four times that of male unemployment. Cultural beliefs, gender constraints and lack of support services can be linked to the outcomes of women's labour market in the Middle East and North Africa region. The OECD-MENA Business Women's Forum, an interregional network of experts from civil society, management and the private sector, aims to overcome these obstacles by supporting the development of specific policies and business support programmes for women entrepreneurs (Triska, 2014).

The Arab Spring has put more pressure on unemployment levels, which are projected to grow as a result of a drop in economic activity in the most affected countries and a halt in the development of important OECD and non-OECD economies. Egypt's Ministry of Finance, for example, estimates that unemployment has climbed to 12 percent, up from less than 8.9 percent in December 2010, due to a reduction in consumption (the country's main economic engine) and economic activity, and that it will not reduce until 2013–14. Tunisia's unemployment rate has grown from 13 percent in 2010 to over 17 percent, according to the Ministry of Finance, attributable mostly to the economic crisis and the

repatriation of Tunisians working in Libya. In the near term, higher unemployment rates exacerbate societal tensions (Dobbs, et al ,2011).

2.6. Factors Affecting Entrepreneurial Activity In MENA

Among the factors that influence entrepreneurial activity in MENA, there are several groups: individual country characteristics; economic factors and predictors explaining the process of entrepreneurship activities, such as the number of procedures required to start a business, a minimum capital, and so on. According to the groupings of criteria described before, the research will be conducted in two stages. A literature research was undertaken for theoretical rationale in order to discover variables that have a significant impact on entrepreneurship in the country. Furthermore, assumptions will be validated or disproved in the post-econometric analysis. The authors considered the findings of 26 of the 88 research, all of which were based on regression results of various types. A comparison of past study results on a regional basis supplied the basis for this investigation (Ritchie, & Lam, 2006).

Despite the differences in the geographical locations of the nations surveyed, the authors highlighted that the phenomena of networking is the focus of most analyses. When comparing the established and developing worlds, in the latter, company owners are increasingly relying on networks to overcome the challenges of business development .When considering the impact of resources, opportunities, and industry development conditions, it is possible to conclude that they have an indirect relationship with the process throughout the business world, despite the fact that they are significant considerations in the discovery and launching of new businesses (Alkasmi, et al ,2018).

A tiny number of studies give results based on cross-country and cross-cultural entrepreneurship analyses. However, in the research of Rody, & Stearns, (2013), Heinemann, and Brettel, some results of the examination of the influence of various socio-cultural elements on the growth of certain sectors have been reported. As macroeconomic

indicators, they might be considered the normative-legal environment, which is often regarded as a major factor of a country's economic success. One of the most commonly mentioned causes for poor development and high unemployment is strict regulation of goods and labor markets. To enhance their economies, countries like Italy, France, and Germany, as well as developing countries, should consider deregulation. The regulatory environment can impact employment and growth in a variety of ways. The influence of the environment on the pace at which new firms are created will be addressed in the context of this paper. As per Schumpeter, the formation of new enterprises is an important part of the creative destruction process, which helps to foster innovation, employment, and growth. Despite the growing number of studies using economic data to examine the impact of product and labor market regulation on GDP growth, investment, and employment, there is a lack of understanding about the communication of the regulatory environment and individual decisions to engage in new business activities (Jeevan ,2019).

The influence of compliance issues on enterprises is viewed differently in economic theory. Furthermore, it may be for one of two main reasons: either because workers in the industrial sector are able to influence officials' decisions through lobbying, or because politicians exploit their positions for personal gain. As a result, legal regulation is a burden not just for new businesses, but also for current businesses. The rules governing new business entrance are considered as a barrier to market access. Government regulation, according to Porter, might obstruct the formation of new market participants. Business expenses (e.g., money costs, time costs) are incurred as a result of regulatory and procedural requirements, which are paid by the participants. Due to a lack of appropriate access to social, legal, and entrepreneurial infrastructure, overly high costs may dissuade potential entrepreneurs and drive them to relocate into the informal economy, limiting their capacity to expand and contribute to economic progress. Nevertheless, there is an opposing viewpoint. According to the principle of general interest, there is

regulation in place to prevent market failures. More stricter restrictions contribute to greater social results in this scenario. However, it is the initial point of view in the study of people's entrepreneurial activities. It is thought that strict legislative control of the process of starting a firm will reduce entrepreneurial activity (Ismail, Schott, Herrington, Kew, & de la vega, 2017).

2.7. Problems With Entrepreneurship In MENA Region

Entrepreneurship's success and expansion is loaded with danger. Many new firms fail within the first five years, and there are a variety of reasons for this. Lack of funds, lack of expertise, lack of company premises, and lack of business procedures, for example, are all potential barriers to entrepreneurship. This research focuses on three major elements that influence the success or failure of entrepreneurship: cultural, gender-cultural, and governmental laws .Cultural variables (gender generic factors) relate to a social group's ideas and values that may influence entrepreneurial actions. Gender-cultural elements (gender specific factors) relate to a group's or culture's attitudes and values that influence women's entrepreneurship. Finally, governmental considerations relate to the influence of government rules and policies on entrepreneurship's development and expansion (Ismail, et al,2017).

2.7.1.Cultural issues

Culture appears to play a significant effect in the success or failure of entrepreneurial ventures, according to a growing body of studies. "Those customary values and ideas that ethnic, religious, and social classes transmit mostly intact from generation to generation" is how culture is described. Some cultures in MENA have a favourable attitude toward entrepreneurship, and family support encourages aspiring entrepreneurs to start their own firms. In their effort to understand how culture impacts entrepreneurship, Elmasry, et al. (2016) determined that the family was the driving force behind entrepreneurship and business development in MENA. Families give the support that entrepreneurs

require, and they create family-based business networks to suit their economic and social needs. In MENA's culture, the social network is especially important, and an individual's interaction inside it is referred to as *guanxi* (Elmasry, et al, 2016).

MENA businesses tend to conduct business with close family members first, saving money on the costs of forging new partnerships, due to their strong links. Families are viewed as personal finances that entrepreneurs may trust and rely on when starting a new firm in MENA. In MENA, the belief system has a detrimental influence on society's views toward entrepreneurship. Witchcraft is practiced in this region's rural parts, and sorcerers issue curses or give protection from curses. Entrepreneurship's growth and success are heavily influenced by culture. The above examples demonstrate how culture may have a beneficial or bad influence on a region's overall entrepreneurial activity. As a result, it's critical to comprehend how Muslim culture influences entrepreneurship (Sekaran, & Bougie, 2010).

2.7.2. Gender-cultural problems

A large body of research has looked at how cultural influences influence women's entrepreneurial activity. According to the GEM (2009) research, males are more likely than women to engage in overall entrepreneurial activities. According to studies, women face a greater number of obstacles that prohibit them from starting a business. Some of the challenges women encounter are universal, while others are unique to a particular group or society. Women entrepreneurs in Islamic nations, for example, work in patriarchal, male-dominated environments and are constrained by socio-cultural beliefs and customs. Women's gender-cultural concerns and their influence on economic operations have been researched in a variety of regions, including Sub-Saharan Africa, Morocco, and the United States. Pakistan, Oman, and the United Arab Emirates are all countries in the Middle East. The cultural context is one of the elements that has a detrimental influence on the growth of entrepreneurship among women entrepreneurs in Sub-Saharan Africa. The

unfavorable views, attitudes, and behaviors of the culture in this region are discouraging women entrepreneurs from starting businesses. According to Amine (2009), it is not socially acceptable for a married woman to work or operate a company in Muslim communities in Sub-Saharan Africa since her independent source of income may upset the balance of power with her husband, producing problems and embarrassments that may lead to divorce. According to the experts, such cultural environmental constraints must be overcome before women entrepreneurs may participate in the region's economic growth. Overcoming cultural obstacles will give the necessary assistance for entrepreneurs and will help to reduce their risks of failure (Dobbs, et al ,2011).

Women in Morocco, a profoundly patriarchal country, are subjected to unfavorable stereotypes and are regarded as having a lesser status than men. Traditions in Morocco confront women, and the only way for them to exert influence and power in various parts of their lives is to engage in business activities and make major financial commitments to the home. In Pakistan, women are subjected to deeply ingrained discriminatory socio-cultural attitudes and customs. Women in Pakistan, like women in other Muslim nations, live in a patriarchal society where males are superior and mingling with men is frowned upon. These societal conventions, prevent women from becoming entrepreneurs. They can't comfortably connect with male bank employees, for example, which makes it difficult for them to obtain major start-up money. Due to the limits of segregation, a woman's possibilities of gaining business leadership and technical skills are similarly limited in Pakistan, and only a small number of organizations offer training for women. These gender problems arising from feudal, tribal, and geographical traditions are practiced in Pakistan to express support and continuing for religious ideals,.

Sekaran, & Bougie, (2010) performed research on the challenges that women entrepreneurs face in Oman. Islam is the major religion of Oman, and Arabic is the official language. The fundamental function of a

woman in this Arab civilization is that of a wife and mother. Women entrepreneurs' working lives appear to be hampered by cultural issues; for example, participants in the . Sekaran, & Bougie, (2010) research were asked how cultural influences affected their enterprises. Some respondents said that the bureaucratic system in Oman discriminates against women, while others claimed that women receive more support and spend less time requesting government assistance than males. Sekaran, & Bougie, (2010) used semi-structured interviews to analyze the business start-up experiences of 10 women from Oman and Bahrain. Jeevan ,(2019) observed that owing to the culturally imposed division of men and women, women entrepreneurs in both Oman and Bahrain had difficulty competing with males in specific areas (Jeevan ,2019).

As per the scientists, the consequence of this barrier on women entrepreneurs in this region is that it restricts their access to services and markets, and also their ability to network, learn business skills, brainstorm, and receive prospective marketing and sales leads. Saudi Arabia's specific environment is an outstanding example of gender barriers. Women in this region do not have the same educational opportunities as their male counterparts. In this divided culture, women are forbidden from pursuing various degrees, such as engineering, journalism, and law; yet, the number of female students has increased from 25% to 47.5 percent among 1970 and 2018 (Bosma, et al ,2020).

2.7.3.Government problems

Government rules and processes have a significant impact on whether entrepreneurship is hampered or aided. Entrepreneurial prospects are seen to be greater in deregulated economies, where entrepreneurs encounter fewer impediments and the market process is free to function. In such economies, the government plays a significant role in the formation of new businesses. Examples of the influence of government policy on entrepreneurial activities may be found in the literature. It has been acknowledged in Croatia that the formation of SMEs has reformed industry and provided new work prospects for people who have been laid

off by major corporations. Ismail, et al, (2017)., on the other hand, found a reduction in new business formation between 1999 and 2004 at a low annual gross rate of 2.1 percent (Ismail, et al, 2017).

Croatia had substantial unemployment and a decline in economic competitiveness during this period. This was backed up by the Annual Report on Croatian Competitiveness, which revealed a considerable drop in the Croatian enterprise sector's business competitiveness from 52nd rank in 2012 to 72nd place in 2013 among 104 nations . According to Rody, & Stearns, (2013), one of the greatest challenges that entrepreneurs confront while establishing a firm in Croatia is the involvement of the Croatian government. The study's conclusions were based on focus group discussions with Croatian businessmen who were dissatisfied with the government's policy implementation efficacy. They also complained that the regulatory structure hampered the growth of small firms. Overregulation, inconsistency, enforcement, and corporate registration processes were among the issues that Croatia faced. Local entrepreneurs were deterred from investing in Croatia because of the time and expenses involved in registering a property, for instance (Rody, & Stearns, 2013).

Other nations in the Asia Pacific area, such as Cambodia, Indonesia, Laos, and Vietnam, have provided instances of how government policies effect entrepreneurship. Cambodia was harmed by the Khmer Rouge⁴ dictatorship, which isolated Cambodia from Western influences and established a pure agrarian-based communist society in 1975. Private property, money, the existence of banks, and postal services were all abolished as a result of government policy change. These conditions wiped out entrepreneurs and the business sector, which is now relaunching in a high-risk, high-ambiguity environment. The MENA government will need to develop a stable legal framework of ownership in order to get the values required for a long-term sustainable business environment. Property disputes may also be found in Indonesia. MENA's official strategy centered on the rural economy, the home market, and agricultural growth in order to create what they call "a market socialist

economy." The government's goal was to establish self-sufficiency, but this has led in a slew of issues, including a lack of expertise. For example, energy constraints, a lack of research and development, and limited international trade have all impacted innovation and creativity. These instances demonstrate how government policies stifle growth and progress. Governments that recognize the importance of entrepreneurship in economic development and progress aim to put in place policies that will help these activities expand and succeed . The United States of America is an instance of such support and its outcomes. The United States has created laws and a system to encourage the growth of entrepreneurship (Sathya ,2017).

2.8.Digital Marketing IN MENA

In the modern day, digital marketing is becoming increasingly significant in the Middle East and North Africa area. As a result, marketers employ this innovative marketing strategy to boost product and service sales. Furthermore, the advent of digital marketing has altered how businesses and organizations employ technology and digital platforms for marketing. As a result, as digital platforms become more integrated into marketing and daily tactics, digital marketing efforts become more broad and successful, and people increasingly use digital tools instead of visiting physical companies (Sathya, 2017).

2.8.1.E-Mail marketing

E-mail marketing is a type of digital marketing that is used to send orders or targeted messages to the same people at the same time. Businesses may use email to deliver emails that are tailored to their consumers' requirements. Furthermore, email marketing is a sort of direct marketing that employs the usage of email to send messages or transmit promotional money in order to connect audiences . Email marketing, in its broadest sense, refers to any email sent to new or existing customers (Elmasry, et al, 2016). From what has mentioned above the hypothesis will be :

H1: There is a significant effect of Email marketing on MENA startups performnace.

2.8.2. Online advertising

Online advertising is a type of marketing that convinces customers to make purchases while also informing the public. When knowledge is provided in a nice environment, it is easily received. In addition, online advertising marketing is a method that uses the Internet to attract visitors to a website and send marketing messages to the right potential customers. The main advantage of online advertising is that it allows the promotion of objects across geographical boundaries (Ismail et al., 2017). From the above, the hypothesis is:

H2: There is a significant effect of Online advertising on MENA startups performnace

2.8.3. Social media marketing

Social media marketing is a new trend and a constantly developing method of swiftly and simply reaching out to targeted clients. Furthermore, social media marketing may be defined as the use of social media platforms to promote a business and its products. This sort of marketing may be thought of as a subset of online marketing activities that complement standard web-based promotional strategies like email newsletters and internet advertising campaigns. New corporate channels have been built and extended as a result of this new approach to outreach and marketing. Social media marketers are increasingly collecting better and more impactful information by integrating analytics software into the official social networking website platform (Ritchie, & Lam, 2006). From the above, the hypothesis is:

H3: There is a significant effect of Social media marketing on MENA startups performnace.

2.8.4. Mobile marketing

One of the newest and most essential digital marketing channels is mobile marketing. As a result, mobile marketing is now the broadest, fastest, cheapest, and most relevant marketing channel where customers can instantly obtain information and characteristics of appealing items, as well as complete the purchasing and selling process without having to travel to the seller's location (Jeevan ,2019). Mobile marketing, in particular, gives customers access to information about their benefits and wants, as well as the ability to influence their purchase decisions . From what has mentioned above the hypothesis will be :

H4: There is a significant effect of Mobile marketing on MENA startups performnace

CHAPTER THREE

METHODOLOGY AND ANALYSIS RESULTS

The primary goal of this section is to describe the study methods used to answer research questions and enquiries. This chapter of the study included the used methodology, the research community and sample, in addition to the method of data collection, hypotheses, and study model. It also included descriptive analyzes, correlation analysis, and regression between the independent variable, which is digital marketing (Email Marketing, Online Advertising, Social Media Marketing and Mobile marketing), and the dependent variable, Organizational performance of the startups in MENA countries.

3.1. Research Desgin

This study's research method relied on a descriptive survey. Descriptive research, on the one hand, focused on addressing questions such who, what, when, where, and how about the issue under investigation, while also describing the current state or providers of the process Furthermore, the purpose of this descriptive study is to clarify the impact of digital marketing on organizational performance by distributing a questionnaire to a random sample of firms in Middle Eastern and North African countries.

A literature review can help determine if the study should be qualitative or quantitative, highly structured or less structured, large or small sample size, and so on.

A quantitative research strategy, according to Bryman (2004), is helpful since it allows for the gathering of data on several circumstances at the same time. To gather a set of data relating to two or more variables, which is then analyzed to uncover patterns of relationship or behavior that are difficult to observe immediately, particularly when you need to sample from a big number of people for inquiry. According to Gay, Mills, and Airasian (2006), descriptive studies are a realistic way of examining a

variety of educational challenges and are focused with analyzing attitudes and perceptions, among other things.

3.2. The Universe and Sample

The research community includes all workers in the four companies that were selected from the MENA region, and their number is estimated at 2,400 workers. This study depended on the random sampling in collecting data and the questionnaire as a tool to collect data from these new companies in MENA countries from August 2022 to september 2022 , The researcher sent 90 questionnaires via e-mail to each of the following companies after communicating with their administrators of these companies and taking the acceptance :

1-Telda: (MENA 's Neobank),

2-Dapi: (Payment Infrastructure for MENA Banks)

3-Ziina:(Neobank)

4-Tabby: (Payment Infrastructure for MENA Banks)

After obtaining the questionnaires, the researcher reviewed them and it was found that there were 34 incomplete questionnaires, so the researcher deleted them from the study so that the study included 326 valid questionnaires.

3.3. Sample Size

As I will work with finite population, I can use Yamane's Sample Calculation Formula (Sekaran & Roger, 2016).

$$n = \frac{N}{(1+Ne^2)}$$

n: Sample Size

N:Population Size: according to this equation from approximately 2400 worker from four MENA startups .

e: Level of Precision/Sampling of Error “the level of repeatability of measurements”: 0.05 (Sekaran & Roger, 2016).

According to this Formula I will study with about 326 people.

2.4.Measurement

Digital marketing (DM) including (Email Marketing, Online Advertising, Social Media Marketing and Mobile marketing) were evaluated using a 32 items as follows : 9 items for email marketing, 6 items for online advertising, 8 items for social media marketing and 9 items for mobile marketing scale adapted from Waed Ahmad Omar Mobydeen (2021) In our companies, using Opt-out improves organizational performance; in our businesses, using Spam email improves organizational performance; in our businesses, using Twitter improves organizational performance; in our corporates, using Blogs improves organizational performance; SMS and MMS as mobile phone marketing aspects affect organizational performance among MENA cellphone companies.

Organizational performance (OP) were evaluated using a 7 question items scale adapted from Waed Ahmad Omar Mobydeen (2021) such as In recent years, the sales volume has increased, the revenue earned has increased, the customer relationship satisfaction has increased, and the results on time have improved .All the question items evaluated using 5 likert scale where Absolutely I disagree (1),I disagree (2),I am undecided(3),I agree(4) , Absolutely I agree (5).

3.5. Data Collection

To collect data a questionnaire used. The questionnaire in this research can be divided into three sections: section (a) of the questionnaire contains sociodemographic questions. Section B of the questionnaire contained questions about digital marketing in particular. (Email Marketing, Online Advertising, Social Media Marketing and Mobile marketing) section c of the questionnaire contained questions about

MENA Startups . In order to make sure the content of the questionnaire is reliable and valid, all the measurement items will be adapted from prior studies related to this research.

The data obtained as a result of the research will be transferred to the spss program and the data will be evaluated with the help of this program. Before starting to collect questionnaires, validity and reliability tests will be done.

To test the relationship between the variabels in the model above the analyzes that will be used in the study are :

- Demographic analyzes
- mean , Std. Deviation, Skewness and Kurtosis analyzes
- Factor Loading and Cronbach's Reliability analyzes
- Mean , Std. Deviation and Correlations between factors
- Regression analyze

3.6.Model of the study

The research model is the focus of this research study. Figure below shows a visual representation of the research model, which specifically identifies Digital Marketing dimensions, and their influences MENA startups, including Email Marketing , Online Advertising , Social Media Marketing, and Mobile marketing . Each of the four Digital Marketing dimensions has its own impact on the MENA startups.

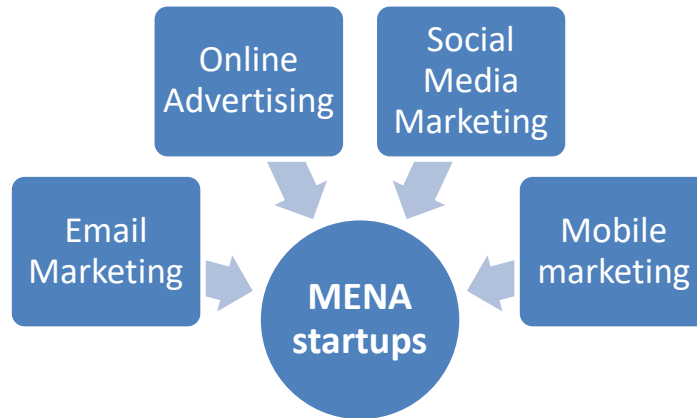


Figure 6. Model of the study

Source : Researcher Design

Multiple Regression Model of the Study:

This study employed the following model; $Y = \beta_0 + \beta_1 OA + \beta_2 SM + \beta_3 MM + \beta_4 EM + et$

- Where: Y MENA startups

OA represents Online Advertising, SM represents Social Media Marketing, MM represents Mobile marketing, EM represents Email Marketing and et, the error term which account for other possible factors that could influence Y that are not captured in the model.

3.7. Results And Analyses

Descriptive Analysis For The Demografic Variabels

Table 1. Gender Descriptive Analysis

	Frequency	Percent	Valid Percent	Cumulative Percent
MALE	156	47.9	47.9	47.9
FEMALE	170	52.1	52.1	100.0
Total	326	100.0	100.0	

Through the results in Table No. 1, we find that the percentage of female respondents in the study sample is about 52%, and the percentage of males in the sample is 48%. This may be because the companies studied are financial companies and banks, as the percentage of female employees in these companies is relatively large.

Table 2. Age Descriptive Analysis

	Frequency	Percent	Valid Percent	Cumulative Percent
Less Than 25Years Old	37	11.3	11.3	11.3
Between 25 And 35 Years Old	138	42.3	42.3	53.7
Between 35 And 45 Years Old	114	35.0	35.0	88.7
More Than 45 Years Old	37	11.3	11.3	100.0
Total	326	100.0	100.0	

The results of the study in Table 2 indicate that the ages of the respondents are 42.3, their ages range between 25 and 35 years, 35% of the sample members are between 35 and 45 years old, and a percentage of their ages are less than 25 years, and 11.3% of those who are over 45 years old are.

Table 3. Qualification Descriptive Analysis

	Frequency	Percent	Valid Percent	Cumulative Percent
Less than diploma	41	12.6	12.6	12.6
Diploma	146	44.8	44.8	57.4
Bachelor	88	27.0	27.0	84.4
Master	24	7.4	7.4	91.7
PhD	27	8.3	8.3	100.0
Total	326	100.0	100.0	

The table above shows the distribution of the sample members according to educational qualifications, as it indicates that the respondents who hold a diploma are approximately 45%, and those who hold a university degree are about 27%, while those who have a master's and doctorate degree are about 15.7% and those who hold a certificate less than a diploma They are around 12.6% .

Table 4. Experience Descriptive Analysis

	Frequency	Percent	Valid Percent	Cumulative Percent
From 1 year to 3	43	13.2	13.2	13.2
From 3 to 6 years	123	37.7	37.7	50.9
From 6 to 9 years	99	30.4	30.4	81.3

More than 9 years	61	18.7	18.7	100.0
Total	326	100.0	100.0	

Table No. 4 above indicates the relative distribution of the sample members in relation to the variable of job experience, where we find that about 13.2% of the respondents have experience of less than 3 years and that 37.7% of the respondents have job experience between 3 to 6 years, while the results indicate that those who have experience between 6 and 9 years, 30.4%, and those with more than 9 years of experience, 18.7% .

Table 5.Department Descriptive Analysis

	Frequency	Percent	Valid Percent	Cumulative Percent
Customer Care	32	9.8	9.8	9.8
Human Resource Management	88	27.0	27.0	36.8
Information Center	95	29.1	29.1	66.0
R&D	31	9.5	9.5	75.5
Marketing	43	13.2	13.2	88.7
Other Departments	37	11.3	11.3	100.0
Total	326	100.0	100.0	

From Table No. 5 above, we can observe the relative distribution of the question about the department in which the respondent works, we find that about 10% of the respondents work in the customer care department, and that 27% of them work in the human resources management department, and about 29% of the respondents in the sample work in the department Information and about 9.5% work in the research and development department, 13.2% in the marketing department, and 11.3% of the respondents work in other departments.

Table 6. mean , Std. Deviation, Skewness and Kurtosis analyzes

	EM	SM	MM	OA	OP
Mean	3.06	3.02	3.29	3.32	3.05
Median	10	76	31	87	26
Std. Deviation	.798	.812	.914	.942	.660
Variance	.64	.23	.40	.75	.14
Skewness	.029	.134	-.207	-.216	.143
Std. Error of Skewness	.135	.135	.135	.135	.135
Kurtosis	-.224	.742	.539	.798	.388
Std. Error of Kurtosis	.269	.269	.269	.269	.269

The table 2 shows mean , Std. Deviation, Skewness and Kurtosis analyzes , the normal value for the skewness and kurtosis are between -3 and +3 and by looking to the table 2 we can notice that all the question items' values are between -3 and +3 , so data are normal and suitable to analyses.

Table 7. Factor Loading and Cronbach's Reliability analyzes

Factor's Name	Variables	Factor Loading	Eigen-value	Variance Explained	KMO	Cronbach's Reliability Coefficients
em	EM1	.730	1.164	67.857	.659	.779
	EM2	.635				
	EM3	.694				
	EM4	.833				
	EM5	.505				
	EM6	.777				
	EM7	.551				
	EM8	.652				
	EM9	.729				
SM	SM1	.663	2.556	69.394	.771	.783
	SM2	.702				
	SM3	.772				
	SM4	.781				

	SM5	.770				
	SM6	.695				
	SM7	.738				
	SM8	.429				
MM	MM1	.938	1.664	55.482	.716	.861
	MM2	.916				
	MM3	.874				
	MM4	.774				
	MM5	.463				
	MM6	.740				
	MM7	.611				
	MM8	.908				
	MM9	.822				
OA	OA1	.725	1.053	60.800	.677	.719
	OA2	.759				
	OA3	.484				
	OA4	.713				
	OA5	.778				
	OA6	.188				
OP	OP1	.832	1.025	61.524	.605	.724
	OP2	.369				
	OP3	.722				
	OP4	.691				
	OP5	.568				
	OP6	.588				
	OP7	.637				

In order to determine the appropriate questions for correlation and regression analysis and its validity, the researcher conducted an exploratory factor analysis on the 32 elements of e-marketing in its four dimensions and on the 7 elements of organizational performance using SPSS 22. To enhance the reliability of the scale, the exploratory factor analysis showed that the elements SM8, MM5, OA3, OA6, OP2 is not suitable for analysis because the exploratory factor analysis value of each element is less than 50 percent, and it checks for connections between structures by looking for connections between elements and factors when dimensions are restricted (Netemeyer, Bearden, & Sharma, 2003).

A Kaiser-Meyer Olkin analysis was also conducted in order to ensure the adequacy of sampling for analysis, where the value of this analysis for each variable must be more than 50%, which was shown by

the results in the above table. The table also shows the results of the interpreted variance analysis, where its value is higher than 50% It is a suitable value for analysis. To prove the validity and reliability of the questionnaire, the researcher conducted the Cronbach's alpha test, where it was found from the results of the analysis that the value of the Cronbach's alpha coefficient is greater than 70% for all variables, which is a good value and suitable for analysis.

Table 8. Mean , Std. Deviation and Correlations between factors

	Email Marketing	Social Media Marketing	Mobile marketing	Online Advertising	Organizational performance
Email Marketing	1				
Social Media Marketing	.750**	1			
Mobile marketing	.331**	.329**	1		
Online Advertising	.356**	.363**	.905**	1	
Organizational performance	.417**	.553**	.644**	.587**	1

** Correlation is significant at the 0.01 level (2-tailed).

This study relied on Pearson correlation analysis to explore if there is a relationship between the four independent variables that represent the dimensions of e-marketing and the dependent variable that is organizational performance. The results indicated that the correlation between organizational performance and mobile marketing is the strongest, where the value of the correlation coefficient is 0.644, followed by the correlation coefficient between organizational performance and online advertising, where the correlation coefficient is 0.587, followed by the correlation coefficient between marketing through social media and organizational performance, where the value of the correlation coefficient is 0.553 In addition, the results indicated that the lowest correlation value is between the independent variable e-mail marketing and organizational performance, where the value of the correlation coefficient is 0.417.

Table 9. Regression Analyze Results

Dependent Variables	Independent Variables	β	t	P value	R^2	F
Organizational performance	(Constant)		11.962	.000	.612	36.410
	Email Marketing	.011	.162	.012		
	Social Media Marketing	.546	7.710	.000		
	Mobile marketing	-.193	-1.769	.048		
	Online Advertising	.169	1.527	.028		

By looking at the regression table, we find that the value of the regression coefficient for all variables is 0.612, that is, the independent variables, which are email marketing, social media marketing, mobile marketing, and online advertising, explained with a degree of 61.2% of the dependent variable, which is the organizational performance. Furthermore all the independent variables have a significant effect at 5% on the dependent variable where the value of ($p < 0,05$)

It can be concluded that with respect to the effects of email marketing social media marketing, mobile marketing, and online advertising on organizational performance ($p < 0,05$), H1, H2, H3 and H4 respectively, the results support all the hypotheses of this thesis. Thus, the higher email marketing social media marketing, mobile marketing, and online advertising the higher organizational performance are likely to be.

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CONCLUSION

This thesis focused on digital marketing and attempt to investigate the impact of digital marketing (Email Marketing, Online Advertising, Social Media Marketing and Mobile marketing) on the organizational performance of the MENA countries. A quantitative method employed in this study to configure out the effect of digital marketing on MENA startups performance . The questionnaire has chosen to collect data from workers in the chosen companies depending on the random sample.

The study's findings demonstrate that digital marketing in all of its forms has an impact on MENA company performance and improves the consequences of digital marketing. These findings are crucial because they demonstrate that digital marketing has an effect on the achievement of digital marketing goals. Furthermore, the current study examined the fundamental concepts of digital marketing in all of its forms that influence company performance, as well as its dimensions and tools, and discovered that the characteristics of unity in digital marketing cooperation in all of its forms influence company performance in the Middle East and North Africa. To satisfy the research's goal, a survey was also conducted at four businesses in the Middle East and North Africa using a questionnaire.

According to past research, which rank digital marketing tools for their influence on the performance of MENA organizations, the study determined that certain digital marketing tools are stronger than others. Where through the correlation analysis it can be concluded that the relationship between all digital -marketing tools and the performance of the organization is a positive and significant at the level of 1 percent, where the table also shows that the highest value of the correlation coefficient is between mobile marketing and organizational performance at a correlation coefficient of 0.644, followed by the correlation between online advertising and social media marketing with the organization's performance, where the correlation coefficient was 0.587 and 0.553, respectively, while the lowest value of the correlation coefficient is

between e-mail marketing and organizational performance, where the value of the correlation coefficient was 0.417.

It can be concluded that digital marketing is growing rapidly day by day, depending on new fields and technologies such as online marketing, which is fast becoming an important platform for digital marketing worldwide, as well as electronic devices such as digital billboards, tablets and smartphones, among others. Digital marketing in the Middle East and North Africa (MENA) region is about to undergo a major transformation.

The adoption of digital marketing in startups in the MENA region has not followed the pattern seen in other regions such as united Europe and the United States of America. Moreover, institutions in these countries are starting to follow consumers online and know their needs and desires to make the product suitable, and this allows for the gradual growth of the digital ecosystem in sectors such as media, digital marketing, banking marketing, support and brokerage.

According to the findings of this thesis, mobile advertising via text messages, for example, CRM, content sharing, company website (brands), website marketing, website communication, good branding images, customer feedback, and connections are the most powerful tools that have a significant impact on company performance. Furthermore, corporate alliances, email newsletters, campaigns, business partnerships, mailing list efficiency, Facebook and Twitter, and SMS all have a significant impact on company performance.

RECOMMENDATIONS

Based on the results obtained in the practical section of the thesis , this study recommends the following:

1.The study mainly recommends conducting more research in various companies in the Middle East and North Africa in order to generalize the results. The study also recommends studying the case of each country separately for several countries and comparing them with each other to reach more accurate information on the impact of e-marketing in all its forms, as each country has characteristics A specific one that distinguishes it from others

2. To increased interest in mobile marketing and social media because of its importance and reliability for a large percentage of consumers, as customers and consumers in developing countries rely heavily on mobile services and marketing through SMS, in addition to e-marketing and the use of social media, especially Facebook and WhatsApp.

3. The study also recommends companies in the Middle East and North Africa to develop strategies for electronic marketing in all its methods and allocate an experienced and efficient administration in electronic marketing to contribute to raising the performance of companies as in developed countries

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