

Institution

CHARACTERISTICS OF E-MARKETING IN SAUDI ARABIA

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ABSTRACT

Marketing is one of the imperative and most costly operations that business enterprises undertake so as to acquire more customers and large market shares. The need for a better marketing system has led to the development of an e-marketing system that has proliferated around the world, including the Kingdom of Saudi Arabia (KSA), which was the context of this research. The objective of the study was to explore how the telecommunication industries use e-marketing, the nature of adoption, and analyze the factors that spur or bar its adoption and diffusion. The study was conducted using a mixed strategy that integrated both qualitative and quantitative data collection and analyses in a sequential exploratory design. A random sampling method was used to sample 112 respondents who were subsequently assigned to 8 different groups. Markedly, the study used data and information sourced from secondary sources and the first-hand primary data collection. The results of the study indicated that the characteristics of e-marketing get influenced by socio-demographic factors such as age, gender, occupation, and education. The young and educated entrepreneurs who reside in urban areas were more likely to understand or use the e-marketing technology. Also, the attributes of e-marketing including relative advantage, compatibility, complexity, trialability, and observability influenced adoption and diffusion of e-marketing. Additionally, the quantitative analysis using a single factor ANOVA showed that the *F statistics* (5.946) was more than *critical F* (2.313); thus, the null hypothesis was rejected. The *P value* of the study (0.000174) was also less than the 0.05. Therefore, there was a significant variation in the group means. In conclusion, despite the main challenges such as organizational, technical, and socio-cultural, e-marketing is continuing to be adopted by many competing enterprises in the telecommunication industry of KSA.

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1.0. CHAPTER ONE: INTRODUCTION

1.1. Background Study

Marketing is an imperative operation of all business enterprises as it helps to retain current customers and capture new ones. Overly, there are different strategies or mechanisms of executing the marketing process, which depend on some contextual factors. Conceptually, the mechanisms can be categorized as traditional or contemporary methods (Chaffey2011, p 34). The idea behind the traditional methods is that they have always depended on physical contacts between the marketer and the customers. However, due to the human dynamics and developments in technology, the marketing techniques have been revitalized in the modern contexts (Chang, Wang, & Yang 2009, p. 438). The changing human needs and preferences have correspondingly led to embracement of digital technology in the marketing process. Worldwide, the adoption and diffusion of digital marketing has received a new dimension as many marketers and customers continue to shun the conventional strategies (Adams 2013, p. 18). Undoubtedly, the need for efficacy and effectiveness and marketing has been the key drivers to the new methodologies that businesses and customers prefer.

In particular, e-marketing that is synonymous to online or internet marketing has been a vital platform that businesses and customers use. Implicitly, the trend is an indication of the growing levels of computer and internet usage that are sparked by the aspects of globalization and technological advancements. The new advertisement modality aims at improving or boosting the sales of goods, services, and information by businesses, and at the same time enhance consumer conveniences (Chang, Wang, & Yang 2009, p. 439). According to Chaffey (2011, p 47), e-marketing is on a steady rise since it allows wide-based and effective marketing. Horn (2011, p. 26) added that many entrepreneurs from different regions and countries that include the

Kingdom of Saudi Arabia (KSA) embrace the digital or online marketing in advertising their products and services. There are many factors that have spurred the rising levels of internet use and e-commerce in the KSA.

Contextually, the KSA is on the brink of rapid development, as the third largest and populated country in the Middle-East is striving to improve its world economic index. According to Horn (2011, p. 24), KSA as an estimated population of about 25.7 million and the figures continue to rise with time. Notably, 38% of the population use computer and internet for various purposes. Correspondingly, the new generation comes in with new ideas and concepts that suit their contextual being, expectations, needs, and preferences (Brosdahl & Almousa 2013, p. 215). Out of the population, studies show that 54% are active internet users, which is higher than the 42% and 43% figures from US and UK respectively (Adaileh 2012, p. 179).

1.2. Problem Statement

Many previous studies have dwelled on the e-marketing as a new practice in changing the models of business transactions. For example, the different perspectives of e-marketing involve financial and non-financial engagements, automation of transactions, upholding communications, and increase speed and quality of e-marketing (Adaileh 2012, p. 177). In essence, over the years e-marketing has been studied as a new technology that fosters improvements of interactions between the businesses and customers through embracing and integrating the proliferation of electronic platforms. Additionally, most of the studies are conducted in the global context, which have revealed some levels of disparities in the characteristics of e-marketing in the various nations. Therefore, this study goes a notch higher by being specific to the KSA, which until now has indicated a rising level of businesses and customers preferring e-commerce.

As hinted, the country is large and its population continues to grow. There is also a simultaneous increase in internet usage, growing young generation and increasing need for effectiveness, efficiency, and convenience in selling and buying of goods and services. In particular, the country is striving to develop the economy that is pegged on three main sectors of energy, transport, and telecommunication. As a result, this research is specific on the characteristics of the e-marketing as applied in the telecommunication industry. The study, therefore, aims to reveal how the technology is applied in the industry in marketing of goods, information, and services.

1.3. Research Objectives

1. To explore how the telecommunication industry of the KSA uses e-marketing technology
2. To assess the level of adoption and diffusion e-marketing is applied in the telecommunication industry
3. To investigate the theoretical and practical factors that influence the characteristics of e-marketing in the industry
4. To assess the benefits and challenges associated with the use of e-marketing in the industry

1.4. Research Questions

The study was guided by the need to answer these questions:

1. How does the telecommunication industry of the KSA use e-marketing technology?
2. What is the level or extent of use of e-marketing in the telecommunication industry?

3. What are the conceptual and practical factors that determine the characteristics of e-marketing in the industry?
4. What are the benefits and setbacks associated with e-marketing technology in the telecommunication industry?

1.5. Research Hypothesis

The research aimed at testing two assumption statements that included both the null hypothesis (H0) and alternative hypothesis (H1). The hypotheses were outlined as below?

- i. Alternative hypothesis (H1): The e-marketing technology is increasing being used in the telecommunication industry of KSA so as enhance effectiveness and efficiency in buying and selling of goods, services, and information.
- ii. Null hypothesis (H0): The use e-marketing technology is not increasing in the telecommunication industry as a way to enhance effectiveness and efficiency of buying and selling goods, services, and information.

1.6. Significance of the Study

As aforementioned, the research purports to reveal the general characteristics of e-marketing technology in the KSA telecommunication industry. With that, the study is crucial in providing both conceptual and quantitative understanding of the adoption of e-marketing technology in the country. The basis of the objectives and the aims of the study were pegged on the growing interest from the business entrepreneurs, policymakers, marketers, consumers, and researchers. Most importantly, the research provides a deeper insight into the theories and concepts that appertains to digital acquisition in the telecommunication industry (Chang, Wang, & Yang 2009, p. 426). As a result, it informs the audience on the reasons behind the current and future dynamic of the use of e-marketing in the industry and the overall country. According to Chaffey (2011, p

56), many theories explain the how the acquisition of digital technologies is influenced, which is necessary for analysing the current trends in the business context.

1.7. Summary of the Chapter

The chapter provided both conceptual and statistical background of the study to support the need for studying e-marketing in the KSA. Most importantly, it provided the basis for unveiling the current and prospects of e-marketing adoption and proliferation in the telecommunication industry and the whole country. The section reiterated that the growing populations, increased internet use, and need to improve convenience and effectiveness are drivers for e-marketing technology. Objectively, the study aimed at exploring and assessing the extent to which the telecommunication industry use e-marketing and evaluate the corresponding success or drawbacks of the technology. Also, it aims at making the audience understand the theoretical concepts and factors that influence the adoption and embracement of the e-marketing technology. Elementary, the hypotheses are stated to guide the explanation of whether the e-marketing is increasingly being used or not by the telecommunication industry. Significantly, the research informs the telecommunication industry and other business enterprises in KSA on customer acquisition and relationship managements. As such, it provides the guidelines for entrepreneurs, policymakers, and marketers to make informed decisions and provide the basis for future researchers on e-marketing.

2.0. CHAPTER TWO: LITERATURE REVIEW

2.1. Theories and Concepts of e-Marketing

E-marketing is analogous to multiple terms like internet, digital, or online marketing that relate to e-business and e-commerce. According to Chaffey (2011, 10), e-marketing involves all the marketing transactions that are mediated electronically and includes both financial and non-

financial engagements. Jagpal (2008, p. 177) conformed to Chaffey's argument that electronic transactions of businesses entail application of different perspectives rather than financial engagements. In particular as Simsim (2011, p. 105-106) opined, there are four perspectives of application of e-marketing. First, a communication perspective views the use of the electronic transaction as a mechanism to deliver information about the products or services. Chaffey (2011, 11) added that from a business process perspective, electronic means can be used to automate transactions and workflows. He also revealed the service perspective that enables businesses to cut cost and increase the speed and quality of marketing.

Most organization develop e-marketing plan and strategies by deploying relevant resources to exploit the opportunities that internet provides. Notably, most companies use the web and digital media like mobile media and e-mail to interact with the current and potential customers so as to achieve their marketing goals (Adams 2013, p. 18). According to Chaffey (2015, p. 56) there are several operational strategies that are entailed in e-marketing. First, it involves customer acquisition where e-marketing is applied to promote their brand or attract visitors to their website. Such mechanisms are operationalized via search engines or using other sites to create the advertisement. Through the development of a satisfactory consumer experience, e-marketing can also be used to enhance customer conversion (Chang, Wang, & Yang 2009, p. 425).

Additionally, e-marketing is applied for customer retention and expansion by encouraging the repetitive use of digital channels and transactional sites.

Explicitly, internet use has provided the foundation for the advancement of business marketing models and transactions. According to Harris (2011, p. 1983), between 2008 and 2011 there was a projection of an increase of worldwide spending on e-marketing from USD 6.6 billion to USD 110. Further, since 2011, the expenditure on internet marketing has more than doubled, which

gives the insight of how the strategy has gained prominence in the recent years. Many businesses adopt e-marketing as the new advertisement medium, new distribution channel and to build the public relationship. AlFaraj (2011, p. 587) pointed out that e-marketing allows enterprises to explore international markets and acquire customers without using sales agents or representatives. The modality has proved to be cost-effective because of reduced paperwork, less need for marketing staff, and minimal requisition for sales infrastructure (Al-Maghrabi, Dennis & Vaux 2011, p.102).

2.2. Digital Acquisition Theory of e-Marketing

According to El-Gohary (2007, p. 4), adoption of e-marketing as a technology has elicited interest from many researchers, practitioners, and policy makers. In particular, the adoption and diffusion of e-marketing in the contemporary business contexts has changed immensely to the better as many enterprises digitize their operational processes (Adaileh 2012, p. 180).

Undeniably, e-marketing is a new business concept that still shows mix model of adoption and usage. Bono and McNamara (2011, p. 657) noted that e-marketing is particularly for enterprises in the less developed countries that experience limitations in infrastructure and resources coupled with strong competition and the low-risk appetite of investing in uncertain ventures. As a result, it is essential to unravel clearer understanding of the opportunities and problems of e-marketing that drive its adoption. Volek (2011, p. 592) added that such understanding will help the organizations to integrate e-marketing in their operations in a way that is effective and efficient comparable to the traditional marketing systems.

Brosdahl and Almousa, (2013, p. 15-17) explained that the adoption and diffusion of e-marketing have been conceptualized using some theoretical frameworks. Albeit there are several theoretical models that explain the e-marketing proliferation, only three models have rigorously tackled the

rudiments (Wrampelmeier 1999, p. 199). Volek (2011, p. 592) supplemented that the research community has focussed more attention on the Technology Acceptance Model (TAM), The Decomposed Theory of Planned Behavioural model (TBP), and Innovation Diffusion Theory (IDT) (Thomas & Simmons 2010, p. 33).

2.2.1. Technology Acceptance Model (TAM)

According to Bidgoli (2010, p. 23) TAM is a successful measurement model for the usage of computer and internet in terms of effectiveness. The theory is consistent with IDT which explains that the adoption of new technology depends on the relative advantages and ease of usage (Thomas & Simmons 2010, p. 45). According to Brosdahl and Almousa, (2013, p. 18), investment of businesses to computer-based operations in communication, decision making, and planning require higher risk appetite as it involve championing and change of management. Notably, it is challenging to understand the attributes of technological adoption since it is influenced by multiple factors such as awareness, education, culture, attitude, satisfaction measures, and adaptability (Afshan 2015, 231).

TAM was adapted from the Theory of Reasoned Action (TRA), which is widely studied in social philosophy to understand the determinants intended conscious behaviours (Thomas & Simmons 2010, p. 45). TRA postulates that individual's specific behaviour performance is influenced by behavioural intention (BI). People's BI is a function of attitude and subjective norms (SN) vis-à-vis the behaviour (Matsuo & Colomo-Palacios 2013, p. 67). However, TRA is a generalized theoretical model; hence the concept of technological adopting is detailed by the TAM. TAM was initiated in 1986 by Fred Davis as an adaptation of TRA that was particularly tailored to model for user acceptance concerning information systems (Thomas & Simmons 2010, p. 91).

The theory is based on two assumptions namely Perceived Usefulness (PU) and Perceived Ease Of Use (PEOU) (Bidgoli 2010, p. 37).

According to (Thomas & Simmons 2010, p. 45), TAM uses the two assumptions to explain the influence of external factors on internal attitudes, beliefs, and intentions. PU is a belief that perceives that prospective computer users make a subjective probation on whether the new system increases the performance in the organizational context. In essence, the attributive facets include usefulness, easing job, effectiveness, job productivity, job performance, and increased productivity (Bidgoli 2010, p. 39-41). On the other hand, PEOU measure the degree of expectation that the new technology is free of effort in terms of ease to learn, use, control, remember, and clear and understandable (Matsuo & Colomo-Palacios, 2013, 67-72).

2.2.2. Innovation Diffusion Theory (IDT)

IDT model explains how the innovation process is adopted by the potential users. Bidgoli (2010, p. 39) defined innovation as an idea or practice that is viewed as new by the users and diffusion as the mechanism or process through which the innovation become communicated or passed over time among other users. Therefore, IDT describes how new concepts, practices, and ideas become widespread within a particular social system. According to Thomas & Simmons (2010, p. 47), IDT provides a set of factors attributed to the widespread adoption of technological innovations. Such factors include relative advantage, compatibility, complexity, trialability, and observability (Bidgoli 2010, p. 39-40). Relative advantage measures the extent to which the new concept or idea is perceived by users as better the previous once. Additionally, the innovation should be observed as consistent or compatible with the past experiences or values and needs of the prospective adopters. Also, complexity is a prospection of how intricate or difficult is it to understand and use the innovation. Also, the trialability inspects the extent to which the

technological innovation can be experimented using limited basis. Visibility of the technology is also essential to predict the observability (Matsuo & Colomo-Palacios 2013, p. 68-69).

2.2.3. The Decomposed Theory of Planned Behavioural model (TBP)
TBP is also an extension of the TRA precepts as it incorporates more construct or perceived behavioural control so as to explain situations of lack of behavioural target control (Bidgoli 2010, p. 41). In a nutshell, it provides explanation and prediction of certain behaviours that individuals do not have full volitional control. According to Thomas & Simmons (2010, p. 36), TBP predicts the user behaviour on the basis of the linkage between intention, attitudes, beliefs, and behaviour. The model postulates that albeit intention directs the behaviour, the action of a person is a function of perceived behavioural control, subjective norms, and attitudes (Matsuo & Colomo-Palacios 2013, p. 71). The three factors are the key determinants of the behaviour; however, it further decomposes the attributes to match with the provisions of IDT. For instance, it breaks down attitude into factor mentioned in IDT such as perceived consistency to past experiences, needs, and the existing values (Bidgoli 2010, p. 40). Again, the theory uses compatibility as an antecedent or precursor of attitude, which in turn influences the perceived usefulness, ease to use, quality, and trust of the new concepts and technologies (Thomas & Simmons 2010, p. 48). The perceived behavioural control (PBC) is the ease or difficulty that users perceive when implementing their behaviours.

2.3. E-Marketing and the Younger Generation

As noted, adoption of e-marketing is influenced by varied philosophical discourses. According to AlGhamdi, Drew, and AlFaraj (2011, p. 587), the facets of the adoption is more pronounced in the youth generation as they have a high fascination for computer and internet usage. Apart from being simple and cost-effective, e-marketing is more reliable and accessible to the young. Corley (2013, p. 201) noted that since digital media resonates perfectly well with the attitude and

expectations of the younger generation, most e-marketing are designed to suit their interests. The digital media enable the social system of the young to explore, express, and interact since the mechanism facilitates independence and mobility. Trainor, Rapp, Beitelspacher, & Schillewaert (2011, p. 166) stated that the adolescents exhibit a special relationship with the new technologies as they have high attitude appetite of adopting new concepts and ideas while eliminating the traditional once. The existing values and experience of the exploding culture of digital media have provided an inevitable context of embracement of the new technology. As Page (2001, p. 375) put it, internet is used by the youths as an avenue for social interaction which in turn revitalize the concept of social pressures that enhances expansion of the internet usage.

Undoubtedly, the primary targets of e-marketing are the younger generation (Miller 2008, p. 63). As hinted, multiple factors have placed them as valuable and core audiences of the interactive marketers. They are considered as early adopters of the new concepts and practices that are further enhanced by their rising power to spend (Al-Hudhaif & Alkubeyyer 2011, p. 122). Evidently, people between the age of 12 and 18 depend much on online marketing to acquire information concerning businesses that deal with foods, apparels, deodorants, entertainment, and personal care items (El-Gohary 2007, p. 3-5). According to Bono and McNamara (2011, p. 658), a market survey done in 2008 revealed that 58% of persons between 12 and 18 years of age had purchased items and acquired related services via the internet. The authors supplemented that the numbers had increased unprecedentedly since then to make the youths the key players and targets for online marketing (AlGhamdi, Drew, & AlFaraj 2011, p. 587). For instance, several researchers reveal that many food and beverage enterprises have prominently invested in e-marketing by developing interactive campaigns tailored particularly for the youth (Al-Sobhi Kamal & Weerakkody, 2009, p. 45).

2.4. Customer Relationship Management (CRM)

According to Bowen (2009, p. 29), customers are integral parties in the management of organizations as enterprises model to change their policies and strategies. Therefore, the author stressed the necessity and imperativeness of understanding the expectations, desires, and environments of the current and potential customers (Barbagallo 2002, p. 10-12). As such, businesses predict and devise the best countermeasures to unexpected customer behaviours in a direction that enhances profitmaking Leach (2001, p. 91). Companies Institute CRM as a methodology for absorbing and retaining more customers so as to gain a competitive advantage than their counterparts. Just like e-marketing, CRM is a new concept that has elicited variability in adoption by the prospective organizations (Leach 2001, p. 89).

CRM helps businesses to understand the needs and expectations of the customers on a contextual basis by enhancing relationships between firms and customers (Adaileh 2012, p. 173). As a result, companies stand a better chance to predict the future trends and prepare for the uncertainty or consumer dynamism (Talpau & Vierasu 2012, p. 34). Advantageously, the implementers or adopters of CRM gain from increased market share and reduction in operation costs with the ultimate goal of retaining a chunky base of customers (Nuala 2000, p. 12).

According to Kambil (2007, p. 154), companies establish customer relationship strategies on a long-term basis by meeting the value and satisfactory requisitions of their customers. Ideally, the relationship creation gears towards facilitating a fair play that benefits both the organization and the customers. The concept assists organizations to model for the best processes and procedures that are consistent with consumer needs (Horn 2011, p. 26).

2.5. Opportunities of e-Marketing in KSA context

Markedly, marketing has been around since the inception of trading as a way to lure or attract new customers and at the same time retain the current ones. Corley (2013, p. 200) observed that

variation in marketing has always been sparked by the continuous quest to develop new strategies or improve on the previous ones as a way to advance in their efficiencies. In the modern world, contemporary technologies have been applied in the marketing sector so as to eliminate the old-fashioned or traditional mechanisms (Dalton 2001, p. 2-3). Also, there are notable changes in human population, customer behaviour, and recent ease of access to the internet (Bowen 2009, p. 29). As a result, most marketers have placed more focus on shifting from traditional strategies to online marketing, which is synonymous to e-marketing.

Strikingly, e-marketing is applied through the electronic media with a particular focus on the internet websites and email services. According to Joy and McMunigal (2013, p. 45), most businesses currently market their brands via the internet as a direct response or indirect element marketing by using the technology to link with their current or potential customers. Evidently, many studies have proved that e-marketing solicit a higher return on investment (ROI) as compared to the conventional marketing strategies.

There has been an unprecedented proliferation of the use of e-marketing, and certainly the KSA is not an exception. Most businesses have adopted the use of internet marketing that reveals a contemporary philosophy or phenomenon. Besides, the current discourse continues to grow dramatically, and novel ideas still creep in as a way of maximizing the use of the diverse electronic media (AlGhamdi, Drew, & AlFaraj 2011, p. 587). Undoubtedly, e-marketing has in turn changed and shaped the operation and nature of most businesses. Page (2001, p. 372) explained that electronic marketing has brought in a whole new version or philosophy of business practice in the telecommunication sector in the way of marketing ideas and information (El-Gohary 2007, p. 4).

2.6. Computer and Internet Usage in KSA

Telecommunication industry of Kingdom of Saudi Arabia was greatly shaped by the establishment of The Communications and Information Technology Commission (CITC) (Witt 2005, p. 2). Simsim (2011, p. 105) clarified that the commission was established so as to regulate and monitor the communication and technological services in the country with the view of ensuring standardized service provision. That is, the body formulates and implements rules and regulations that facilitate universal availability, affordable and high-quality services of the telecommunication industry. According to Harris (2011, p. 1981), the aim of CITC is to ensure that the country's telecommunication industry offers services that keep pace with the global trends to maintain competitiveness. As a result, the corporate leaders strive to explore ideas and encourage new investments as reflected in the international levels. Consequently, increased internet use and e-marketing that has been a contemporary global trend had to enter in the KSA inevitably.

Chronologically, Simsim (2011, p. 107) highlighted how the use of internet services in telecommunication was first made official in the country in 1997 and since then, it has become integral. Internet use also improves other key sectors of the economy in which telecommunication still plays a crucial role. In 2007, the communications commission, CITC, started a noble project in the country-wide context to understand the level of internet use and modulate on the potentials of future growth (Taylor & Strutton 2010, p. 954). The survey-based study aimed at monitoring and evaluating the progress and penetration of computer and Internet usage in Saudi Arabia (Bono & McNamara 2011, p. 655). On a qualitative notion, the research found that the country had experienced a ten-fold increase in the use of computer and internet in a concept called economic leap-frogging.

Bono and McNamara (2011, p. 656) supported other consistent studies between the 2007 and 2010 revealed that there has been a big increase in the penetration levels, patterns, and habitual usage of internet services. The studies also acknowledged the vast potential for future proliferation in the use of computer and internet particularly due to increase in population and dynamics of demographic variables (Al-Sobhi Kamal & Weerakkody, 2009, p. 43). Notably, evidence supports that the wide usage of internet in the country is structured towards the customers' quest for convenience and satisfaction.

2.7. Telecommunication Industry and e-marketing

2.7.1. Audiences of The e-marketing

First, individuals or residents of the KSA have over the years adopted internet technologies in communication and other telephone services. Notably, the government support and affordability of computers have facilitated individuals' access to the internet which further intensifies the urgency of e-marketing in telecommunication. According to Brosdahl and Almousa, (2013, p. 12-17) between 2007 and 2009, there was an unprecedented increase of individuals with computers from 43% to 53 %. Nonetheless, by then computers were mainly used for internet surfing, document storages, and entertainment. It was from that nature that telecommunication executives saw the opportunity of adopting e-marketing to be at par with individual ownership of computers (Taylor & Strutton 2010, p. 953). The idea has since worked very well.

El-Gohary and Eid (2013, p.78) noted that from 2009, ownership of computers started to skew towards laptops as opposed to desktops, with 76% owning the laptops compared to 66% desktop owners. Undeniably, laptops improved the mobility advantage and the need for convenience. According to John (2008, p. 508), many people started to prefer a flexible system of accessing information and communicating in a mobile notion. As a result, the portable laptops coupled

with reasonably affordable broadband network encouraged the telecommunication industry to provide more electronic services. Markedly, by late 2009, 96% of the internet users in the country depended on broadband service and with the reducing costs of laptops, e-marketing was showing huge potentials (Wrampelmeier 1999, p. 198).

Similarly, the education sector has advanced and developed right from the pre-primary level to higher learning institutions. Also, regardless of the level of education, computers are significantly used in telecommunication services. Witt (2005, p. 3) noted that the use of laptops in the education system had taken a higher notch since 2009 when laptops penetrated in higher learning institutions by 79%. Internet access has since then improved immensely that makes a telecommunication affordable and convenient to carry out via the computer devices (Jagpal 2008, p. 178). Also, Witt (2005, p. 4) added that a wide range of devices that are portable like cell phones, iPhones, and ipods amongst others further exacerbates the ease and relevance of e-marketing. Undoubtedly, education sector of the country has highly supported the requisition of electronic telecommunication and e-marketing.

Additionally, computer and internet applications have enhanced the quality of health care services; hence, the telecom sector has to advance its digitized marketing of their services to the health institutions. Doctors, nurses, and their patients use the internet and online media as communication tools and sites for keeping patients files in a database (Talpai & Vierasu, p. 32). The increased dependence on online telecommunication services in the health care facilities has translated to advancement in electronic marketing by the service providers.

2.7.2. Need for e-Marketing

There are so many avenues and opportunities that make adoption of e-marketing in telecommunication inevitable. The steady advancement of technologies and contemporary changes in business operations have greatly called for the need for electronic marketing. Al-

Maghrabi and Vaux (2011, p. 89) argued that many business entrepreneurs in Saudi Arabia currently opt to adopt digital services because they are cost-effective, adaptable, and convenient to use. In addition, advancement in information technologies and innovations has made the use of e-services very strategic and concurrent to the current economic discourse (Krkoska 2011, p. 42-43). Also, out of 25.7 million population of the country, close to 40% of them use Internet, and 55% of the users are active (Chang, Wang, & Yang, 2009). According to Krkoska (2011, p. 42-43), the percentage of active users surpasses even the U.S and U.K that have 42% and 43% respectively. Therefore, it is justified that the penetration of e-marketing is rightly targeted and will be further enhanced by the favourable internet access.

Electronic marketing also proves rational in the recent context of the KSA because of its diversity. There are various mechanisms through which the telecommunication industry of the country approaches its marketing strategies on the online platform. First, Afshan (2015, p. 227) observed that e-marketing has been used in the country as the search engine optimizer (SEO). Through SEO, the telecommunication providers can redesign websites to optimize the search of information and ideas by the potential consumers. Afshan (2015, p. 225) added that the social media is used in e-marketing by engaging and conversing with the potential customers through sites like Facebook and Twitter amongst other diverse social sites. According to Adams (2013, p. 18), email marketing is another way of executing e-marketing via delivering the email messages to the targeted customers and has proved to be simple, fast, and cost-effective.

2.8. Success of e-Marketing in Telecommunication

Undoubtedly, if e-marketing is implemented correctly, it returns the investment on a manifold perception than the traditional marketing strategies (Bowen & Ozuem 2015, P. 55). The conventional marketing methods involve the movement of physical assets and people which adds on to the expenses of marketing. Miller (2008, p. 132) added that the e-marketing assist

industries to reach millions of people annually. Consequently, it has redefined how the telecom service providers interact with their present and potential customers. As such, the service providers stand a high chance of penetrating the global market since computer and internet usage is the basis of globalization.

Again, the wide avenues through which e-marketing can be executed offer a corresponding diversity in the range of services that can be marketed. Ahmad et. al. (2013, p. 211) clarified that as opposed to the traditional mechanisms, e-marketing offers a wide platform through which the telecom service providers market and capture a broad base of customers (Christiansen, Yildiz, & Yildiz 2014, p. 102). For instance, the telecom firms use e-marketing to carry out information management, sales, public relations, and customer service. Liu (2011, p. 72) noted that the services enhance the effectiveness of the marketing process and enhance achievement of more results. With the continued increase in the scope of technology, e-marketing has a high potential ground for developments (Bowen& Ozuem 2015. P. 42).

2.9. Drawbacks

Notably, e-marketing has some disadvantages particularly because it depends on some factors. According to Barbagallo (2002, p. 10), concerning the nature of telecom services that bring in the concepts of internet requirement, security, and privacy have caused some limitations to e-marketing (Bowen& Ozuem 2015. P. 13-17). First, slow and unreliable internet connections may cause inefficiencies and difficulties. The KSA being a developing country, internet connection still poses some challenges, and not all citizens are accessible to the computers and the internet. Again, sophisticated telecom websites and CRM software make it intricate to download at slow internet levels (Horn, L.P. 2011, p. 26). Secondly, e-marketing limit demonstrations and presentation of the new forms of services to the customers. Leach (2001, p. 89) added that e-

marketing leaves the potential customers with a difficult task of learning about the details of new telecommunication systems on their own.

Moreover, some consumers have a negative perception towards online services and payment methods. Such persons are slow at embracing new technologies due to their doubts about the reliability of the e-services. Some fraudulent companies may also breach the reputation of good companies which leads to an overall lack of trust in the customers. Additionally, the security and privacy of the firms and customers may not be properly protected if the system of e-marketing is not properly designed. Bowen (2009, p. 28) debated that because some telecom services are very sensitive in nature, privacy issues pose a great challenge to the telecom firms. Consequently, some companies are forced to spend more in redesigning their systems to avoid pilferage and hacking.

2.10. Summary

In conclusion, e-marketing is analogous to multiple terms like online marketing, digital marketing and internet marketing. The e-commerce services herald multiple opportunities and potentials in the telecommunication industry of the Kingdom of Saudi Arabia. However, being a contemporary technological innovation, its adoption and diffusion depends of three theoretical explanations; TAM, IDP, and TBP. Similarly, the trend of adoption and diffusion is more pronounced among the youths comparable to the adults. The country's population, demographic variables, and internet usage have created more prospects for e-marketing to redefine telecom service provision. Notably, internet usage and e-marketing has the potential of penetrating different levels from individuals to institutions and the government agencies. However, the manifold benefits of e-marketing do not eliminate the key challenges concerning security, privacy, internet connections, and consumer dynamisms.

3.0. CHAPTER THREE: METHODOLOGY

3.1. Introduction

Explicitly, the section shows how the research was conducted through providing the detailed description of the strategy and design that were employed in the study. Additionally, it gives the rationale for choosing the research option so as to allow the audience grasp the ground or basis of the study and to allow detailed approaches (Ketchen & Bergh 2004, p. 67) It also explains how the data was collected through integrating both the secondary and primary sources to provide adequate evidence or support for the study (Kothari 2005, p. 12). Again, the chapter provides the sampling method used by delineating the technique and providing appropriate justification. As Ketchen and Bergh (2004, p. 68) supported, the sampling technique used in a particular study is essential for estimating the level of accuracy and consistency of the results. The other aspect discussed is how interviews and questionnaires were used as the main research instruments during the primary data collection. As Bhattacharya (2006, p. 113) stated, questionnaires and interviews are the main instruments used in social and business researches. Also, the section informs the reader of the research considerations that include the validity and reliability tests and generalizability to measure the accuracy and applicability of the findings. Empirically, the research employed a mixed strategy that integrated both qualitative and quantitative analyses in a sequential exploratory design. As Ketchen and Bergh (2004, p. 67) noted, the mixed research should always be in systematic and sequential approaches that elicit detailed quantitative and qualitative exploration. Similarly, data collection entailed both secondary and primary sources to provide detailed evidence for the study. As mentioned, interviews and questionnaires were the main instruments used during the primary data collection. Reliability, validity, and generalizability measurements were done primarily to test the accuracy,

consistency, and applicability of the method that translated to the results or findings (Kothari 2005, p. 14). Through content analysis and statistical studies, the collected data were assessed and evaluated to herald deeper understanding (Bhattacharya 2006, p. 112). Also, the ethical and professional principles and assumptions were relevantly considered to allow inculcation of the buffer issues.

3.2. Research Strategy

As aforementioned, the research employed a mixed strategy that used qualitative and quantitative methods. Implicitly, it means that a complex mix of data and analyses were used so as to allow a robust data collection and subsequent assessments (Bergman 2011, p. 273). The insight of using the two approaches was to provide both non-statistical and statistical data and information (Bhattacharya 2006, p. 109). In essence, the qualitative analysis was necessary so as to herald an in-depth study of the opinions, views, and perceptions of the respondents (Perreault 2011, p.103). Also, the qualification was required to link the opinions and perceptions to the secondary data and information (Kothari 2005, p. 34). In particular, the study allowed conceptualization and deeper understanding of the research theories and ideas such as the theoretical concepts of e-marketing. Moreover, it provided an appropriate mechanism to conduct in-depth interviews with the participants on the characteristics of the e-marketing in the Kingdom of Saudi Arabia (KSA). Quantitative analysis was also used to provide statistical data analysis that allows discrete and numerical approaches to analysis (Kothari 2005, p. 17). According to Rice (2007, p. 74), the variables identified during the initial qualitative analysis are important to give the elementary units for the quantitative study. As opposed to the inductive nature of the first analysis, the quantitative approach provided a deductive study and the reiterated on the association patterns of the e-marketing variables (Perreault 2011, p.103). Survey questionnaires were the main

instruments used in the study so as to allow numerical analysis of the identified variables (Bhattacharya 2006, p. 119). The concepts like internet usage, age parameters, and online preferences were identified qualitatively then assigned values quantitatively (Abu Bakar 2014, p. 214).

3.3. Research Design

The design used in the study was a sequential exploratory that called for two-phase data collection and analysis that is initiated by qualification of the data (Al-Khalifa 2012, p. 218). First, the qualitative data collection and analysis was conducted in the initial phase. For instance, through the use of in-depth interviews with the participants, the researcher was able to identify the concepts concerning the KSA e-marketing (Brown 2010, p. 230). The theories of e-marketing adoption, how it proliferates across the age structure, and reasons for the current rise in internet usage were some of the qualitative issues studied (Al-Khalifa 2012, p. 216). Also, the qualification helped in identifying the variable of e-marketing that are necessary for quantitative studies that provides the relationships of the variables (Kothari 2005, p. 17). In the second phase, quantitative data collection and analysis was done so as to reaffirm and reinforce the qualitative study (Bowen 2009, p. 28). As Adaileh (2012, p. 173), the distinctive and sequential methodology allow the quantitative study to build on the concepts, opinions, and perceptions collected and analysed in the initial qualitative study as illustrated in the figure below.

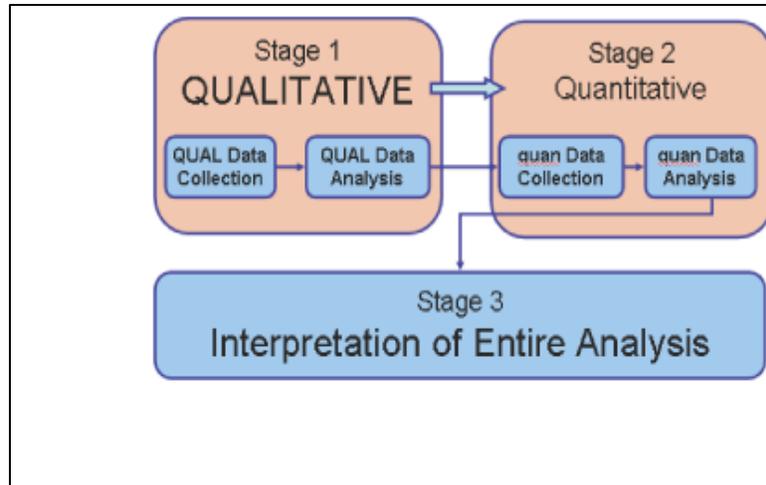


Fig 1: Show the Sequential exploratory research design

3.4. Justification of the Design and Strategy

Practically, the mixed research design was chosen due to three main reasons. First, the fundamental principle of mixing the approaches was to complement the strengths from qualitative and quantitative studies (Sommer Harrits 2011, p. 150). Additionally, the weaknesses of the two methods are reduced. Metaphorically, as Bergman (2011, p. 270) explained, when two nets with holes are overlaid, the “new” net becomes a better one. The paradigm is that mixed methodology has combination strength and less weakness as compared to using either of the approaches (Bhattacharya 2006, p. 56). Secondly, the combined method allowed embedding, connecting, and merging of data and analyses that result in detailed studies (Khan 2011, p. 101). Lastly, the mixing and sequencing of the approaches allowed reinforcement and corroboration of the data. That is, the quantitative study was used to build on the qualitative concepts, theories, and opinions of KSA e-marketing (Brown 2010, p. 237).

3.5. The Pilot Phase

The pilot was carried out in the Southern Riyadh which is one of the most populated cities in KSA. The city was selected because of being accessible and the centre of many telecommunication services. Markedly, the high population in the city makes transportation and communication to be of convenience and cost-effective (Khan 2011, p. 133). Distinct socio-economic dimensions were considered when recruiting the participants. For example, considerations were made concerning the age, geographical locations, and educational qualifications (Blessing, Chakrabarti, & Blessing 2009, p. 92). The main objective of conducting the pilot study was to provide a deeper understanding of all the forms of e-marketing in KSA and to have a gist of the characteristics of the e-marketing. Additionally, it allowed me to identify the potential research participants proactively by defining and refining the sampling frame (Kothari 2005, p. 27).

3.6. Data Collection

As aforementioned, data was collected from secondary and primary sources. Through content analysis, the secondary sources were evaluated and chunked so as to select the most relevant books and journals (Khan 2011, p. 126). Preferably, journal articles were the main secondary sources as they seemed consistent with the contemporary research methodologies. The articles were obtained from academic databases especially ProQuest (Bowen 2009, p. 33). The items were reviewed to measure the consistency of the study and to identify the research gap. As Kothari (2005, p. 28) explained, the primary data collection was imperative for this research so as to herald first-hand information. In-depth interviews and survey questionnaires were employed during the qualitative and quantitative studies respectively.

3.6.1. Interviews

An interview entailed questions that were open-ended and used to allow the respondents to provide their detailed opinions and perceptions concerning e-marketing in KSA telecommunication industry (Khan 2011, p. 84). Each interview took about 30 min so as to enhance in-depth interaction and communication between the researcher and the interviewees. The core objective of the qualitative interviewing was to promote a broad-based and deeper understanding of the e-marketing concepts and realities in KSA (AlGhamdi, Drew, & AlFaraj 2011, p. 591). Emailing and phone calls were used to interview the officials of the telecommunication industry that could not be reached for face-to-face interaction. Notably, the questions were arranged and organized as Bhattacharya (2006, p. 117) recommended that they should be aligned from simple to complex and target both verbal and non-verbal responses.

3.6.2. Questionnaires

Questionnaires helped to gather information from the low and middle employees of the telecommunication industry who could provide detailed descriptions as done when interviewing the top officials. Each copy contained questions that were semi-structured and consistent with the objectives and aims of the study. Semi-structured questions allowed the respondents to provide some broad opinions about some concepts or contents (Duan & Chen 2012, p. 1111). The copies were remitted via the emails and phone calls as Bhattacharya (2006, p. 110) recommended as being faster and cost-effective.

3.7. Sampling Techniques

The study used a random/probability sampling so as to ensure representativeness and avoid biasness. Both the KSA top officials and employees from the telecommunication industry were sampled by assigning them equal chances for inclusion. The inclusion criteria considered four main issues, (a) the respondent must have been aged 18 and above; (b) must be a consumer or e-

marketer in KSA; (c) must be an active user of internet, and; (d) can speak English. According to Kothari (2005, p. 44), a selection criteria is designed to ensure accurate attainment of the intended outcomes and ensure appropriate and relevant incorporation of the respondents. In sum, all the individuals who met the mentioned criteria were relevant for the study.

3.7.1. Sample Frame and Sample Size

The sampling frame for sampling the participants was sourced from the website of the enterprises in the industry. The website provided the overall population of the telecommunication personnel from which 10% were sampled. With the telecom industry having close to 1000 persons that met all of the criteria, 112 respondents were sampled (Adaileh 2012, p. 174). The sample size was representative of the whole population in the telecom industry. Out of the 112 persons in the sample, only 96 responded to the questionnaires of which 42 were females. Objectively, the results derived from including the sampled persons were to be intrapolated within the industry and extrapolated to the entire country, KSA (Duan & Chen 2012, p. 1112). The sample size was further divided into 8 groups, each containing 12 respondents so as to allow statistical analysis of the of the pattern of associations and distribution factors of the data (Khan 2011, p. 73). However, 16 of the sampled participants in the different groups did not remit back the questionnaires.

3.8. Measurements and Testing

In order to ensure intrapolation and extrapolation (generalizability) of the findings, it was necessary to measure to validity and reliability of the methodology (Bergman 2011, p. 271). Validity measured whether the study tested what it supposed to and to assess the accuracy of the measures (Duan & Chen 2012, p. 1114). Similarly, reliability measured the extent to which the findings are unswerving and informative to applications and usage by other researchers. As

Ketchen and Bergh (2004, p. 72) supported, random sampling and defined selection criterion employed improved the reliability and validity of the method and the findings.

3.9. Data Analysis

As noted, the research used both qualitative and quantitative methods to herald inductive and deductive analyses respectively. The qualitative concepts, opinions, theories, and perceptions collected were analysed vis-à-vis the entrenchments in the secondary sources used (Perreault 2011, p.103). The researcher related the qualitative information gathered to the related concepts and theories from the literature to measure consistencies, disparities, and additions. Conversely, the quantitative data were analysed using statistical techniques (Ruppert 2011, p. 121).

The statistical software used to analyse the quantitative data was ANOVA. It was crucial in testing the hypothesis by determining if the data distribution and association patterns showed a presence of the significant level (Ketchen & Bergh 2004, p. 107). The software was applicable since the sample was divided into five groups. Therefore, a single factor ANOVA was used to determine whether the group means were similar or not. According to Ruppert (2011, p. 106), the presence of “noise” or disparity in the means is used when disapproving the null hypothesis (H_0). Critically the software was used to determine the P-factor in relation to the “P” at the significant level (0.05) (Sommer Harrits 2011, p. 153). If the p-factor was less than 0.05, then the H_0 was to be rejected. Similarly, ANOVA was used to relate the research function (F) and the critical function (F_{crit}). If $F > F_{crit}$, then H_0 was also to be rejected for being false positive (Ruppert 2011, p. 64-71).

3.10. Assumptions

The study assumed that the selection criteria and sampling process heralded a representative sample, which in turn enhanced generalizability of the findings. Also, it was presumed that all the selected participants would actively participate due to the ethical and professional considerations put in place.

3.11. Ethical Issues

In order to foster the full participation of the respondents, several ethical and professional considerations got integrated into the study (Khan 2011, p. 81). Ideally, the considerations were geared towards promoting honesty, confidentiality, reliability, active participation, and even avoid harm to the respondents (Sommer Harrits 2011, p. 155). For instance, nature and potential risks of the study were comprehensively communicated to ensure openness and avoid harm. However, in case of harmful incidences, the victims were deservedly compensated. Confidentiality and exclusive use of the information for research only were also assured to as not to disclose sensitive issues given by the participants (Ketchen & Bergh 2004, p. 57). Professionally, all the secondary used were acknowledged so as to avoid the academic transgression called plagiarism. According to Khan (2011, p. 88), plagiarism is an academic offence that occur if a person fails to acknowledge the sources of borrowed ideas, concepts, words, or phrases.

3.12. Limitations

Apparently, the research experienced some hurdles; for example, the complex and time-consuming mixed research method required more financial and human resources. It was also intricate to embed and integrate the multiple data and analysis (Khan 2011, p. 78). Additionally, focus on KSA only assumed vital information from other countries that have embraced e-

marketing (Ketchen & Bergh 2004, p. 45). Moreover, the language and age criterion excluded other viable participants for the study.

4.0. CHAPTER FOUR: RESULTS AND ANALYSIS

4.1. Sample Characteristics

As noted in the methodology, the sample population had 112 members; however, 16 of the members did not respond to the questionnaires. The target population of the study contained 1000 eligible participants, which was defined by the study inclusion and exclusion criteria; therefore, this study conformed to the requisition of a threshold of 10% of the target population. The criteria narrowed the scope of the total eligible participants, which was apparently more than 1000; however, reducing the target population made the study feasible to conduct. As Ruppert (2011, p. 130) explained, a representative sample should be at least 10% of the target population. To be precise, the sample size of this study was 11.2% of the target population, which explains that the findings of this study are applicable to the entire telecommunication industry of Saudi Arabia. First, it is important to reveal how the sample size of this study was arrived at. As Goddard and Melville (2001, p. 21) explained, determination of the sample should not only involve consideration of representatives, but also follow a logical procedure so as to enhance traceability and measurements.

The sample size was arrived at using the formula $n = Z^2 \times pq/d^2$, where the constant Z is the standard normal deviate (1.96) at a confidence level of 95%, p is the probability of including an individual in the sample, while q is 1 minus p . In the same equation, the constant d represents the 5% significant level that occurs at the 95% level of confidence, and of course n is the sample size. According to Fishers who came up with the equation, the value of the variable p is directly related to the number of people in the sample (Omair 2014, p. 142). The probability of including every member in the sample size was 10%, which mathematically should make $n=139$. The n of the research was 112 with a minimal disparity of 19% from the standard n , when $p=10\%$. Nevertheless, it was proven that the minimal disparity had to impact on the research as the

sample size met the requisition of 10-30% threshold of the target population. Notably, the probability of including participants in the sample was low, but it implicitly reveals that clear and strict inclusion criteria were adhered to.

4.1.1. Sample Groups

The sample size was divided into 8 groups each of which contained 12 members. The stratification of the groups was to allow relational studies and provide detailed information from the different groups. Additionally, the stratification of the sample into various groups allowed proper analysis of variance through the use of ANOVA that is often applicable when the sample is divided into more than two groups. The random selection and assignment of participants resulted in varied proportions of males and females; however, some groups registered the same ratios. For example, groups 2 and 3 had similar numbers of males and females; that is 6 against 6 respectively. Similarly, groups 2 and 8 registered the same proportionality with 8 males and 4 females each. The similar trend was also evident in groups 4, 6, and 7, where out of the total 12 members, each group had 5 females. It was only in group 5 that the number of women surpassed that of men by 2. In total, there were 54 men and 42 women from the different groups with the former having a mean of 6.75 and standard deviation of 1.035 while the latter with 5.25 and 1.035 respectively. Figure 1 below provides a diagrammatic illustration of the number of males

and female in each of the groups.

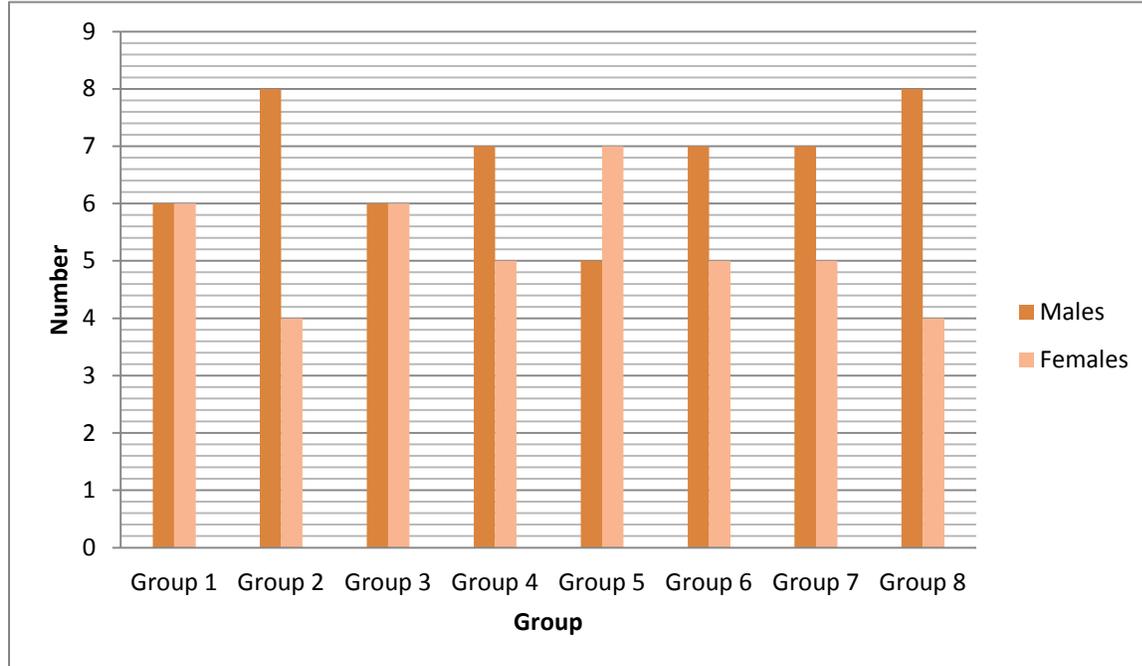


Figure 1: The study sample groups

4.1.2. The Sampled Persons

The marital status of the sample responses also varied as there were single, married, and separated persons. From the overall sample, 44% were single, 49% married and the rest separated. The variable of marital status was important for the study as it provided an insight of how age and responsibility could influence engagement in e-marketing. The young, particularly between the age range of 18 and 25 are known to be more oriented to e-marketing. The variation of the ages was, therefore, an important factor in understanding how the demographic factor influences adoption and diffusion of e-marketing. Notably, 37% of the responses were within the age range of 18-25 followed by 31% of between 26 and 35 and then 18% within the range 36-35. In addition to the age ranges 11% were within 46-55 while the rest had their ages more than 55. It is worthy to note that the descriptive study of sample allows the reader to understand that this study used a representative sample without biases concerning age or sex. As Al-Khalifa (2012, p.

209) noted, the two variables, age and sex, are essential for studying the adoption of new technologies such as e-marketing.

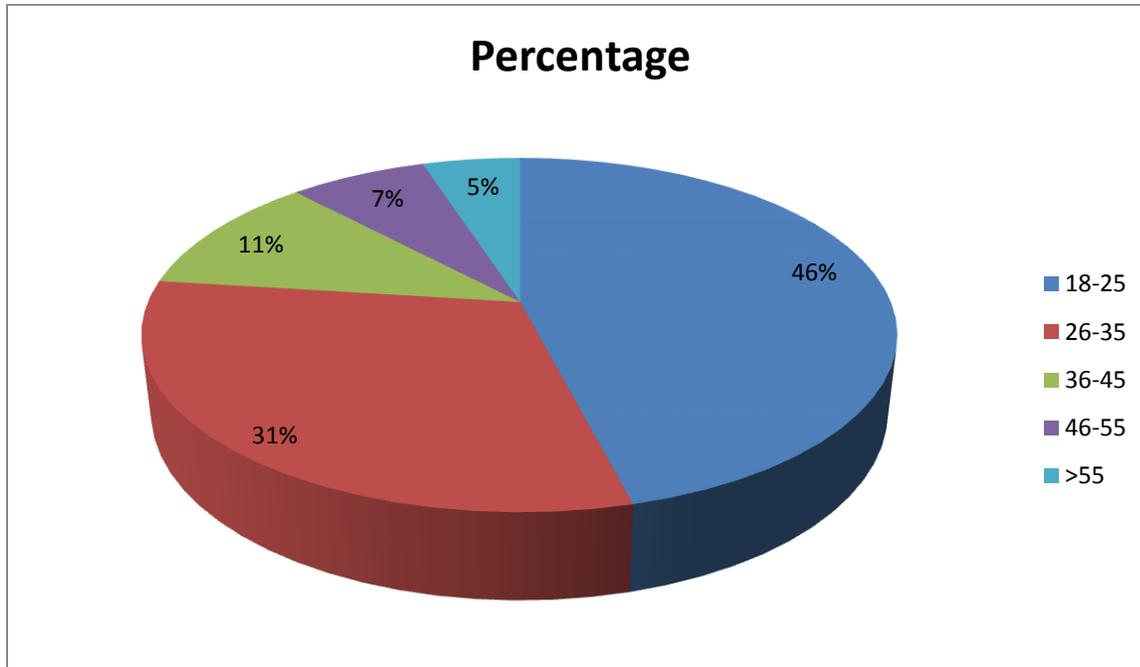


Figure 2: The percentages of the sampled age groups

4.2. The Response Rate

Out of the total 112 participants in the sample, 14% confirmed before the administration of the questionnaires that they would not be able to schedule time for response to the questionnaires. The remaining 96 participants were assigned to the 8 groups where all were given the same interventions so as to enhance comparative and relational studies. From table 1 below, it is evident that the probability of a non-response from the sample was $1/7$. If 6 out of every 7 participants had the likelihood to participate in the research, then it is apparent that the research considered all the ethical and professional procedures. In particular, the probability of female non-response was 0.06250, which is less than that of the male, 0.08036. The difference between

the male and female participation was very minimal to alter the expected findings of this study. Markedly, the high response was because the complied with the principles of honesty, openness, confidentiality, non-coercion, and fostering participation based on informed consent.

The response rate also provided the insight of the socio-cultural attitudes of the participants that was variable between men and female. As the TAM and TBP model explained, culture is an important factor in determining the interest of a population towards a particular technology and involvement in any research related to the technology (Bono & McNamara 2011, p. 654). The study revealed that the attitude of women surpassed that of the men as the former were more willing to provide more information. As Al-Khalifa (2012, p. 208) explained, men are more skeptical when using or involving in any activities that require technology, as they tend to be more inquisitive and focus on understanding. On the other hand, women's attitudinal factors are more oriented towards trends and embracing or involving in current issues such as exploration of e-marketing benefits. However, as mentioned, a critical analysis revealed that there was no significant influential difference of men and when in this research, which formed the basis of the research assumptions. Despite all the findings about the response rate, one issue was explicit; that the young men and women were more willing to participate in the research because they were stimulated by the urge to learn more about e-marketing (Bono & McNamara 2011, p. 655).

Table 1: The Response rate

Respondents	Total Number	Response	Non-Response
Males	63	54	9
Females	49	42	7
Total	112	96	16

4.3. The nature of e-marketing in the KSA

The adoption and diffusion of e-marketing in the telecommunication industry have shown remarkable dynamism and diversions. All the stakeholders within and outside the industry have in one way or the other contributed to the current trend and application of e-marketing technology. Notably, age is an important factor in defining the characteristic and distribution of e-marketing as seen from the responses. Qualitatively, the majority of the persons that said had adopted or used e-marketing were younger, had better education levels, and good disposable income.

In particular, 80% of those who said understand and often use the e-marketing technology had their ages less than 45, with the age range of 18-25 having the highest percentage of 44%. Markedly, if the age group 18-25 made 46% of the overall sample size, then only 2% of them did not use the e-marketing technology. Respondents the age of 26 and 35 years were 31 % of the sample and 28% of them understood and preferred e-marketing technology. The other age ranges; 3-45, 46-55, and above 55 years had respondents who understood e-marketing as 7%, 4%, and 2% respectively as shown in figure 3. Out of the total sample size, 15% admitted that they did not use or understand the practice of e-marketing of which 10 had their ages beyond 36 years. The sample, therefore, reveals that the use of e-marketing is more common among the young than the old.

The social-demographic analysis of the characteristics of the e-marketing in KSA was consistent with the findings of the previous literature and theoretical models. For example, the young formed the biggest percentage of the adopters of e-marketing. As the TBP and IDT, the experiences, needs, and preference are important determinants of the level of adoption and diffusion of e-marketing (Chang, Wang, & Yang 2009, p. 438). The young, particularly with the

ages below 35 often prefer and need online systems of marketing because is what they value. They understand hand have experience of the benefits of the online mechanisms that enhance effectiveness, efficacy, and convenience (Joy and McMunigal 2013, p. 44). The models further explain that awareness and behavior are essential measure of the levels of adoption and use of a given technology. In this case, the research shows that the young are more aware and their values and experiences are compatible with the advantages and opportunities of e-marketing (Chang, Wang, & Yang 2009, p. 439).

Joy & McMunigal (2013, p. 45) explained that the young people or investors in business environments are well-informed due to the technological orientation of the contemporary world. As such, they are always adopters of the developing as oppose to many of the old who have to deal with the hurdle of changing from old to new technologies. In hindsight, according to the TAM model, the young people are more compatible with e-marketing since they are the bulk of the population added to their active use of internet. Also, Witt (2005, p. 4) added that a wide range of devices that are portable like cell phones, iPhones, and ipods amongst others further exacerbates the ease and relevance of e-marketing, particularly among the young population.

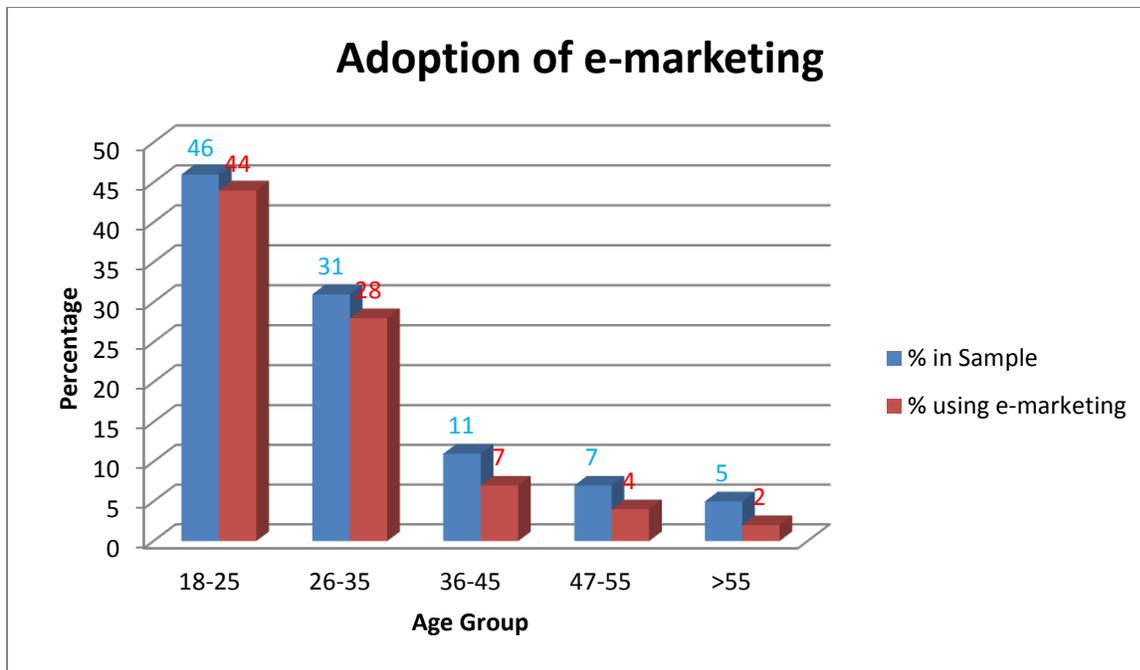


Figure 3: The adoption of e-marketing according to age groups

As seen from the figure above, the respondents below the age of 36 understood and often use e-marketing particularly in buying and selling of goods, services, and information in the telecommunication industries. The large and small scale telecommunication firms opt for e-marketing as opposed to the traditional marketing strategies because the target consumers, particularly the young prefer the innovative method. According to Shavinina (2003, p. 121) the young are more educated and mostly earn good incomes; thus they are more aware and capable of participating in e-marketing. The young are not only enlightened about e-marketing, but they also have better disposable incomes for purchasing computers and internet services. The research found out that 41% of the respondents used internet and computer for various purposes, with 55% being active internet users. The young with the age below 26 years constituted the largest fraction (0.47), 26-35 years (0.31), 36-45 years (0.11), 46-55 (0.08) and the rest had above 55 years.

The main factor that influences the adoption of e-marketing in the KSA is the relative advantage that the new mechanism has over the traditional marketing systems. The concept of relative advantage is mentioned in all of the three models that define the rate or extent of technological adoption. First, e-marketing has enhanced convenience of buying and selling goods, services, and information in the telecommunication industry. Business entrepreneurs and customers in KSA embrace e-marketing because it is faster, easy to use, and relatively less costly as opposed to the traditional marketing systems. Many of the customers prefer e-marketing because it facilitates quick enquiries and deliveries since e-marketing integrates the idea of synchronous communication channel. From the business perspective, most entrepreneurs considers the high returns on investment as the system allows targeting a specific group of customers.

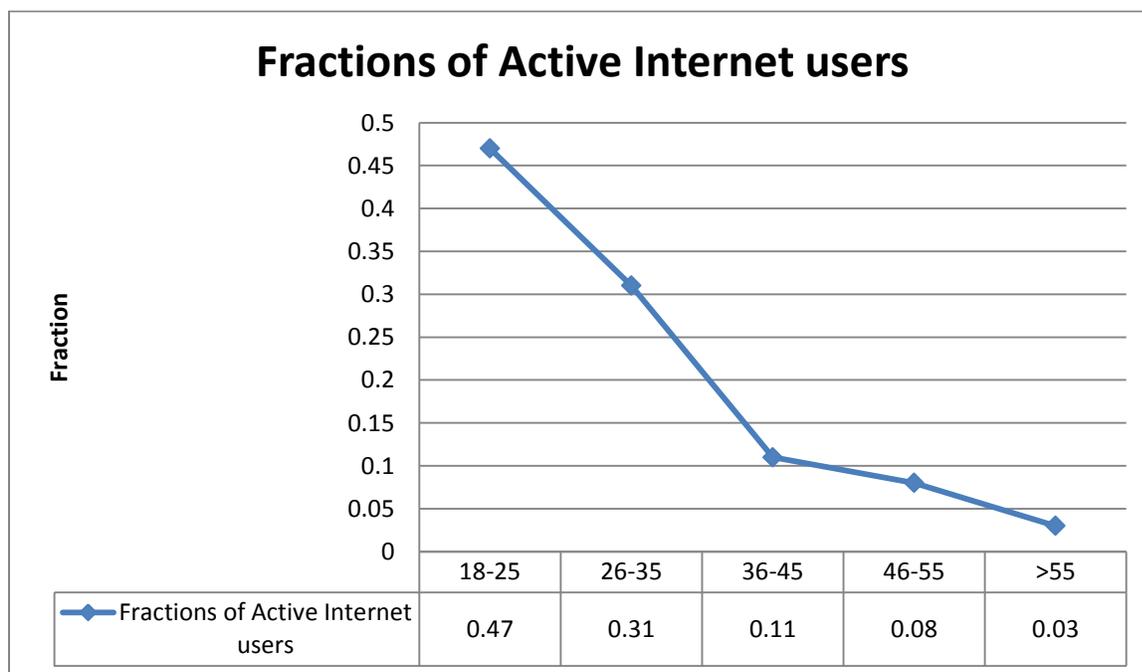


Figure 4: The fractions of active internet users

The figure above shows that 47% of the active internet users have their ages below 25 years with 31% between the 26 and 35 years. The young, particularly below 36 years make the

bulk of the overall 55% of active internet and computer users in the KSA. The attitude and behaviors orient them to prefer e-marketing as opposed to the conventional strategies because they understand its relative advantages. Young people are more aware of the powers and potentials of e-marketing, which often orient them towards embracing the e-marketing strategy. Another critical finding of the study was that active internet use and adoption of e-marketing in the telecommunication industry was more pronounced amongst the well-educated people living in urbanized environments. The study showed that 71% of those of the people that used e-marketing resided in the urban centre where they could easily access information about e-marketing and the products or services being marketed. The people in urban centers were more likely to have higher educational levels or do some technical work that involved e-marketing.

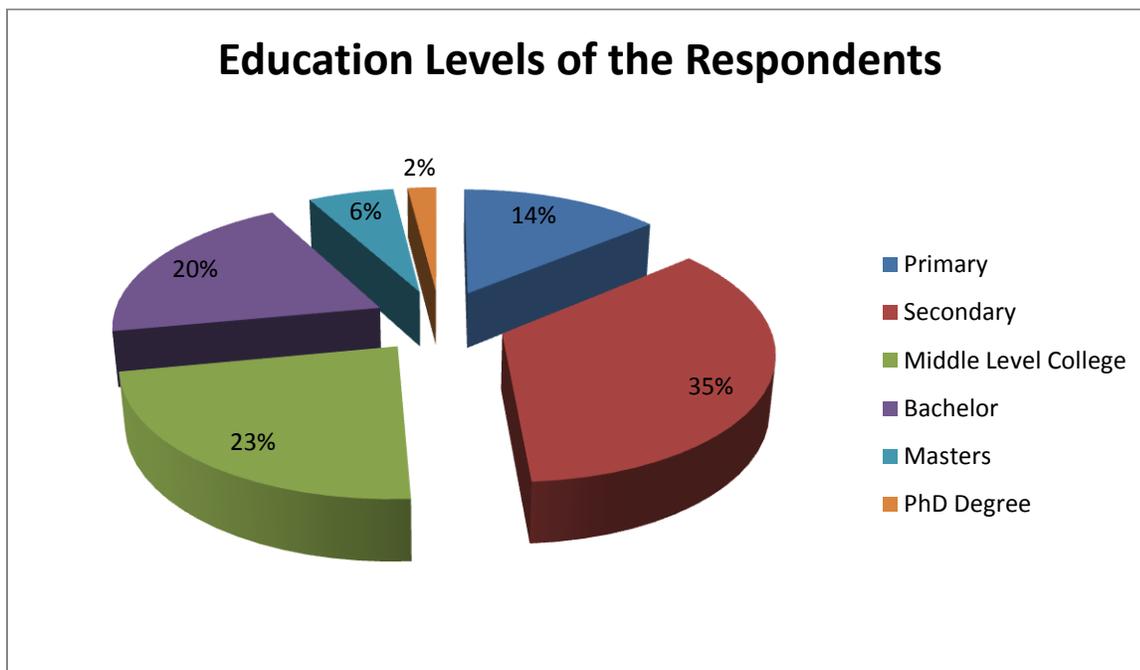


Figure 5: The education levels of the study respondents

Education and residence are also essential factors that define the characteristics of e-marketing in KSA, particularly in terms of adoption and diffusion. The sample was made of 35%

of people with secondary education and 2% of those holding a PhD degree amongst other variations in the levels as shown in the figure above. Results show that 89% of people with more than secondary education, 58% of people with secondary education, and only 30% of those with less than that level preferred e-marketing. The trends reveal that education level of the business owners or customers has shaped the adoption and diffusion of e-marketing as the more learned people tend to preferred and understand the relative advantages of the strategy. To add on this, people who resided in urban areas were three times more likely to get involved in e-marketing as business persons or customers.

Table 2: Consolidated contingency table of the socio-demographic variables

FACTOR	VARIABLE	Numbers	ADOPTERS	NON-DOPTERS
Age	18-25	44	42	2
	26-35	29	26	3
	36-45	11	6	5
	46-55	7	4	3
	Above 55	5	3	2
Gender	Males	54	45	9
	Females	42	36	6
Education	Primary	13	6	7
	High School	34	29	5
	Middle level	22	20	2
	Bachelor Degree	19	18	1
	Masters Degree	6	6	0
	PhD Degree	2	2	0
Occupation	Employed	47	43	4
	Unemployment	26	20	6
	Self employment	23	18	5
Income Level	< SR 1,000	22	15	7
	SR 1,000-4,999	17	14	3
	SR 5,000-9,999	27	25	2
	SR 10,000-14,999	19	17	2
	SR 15,000-20,000	11	10	1
	Over 20,000	7	7	0

4.4. Benefits of e-marketing

The qualitative study provided an in-depth clue of the benefits of e-marketing. The respondents gave their views on the relative advantages that e-marketing elicit as compared to the traditional marketing mechanisms. The responses revealed about eight of the main benefits of e-marketing that the business persons and customers enjoy. First, 46% of the respondents agreed that e-marketing allows global operations were businesses and people can buy or sell goods and services beyond their national boundaries. The business owners, about 37%, within the sample, noted that e-marketing has allowed them to target specific customers; thus reducing the cost of marketing and improving efficiencies. Additionally, 44% of the overall sample noted that e-marketing is flexible and produces measurable returns on investment (ROI). The respondents added that the high ROI is as a result of using e-marketing for product development; thus gaining a competitive advantage. About, 51% also agreed that e-marketing provides a technological image, which is imperative for brand development and conforming to the current advances in

technology.



Figure 6: The benefits of e-marketing

4.5. ANOVA Test

ANOVA was used as the statistical test to test the hypothesis. The aim of the test was to determine the *f statistic* of the research and compare it with the *critical f*. The comparison was also important in determining the *p value* of the study and relating it *p value* at the significant level of 0.05. Therefore, it means that a 95% confidence level was attached to the measurements. The results show the *f statistic* (5.946) was more than the *f_{crit}* (2.313); thus the null hypothesis is

rejected. Also, the *p-value* of the study (0.000174) is less than α ($p=0.05$). Thus the null hypothesis is rejected as it is describable as a false true statement.

Table 3: The results of the ANOVA test

<i>Source of Variation</i>	<i>SS</i>	<i>df</i>	<i>MS</i>	<i>F</i>	<i>P-value</i>	<i>F crit</i>
Between Groups	32.775	7	4.682143	5.945578	0.000174	2.312741
Within Groups	25.2	32	0.7875			
Total	57.975	39				

4.6. Descriptive Statistics

The descriptive statistics was used to summarize the results of the 8 groups, particularly by providing the measures of central tendencies and of dispersion. Table 4 below shows that the means of groups ranged from 5 to 7.8 and that of the standard deviation from 0.4472 to 0.8367. The disparity in the measures is an indication of the presence of “noise” in the data, which formed the basis of conducting the ANOVA test.

Table 4: Summary of the descriptive statistics of the study groups

	Group 1	Group 2	Group 3	Group 4	Group 5	Group 6	Group 7	Group 8
Mean	7.4	6.6	5.2	6.8	5	6.4	6.6	7.8
Standard Error	0.244949	0.244949	0.374166	0.583095	0.316228	0.678233	0.244949	0.2
Median	7	7	5	7	5	6	7	8
Mode	7	7	6	8	5	8	7	8
Standard Deviation	0.547723	0.547723	0.83666	1.30384	0.707107	1.516575	0.547723	0.447214
Sample Variance	0.3	0.3	0.7	1.7	0.5	2.3	0.3	0.2
Kurtosis	-3.33333	-3.33333	-0.61224	-1.48789	2	-3.08129	-3.33333	5
Skewness	0.608581	-0.60858	-0.51224	-0.54139	0	0.315356	-0.60858	-2.23607
Range	1	1	2	3	2	3	1	1
Minimum	7	6	4	5	4	5	6	7
Maximum	8	7	6	8	6	8	7	8
Sum	37	33	26	34	25	32	33	39
Count	5	5	5	5	5	5	5	5

4.7. Challenges of e-marketing

Despite the manifold benefits that the respondents revealed, there were also various challenges or barriers that deter implementation of e-marketing in the telecommunication industry. Notably, 61 respondents (63%) admitted that organizational challenges limit the adoption and full integration of e-marketing in their respective organizations. The explicit organizational factors included inadequate managerial support, intricacies in changing marketing procedures, low capacity of SMEs, and continued resistance to change by the organization stakeholders. Additionally, 61% of the overall responses said that the adoption of e-marketing is affected by technical factors such as lack of infrastructure, security issues, need for technical staff, and the ever-changing technologies. Further, 54 of the respondents (56%) mentioned about socio-cultural factors, particularly language barriers, lack of awareness, and unpopularity of e-marketing among the conservative culture of Saudi Arabians. The adoption and diffusion of e-marketing were also derailed by economic, political, and legal factors as illustrated in the figure below.

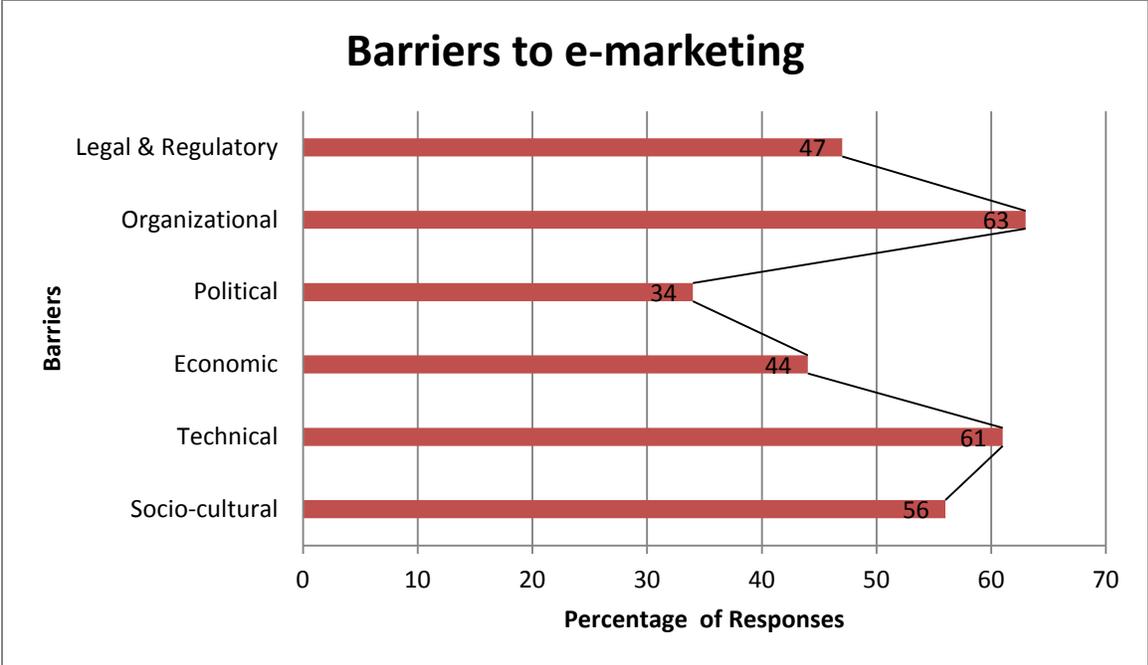


Figure 7: Barriers to implementation of e-marketing

5.0.DISCUSSION

5.1.Socio-demographic Characteristics of e-marketing in KSA

The sampling process was done using a probability method that ensured representativeness and minimized the bias of unequal chance of selection. The random sampling was also replicated when assigning the different respondents to the eight groups. Therefore, the sample used for this study was valid and reliable, in inclusion of the characteristics of the sample itself. Both male and female participants were given equal chances of being included in the study, as the variable gender was important in analyzing the adoption and proliferation of e-marketing in KSA. The study sample constituted (42) 44% females and (54) 56% males. According to Abu Bakar (2014, p. 215) sex is an important factor that determines the characteristic of innovative practice such as e-marketing. Conventionally, males are known to be faster in embracing new technologies and ideas; however, the case is not the same in Saudi Arabia. There is a statistically significant variation of the number of male and female that adopt e-marketing, and as Taylor and Strutton (2010, p. 955) explained, the difference is due to the cultural conservatism of the people of Saudi Arabia. The authors argued that in a conservative community, females prefer and tend to achieve or acquire their needs from home; thus, a higher likelihood to using computer or internet. The study findings showed that 85.7% of the female who participated in the research had in one way or the other used e-marketing services as compared to 83.3% of the males. As Taylor and Strutton (2010, p. 955-956) noted, KSA is a more conservative nation where women are more likely to use the internet to buy or sell goods and services than men. As such, it explains the findings that there were fewer female non-adopters of e-marketing as compared to men. The results in table 2 showed that the proportion of females that had not adopted or did not use e-marketing was 14.3% as compared to 16.7% of the males.

Taylor and Strutton (2010, p. 956) explained that gender and age extend the TAM model, particularly in how they significantly influence adoption of technologies like e-marketing. The author added that gender significantly moderates the relationship between the construct of TAM model (Perceived ease of use (PEOU), usefulness, and subjective norm) and the intended need for the technology. Talpau and Vierasu (2012, p. 33-34) further explained that men make decisions of using new technologies such as e-marketing based on the perceived usefulness while women on the ease of use and influence of the technology on social norms. Since Saudi Arabia is well known for its deep-rooted Islamic religion and strict conformance to the social norms, females stand high chances of adopting the e-marketing technology (Abu Bakar 2014, p. 216). Undoubtedly, as the study confirmed, e-marketing is easy to use, and it can be customized depending on the subject or the target population to ensure the social requisitions are adhered to. The results also showed that females highly considered the suitability of e-marketing to their businesses, while males were more concerned with the complexity or difficulty of implementing such strategies.

Age is also another critical consideration in defining the characteristics of e-marketing in KSA. The younger are driven by attitudinal factors while, the older by social factors in adopting of using e-marketing technology (Taylor & Strutton 2010, p. 955). This research revealed that the young, particularly, between 18 and 35 years are more receptive to the e-marketing technology than the older that still have an affinity for the traditional methods. The table 2 showed that only 33.3% of non-adopters of e-marketing were within the age range of 18-35, while the other 66.7% were from ages beyond 35 years. The results are consistent with the statistics that majority of the 54% active internet users in KSA are youths.

The adoption and use of e-marketing in the telecommunication industry of KSA were also influenced by the educational level of the respondents. The study used a range of levels from the primary to the Ph.D. degree as an analogy to measure the internet literacy. According to Talpau and Viera's (2012, p. 34), the educational level of an individual is positively related to the internet literacy of the individual. The results of the study show that only 3 (20%) people that had their education level beyond secondary had not used or adopted e-marketing. However, 47% of the non-adopters had below secondary level education. Therefore, the education level is a proxy for the level of proliferation of e-marketing. The young and educated entrepreneurs in the telecommunication industry are quick to implement the e-marketing strategies as they often use the internet, understand its opportunities and potentials, and often target the enlightened customers.

5.2. Penetration and Performance of e-marketing in KSA

The adoption and diffusion of e-marketing in KSA has been influenced by many other factors added to the socio-demographic variables. Adams (2013, p. 18) confirmed the accuracy of this study's results that the attributes of e-marketing as a form of innovation as the greatest influence on its use and penetration. The factors that influence the nature of e-marketing in KSA include its relative advantage, complexity, compatibility, observability, and trialability of the technology. The different variables that affect adoption and performance of e-marketing in KSA were summarized into the above five factors. The five attributes of were first studied using a qualitative approach to enhance deeper conceptualization and the variables coded using the Likert scale. The coding enhanced quantitative study and statistical expression of the concepts in the results. In essence, the mixed study approach revealed that the rate of adoption of e-marketing in the telecommunication industry of KSA is influenced five factors. The factors described the characteristic of e-marketing; for example, the relative advantage meant the degree

to which e-marketing was perceived to supersede the benefits of traditional marketing (Makhmudov 2004, p. 73).

5.2.1. Relative Advantage

The relative advantage of e-marketing was measured in term of cost-effectiveness, reduced inconveniences, high ROI, and expediency amongst others. The respondents revealed about 8 relative advantages of e-marketing that the business persons and customers enjoy. Forty-six percent of the respondents agreed that e-marketing allowed global operations where businesses, customers, and other stakeholders can buy, sell, or transact for goods and services beyond their national boundaries. The business owners, about 37%, within the sample, noted that e-marketing has allowed them to target specific customers; thus reducing the cost of marketing and improving efficiencies. Additionally, 44% of the overall sample noted that e-marketing is flexible and suitable for urgent needs and produces measurable returns on investment (ROI). The respondents added that the high ROI is as a result of using e-marketing for product development; thus gaining a competitive advantage. About, 51% also agreed that e-marketing provides a technological image, which is imperative for brand development and conforming to the current advances in technology.

5.2.2. Complexity

Al-Hudhaif and Alkubeyyer (2011, p. 121) defined the concept of complexity as the degree of difficulty in using, controlling, or understanding the technology. Williams (2008, p. 65-66) also added that complexity is negatively related to the adoption and use of e-marketing. As seen from the socio-demographic factors, e-marketing is often perceived relatively difficult to use by the less educated persons. Of all the 96 responses, 53 (55%) agreed that complexity of e-marketing may prevent them from adopting the strategy. For example, the old and less educated respondents admitted that the computer literacy was complicated to them, and they could not use

the strategy. Therefore, the hardware and software of conducting e-marketing should be user-friendly to allow easy use (Taylor &Strutton 2010, p. 953). The owners of small and medium enterprises (SMEs) claimed that the complexity of e-marketing sometimes goes beyond their resource and skill capacities. In KSA, the complexity acts as an obstacle to the adoption and use of e-marketing; thus limiting its applicability to the rural, poor, and less educated targets.

5.2.3. Compatibility

Compatibility measured the degree to which e-marketing was consistent with the past experiences, existing values, and needs of the respondents (Taylor &Strutton 2010, p. 952). The study revealed that the young population, particularly below 35 years were the most adopters of e-marketing because their needs, values, and experiences. Fifty-four percent of the adopters of e-marketing claimed that it was compatible with their experiences and values, particularly computer knowledge and internet use. Additionally, compatibility with the language was another important determinant of adoption of e-marketing. KSA is known for its Arabic language, yet most of the developed internet interfaces, software, and applications are designed in English. Insightfully, the proliferation of e-marketing in the telecommunication industry has been limited most to those with experience in computers and English language. The use of e-marketing was also compatible with the cultures of the people of Saudi Arabia. The country is composed of people who are more conservative to the traditional norms; hence, limiting the adoption of e-marketing (Makhmudov 2004, p. 74). Most of the respondents admitted that they do not use e-marketing because their culture makes them prefer the traditional marketing methods like displays and use of salespersons (Makhmudov 2004, p. 71). As opposed to the Western cultures where men are more likely to adopt new technologies than women, the context of the KSA shows the opposite. In Saudi Arabia females tend and prefer to use internet at their home because of the aspect of individualism. The conservative nature of the society's culture

encourage men to go out for their daily work activities, while leaving their wives back at home. Such traditions and dispositions tend to isolate women; therefore, they tend to use internet to connect to their friends, families, and most importantly inquire or buy goods and services. Shavinina (2003, 124) added that cultural drivers such as preference of traditions and resistance to innovations that is fuelled by myopia and fear are more evident in males than females of the people of Saudi Arabia. As such, the e-marketing technology has become more compatible to the females as compared to the males.

5.2.4. Trialability

Trialability was used to assume that individuals who had the opportunity to try or experiment e-marketing had a higher probability to adopt it than those who had not tried. According to Williams (2008, p. 68) every business person would like to predict the potential results of any operation. The author added that trying reveals the risk and opportunities of and undertaking; thus, directing businesses and customers to make informed decisions. Those with the opportunity to try or experiment e-marketing were the main adopters. Shavinina (2003, 125) argued that trialability is the degree to which a new concept or practice can be tried within the limited resources. The argument was proved by the research that found out that the owners of SMEs were less willing to implement e-marketing strategy that required high skills and financial resources to try. Business people often try market their products and services electronically so as to measure the risks and potentials regarding reliability, efficiency, and more importantly, returns on investment. The research showed that 49% of the respondents were adopters or used e-marketing because they had tried and proved its relative advantages. The results of the study reflect the reality in KSA that the business enterprises in the telecommunication industries are quick adopting e-marketing strategies that can be tried (Witt 2005, p. 4).

5.2.5. Observability

Observability was viewed as the degree the results of using e-marketing were visible to others. Similar to compatibility, relative advantage, and trialability, observability had a positive correlation with the adoption and diffusion of e-marketing. Out of the 96 respondents, 50 (52%) noted that they chose to implement e-marketing in their enterprises since they had seen it work for other organization. As AlGhamdi, Drew, and AlFaraj (2011, p. 589) explained, the potential and powers of a new idea are revealed by what the other parties see or observe. The telecommunication industry of KSA has many business organizations that opt to adopt e-marketing so as to win the competitive advantage and be felt by the competitors. Every business enterprise strives to adopt new ideas such as e-marketing and build a strong reputation, image, or brand that is felt and feared by any competitor (Adaileh 2012, p. 183). The stiff competition within the telecommunication industry is facilitated by the need for the different enterprises to win the competitive advantage and be explicitly visible. As Witt (2005, p. 4) explained, the e-marketing technology provides a new window of opportunities that the business organizations in the industry can use to acquire and retain more customers cost-effectively and faster. There are manifold and observable dimensions and attributes of e-marketing the fuel its adoption in the telecommunication industry.

5.3.Barriers to e-marketing

Despite the manifold benefits that the respondents revealed, there were also various challenges or barriers that deter implementation of e-marketing in the telecommunication industry. The respondents were asked to provide their views and experiences on the barriers, which were then classified into the PESTLO model. The model summarized the challenges as political, economic, socio-cultural, technical, legal, and organizational factors (Al-Hudhaif&Alkubeyyer 2011, p. 122). The organizational factors were revealed as the most critical challenges as 63% of the

respondents mentioned such issues. The first organizational challenge was the difficulty to change working procedures as most business people were reluctant to adopt e-marketing people of the logistical requisitions such as alteration of the marketing procedures. As Trainor and colleagues (2011, p. 173) explained, many firms often feel relaxed to overhaul their normal working procedures because it require time, resources, and sometimes might lead to a temporary halt of business operations. Other organizational factors included inadequate support from managers and other senior stakeholders, the limited capacity of SMEs and organizational resistance to change (AlGhamdi, Drew, &AlFaraj 2011, p. 587).

Additionally, 61% of the respondents revealed that technical issues of security, privacy, staff, infrastructure, and changing innovations affect the implementation of e-marketing. According to (Adaileh 2012, p. 172) one of the deterrents to adoption of e-marketing by most business organization is the lack of privacy and security. Williams (2008, p. 56) also added that the electronic medium is much prone to pilferage of hacking of vital sites and information that may be confidential to a particular business or customers. Some organizations, especially the SMEs lack the required infrastructure and qualified staff to operate and maintain the e-marketing process (Trainor et. al. 2011, p. 175). The proliferation of many technologies in e-marketing has also diluted the essence of evaluating the various methods; thus making it intricate to make the right choice.

Fifty-six percent of the respondents also mentioned a number of challenges that related to socio-cultural factors. The most evident factors included the unpopularity of online marketing in the country, particularly in the rural areas and due to the conservative culture of the people. As Afshan (2015, p. 241) noted conservative people often react slowly to new ideas; hence, most of the businesses and consumers are not aware of the distinctive benefits of e-marketing. Some of

the respondents reported that lack of external pressures from customers and suppliers also contributed to their lagged nature of adopting e-marketing. Another social issue was language barrier. Most of the computer applications and software are designed in English language; however, KSA is made up of Arab speakers who sometimes find it difficult to understand the computer language.

5.4. Testing of the Hypothesis

The quantitative analysis called for the use of a statistical method to test the hypothesis. A single factor ANOVA was used to analyze variation of the group means. The variation of the means was important in determining the *F ratio* to compare the variation of the group averages to that of the expected group averages. The purpose of the test was to determine the *f statistic (variation of the group averages)* of the research and compare it with the *critical f (expected variation of the group averages)*. The comparison was also important in determining the *p value (significant level)* of the study and relating it to the *p value* when alpha (α) of 0.05. Therefore, it means the measurements were attached a confidence level of 95% at a significant level of 5%. The results show the *f statistic* (5.946) was more than the *f_{crit}*(2.313); thus the null hypothesis is rejected. Also, the *p-value* of the study (0.000174) is less than α ($p=0.05$). In essence, the analysis of collected data rejects the statement that the use e-marketing technology is not increasing in the telecommunication industry as a way to enhance effectiveness and efficiency of buying and selling goods, services, and information. Conversely, the study accepts the alternative hypothesis; hence, it is true to state that adoption and use of e-marketing is increasing in the telecommunication industry of the KSA. The drivers of the increase are the need for effectiveness, efficiency, and convenience. The e-marketing is effective because of being its high return on investment, widespread reach, and enhance expansion of the customer base coupled with building of a strong brand image. The efficiency is also important as the technology has

proven to be faster, cost-effective, easy to use, and can be used anywhere provided that internet is present. Lastly, it enhances convenience because of increased interactivity with customers, ease of tracking results, allows prompt follow-up activities; thus, improving the competitive edge.

5.0. CONCLUSION AND RECOMMENDATION

5.1. Conclusion

The study aimed at assessing the characteristics of e-marketing in the telecommunication industry of KSA. The proliferation of global-based businesses has been enhanced by the innovation of e-marketing technologies, which have been adopted and diffused in many of the countries worldwide. The KSA is not an exception as the country has a population of over 25.7 million and close to half of the population use computer; hence likely to engage in e-marketing. The adoption and diffusion of the e-marketing is very notable in the country that has about 55% of its population as active internet users. The study revealed that the active internet users have high probability of using e-marketing, which is mediated electronically via the internet. The respondents of the study revealed a number of benefits that they derive from e-marketing, particularly in terms of efficiency, cost-effectiveness, and high ROI. Other benefits of the technology included facilitating global business operations and creation of a strong brand image. The strong organizational image allows businesses in the telecommunication industries to acquire and retain most of their customers due to built relations and loyalty.

Markedly, the study revealed that the young and educated people in KSA are the main adopters of e-marketing. In addition, The KSA citizens, particularly businesspersons and consumers who have good occupational positions and incomes are more likely to use e-marketing strategies as compared to the older, poor, and rural-based persons. Explicitly, the adoption and diffusion of e-marketing is influenced by the socio-demographic factors of age, gender, income, and occupation. In addition, the research pointed out that the attributes of e-marketing significantly influence its adoption and use in the telecommunication industry of KSA. The attributes include the relative advantage, complexity, compatibility, trialability, and observability.

5.2. Recommendations

- The government of the KSA should establish firm policies and legislations to regulated the adoption e-marketing and protect genuine businesses from the counterfeit entities that use the electronic media to exploit businesses and customers.
- The owners, managers, and other senior stakeholders of the different business organization in the telecommunication industry of KSA should provide adequate support and commit unrelenting efforts that facilitate adoption of the e-marketing technology.
- The government of KSA should provide appropriate support to the SMEs in the telecommunication industry that face more hurdles in implementing the e-marketing strategy as compared to the large companies.
- The different business organizations in the telecommunication industry should combine their efforts in fighting the unscrupulous e-marketers that feign their legitimacy to exploit or steal from the businesses and customers.
- Business organization that would like to adopt the e-marketing technology should seek support or assistance from the experts or other organizations that have implemented the same so as to minimize the problems of complexities.

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Appendices

Appendix A: Adoption of e-marketing

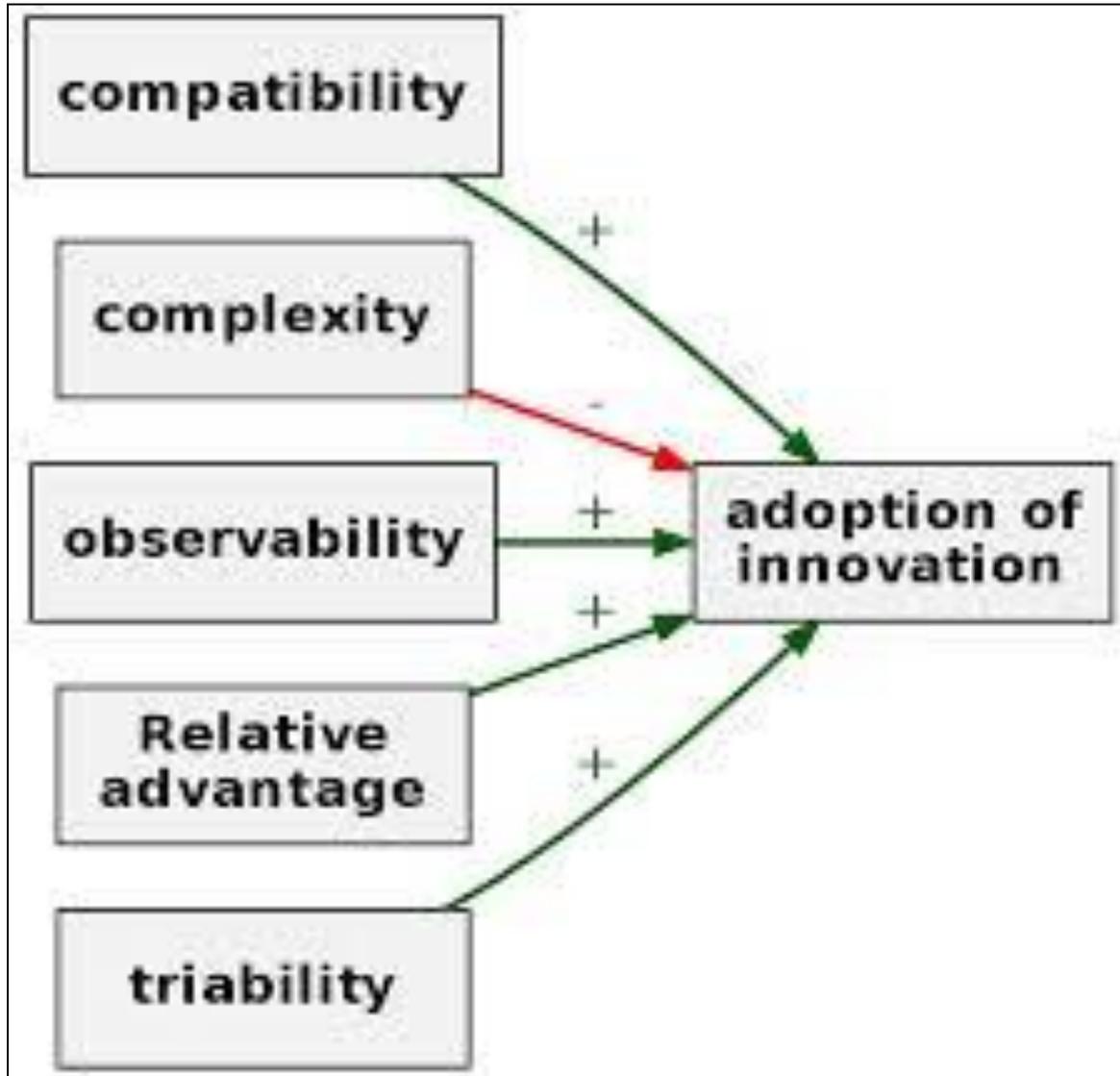


Figure 8: The factors the influence adoption of e-marketing

Appendix B: Barriers to e-marketing

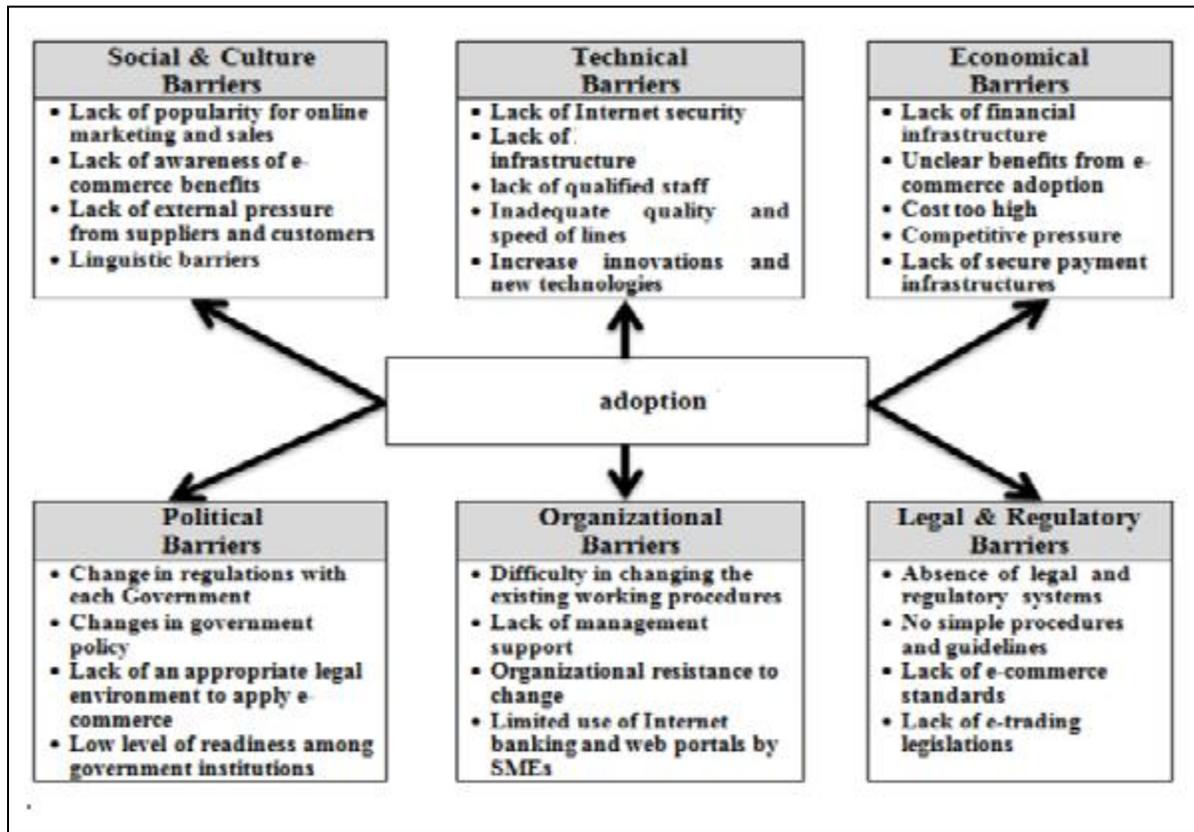


Figure 9: Challenges that affect implementation of e-marketing

Appendix C: The ANOVA results

Table 5: The results of the single factor ANOVA

Variable	Group 1	Group 2	Group 3	Group 4	Group 5	Group 6	Group 7	Group 8
Relative Advantage	8	7	6	7	6	8	7	8
Complexity	7	7	6	6	5	8	6	8
Compatibility	7	6	5	8	5	6	7	8
Observability	7	7	4	8	4	5	7	8
Trialability	8	6	5	5	5	5	6	7

Anova: Single Factor

SUMMARY

<i>Groups</i>	<i>Count</i>	<i>Sum</i>	<i>Average</i>	<i>Variance</i>
Group 1	5	37	7.4	0.3
Group 2	5	33	6.6	0.3
Group 3	5	26	5.2	0.7
Group 4	5	34	6.8	1.7
Group 5	5	25	5	0.5
Group 6	5	32	6.4	2.3
Group 7	5	33	6.6	0.3
Group 8	5	39	7.8	0.2

ANOVA

<i>Source of Variation</i>	<i>SS</i>	<i>df</i>	<i>MS</i>	<i>F</i>	<i>P-value</i>	<i>F crit</i>
Between Groups	32.775	7	4.682143	5.945578	0.000174	2.312741
Within Groups	25.2	32	0.7875			
Total	57.975	39				

Appendix D: The Questionnaire
SECTION ONE

General Information

“Tick to Answer”

- i. What is your Nationality? (KSA) (Not KSA)
 - ii. What is your marital status? (Married) (Single) (Widowed) (Divorced/Separated)
(Others)
 - iii. Sex? (Male) (Female)
- Age in Years (18-25) (26-35) (36-45) (46-55) (55+)
- iv. What is your education level?
 - 1. Never went
 - 2. Primary
 - 3. Secondary
 - 4. Middle level college
 - 5. Bachelor Degree
 - 6. Master Degree
 - 7. PhD

SECTION TWO

“Answer Appropriately”

1. Do you Know or understand any feature of e-marketing technology?
 1. Yes
 2. No
2. If you say “Yes” what is/are the e-marketing techniques you have used?
 1. E-mail marketing
 2. Website marketing
 3. Social media marketing
 4. Mobile marketing
 5. Others (specify)
3. For how long do you still intend to use the technology of e-marketing?
 1. 1 Year
 2. 2-5 Years
 3. 6-10 Years
 4. More Than 10 Years

SECTION THREE

4. In your view what is the relevance of using e-marketing strategy?
 1. Recreation
 2. Seeing Nature
 3. Meeting friends
 4. Business
 5. Others
5. Do you think the e-marketing technology is more relevant to the telecommunication industry than the traditional marketing?

1. Yes
2. No
3. Do not know

If yes, why do you prefer to use e-marketing?

1. Faster
2. Cheaper
3. Convenient
4. Wider marketing
5. High Return on Investments
6. Others (specify)

4. Do you think the e-marketing technology has improved the service delivery of the telecommunication industry?

1. Yes
2. No

SECTION FOUR

5. What is your perception of the effectiveness and efficiency of the e-marketing technology in the KSA telecommunication industry?

1. Excellent
2. Very Good
3. Good
4. Average

5. Poor
6. Don't Know
6. Do you think the telecommunication industry has done all it takes to adopt e-marketing technology?
 1. Yes
 2. No
7. If "No" would you recommend the telecommunication industry to continue adopting the e-marketing technology?
 3. Yes
 4. No

SECTION FIVE

8. For how long have you been using internet?
 1. < 1 year
 2. 1 Year
 3. 2-5 Years
 4. 6-10 Years
 5. 10+ Years
9. Do you plan to continue using internet and using e-marketing technology?
 5. Yes
 6. No
10. On Likert scales of 1-5, please rate the characteristic of e-marketing in the KSA?

1-poor

2-Average

3-good

4-Very Good

5-Excellent

Appendix E: Interview Questions

1. In your opinion, how can you describe the characteristics of e-marketing as used in the telecommunication industry?

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2. In your perception do you think e-marketing has benefits or not concerning the levels of business advertisements and promotions? Why?

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3. Do you think using the internet has influence on the impact of e-marketing? Why?

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4. Are you satisfied with how the telecommunication uses e-marketing technology?

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5. For how long are you planning to continue using the e-marketing technology? And what is your reason?

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6. What do you think influence the adoption of e-marketing technology in your own perspective?

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7. For how long are you planning to continue using internet and e-marketing services?

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8. On scales of 1-5, how and why would you rate the characteristic of e-marketing in the KSA? (NB: 1-poor, 2-Average, 3-good, 4-Very Good 5-Excellent)

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