

**The Impact of E-Marketing Adoption on Business
Success: A Field Study in Beauty Centers in Amman**

أثر تبني التسويق الإلكتروني على نجاح الأعمال: دراسة ميدانية في مراكز
التجميل في عمان

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**Thesis Submitted as Partial Fulfillment of the Requirements for
Master's Degree in E-Business**

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Authorization

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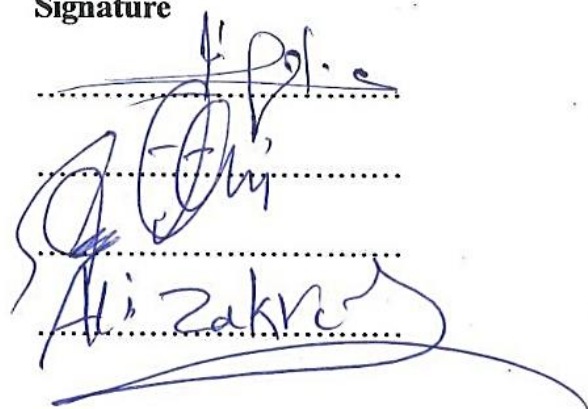
Thesis Committee Decision

This thesis of the student Lara Abdul-Hadi Hussein, which study “**The Impact of E-marketing Adoption on Business Success : A Field Study in Beauty Centers in Amman**” has been defined, accepted and approved on: 15/01/2024.

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The image shows four handwritten signatures in blue ink, each written over a horizontal dotted line. The signatures are: 1. Prof. Dr. Azzam Abu-Moghli (Supervisor), 2. Prof. Dr. Ahmad Ali Salih (Chairman), 3. Dr. Sameer Mousa al-Jebali (Internal examiner), and 4. Dr. Ali Zakaria al-Quraan (External Examiner). The signature of Dr. Ali Zakaria al-Quraan is the largest and most prominent, with a long horizontal flourish extending to the right.

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Dedication

I dedicate this thesis to Jordan, my dear nation. I want to express my gratitude to my parents for helping me get to this point in my life by supporting and mentoring me. My gratitude also extends to my friends, who have never stopped encouraging me to finish the tasks I have begun.

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The Impact of E-marketing Adoption on Business Success: A Field Study in Beauty Centers in Amman

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Abstract

The purpose of the study is to investigate the degree of E-Marketing adoption in Amman's beauty centers, offering information on how much these companies use electronic marketing techniques. Furthermore, the study aims to assess the general state of business success in beauty centers located in the same region. Understanding the effects of E-Marketing channels, such Instagram, Email Marketing, Content Marketing, Search Engine Optimization, and Influencer Collaboration, on the general success of beauty centers in Amman is a critical component of the study. Through an analysis of these variables, the study aims to clarify the impact E-Marketing techniques and business success, providing insightful data for academics and professionals working in the beauty centers.

This study adopted the descriptive analytical approach to study impact of e-marketing adoption on business success. To achieve this goal, the researcher distributed a questionnaire to investigate the impact, especially in beauty centers in Amman. As a convenience sample, 263 managers, owners and employees were selected in beauty centers in Amman. The data were analyzed using the Statistical Package for the Social Sciences (SPSS) and regression analysis methods.

The study revealed that e-marketing significantly impacts the success of beauty centers in Amman, especially in the areas of profitability, market share, and innovation.

The study concluded with some recommendations, the most important of is that E-marketing applications caused beauty centers to achieve business success, especially, profitability, market share and innovation.

Keywords: E-Marketing, Business Success, Content Marketing, Search Engine Optimization, Profitability, Innovation, Jordan, Beauty Centers.

أثر تبني التسويق الإلكتروني على نجاح الأعمال: دراسة ميدانية في مراكز التجميل في عمان

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الملخص

هدفت الدراسة إلى التعرف على درجة اعتماد التسويق الإلكتروني في مراكز التجميل في عمان، وتقديم معلومات عن مدى استخدام هذه الشركات لتقنيات التسويق الرقمي. علاوة على ذلك، تهدف الدراسة إلى تقييم الوضع العام لنجاح الأعمال في مراكز التجميل الموجودة في نفس المنطقة. إن فهم تأثيرات قنوات معينة للتسويق الإلكتروني، مثل Instagram، والتسويق عبر البريد الإلكتروني، وتسويق المحتوى، وتحسين محرك البحث، وتعاون المؤثرين، على النجاح العام لمراكز التجميل في عمان هو عنصر حاسم في البحث. ومن خلال تحليل هذه المتغيرات يهدف البحث إلى توضيح تأثير تقنيات التسويق الإلكتروني ونجاح الأعمال، وتوفير بيانات ثاقبة للأكاديميين والمهنيين العاملين في قطاع مراكز التجميل.

اعتمد هذا البحث على المنهج الوصفي التحليلي لدراسة أثر اعتماد التسويق الإلكتروني على نجاح الأعمال. ولتحقيق هذا الهدف قامت الباحثة بتوزيع استبانة لمعرفة الأثر خاصة في مراكز التجميل في عمان. وكعينة ملائمة، تم اختيار 263 مديرًا ومالكًا وموظفًا في مراكز التجميل في عمان. وقد تم تحليل البيانات باستخدام الحزمة الإحصائية للعلوم الاجتماعية (SPSS) وطرق تحليل الانحدار.

كشفت الدراسة أن التسويق الإلكتروني يؤثر بشكل كبير على نجاح مراكز التجميل في عمان، وخاصة في مجالات الربحية والحصة السوقية والابتكار

وخلصت الدراسة إلى بعض التوصيات أهمها أن تطبيقات التسويق الإلكتروني أدت إلى تحقيق مراكز التجميل النجاح التجاري، وخاصة الربحية والحصة السوقية والابتكار

الكلمات المفتاحية: التسويق الإلكتروني، نجاح الأعمال، تسويق المحتوى، تحسين محركات البحث، الربحية، الابتكار، الاردن، مراكز التجميل.

CHAPTER ONE

Study Background and its Significance

1.1 Introduction

Achieving success in business is a complex and dynamic endeavor, intricately linked to the effective deployment of e-marketing strategies. In today's competitive landscape, marked by rapid shifts in consumer behavior, organizations aiming for enduring success consider the adoption of e-marketing as a strategic necessity (Jaas, 2022). The interdependence between e-marketing and business triumph is evident in the distinct characteristics of companies embracing this digital approach (Pokrajcic, 2004). These businesses demonstrate a penchant for innovation and adaptability, utilizing the extensive reach and connectivity provided by e-marketing to explore untapped markets and engage new consumer segments (Bolos et al., 2016). The transformative impact of e-marketing is reflected in heightened brand visibility, increased customer engagement, and the fostering of enduring relationships. Additionally, the inventive and focused approaches enabled by e-marketing contribute to enhanced profitability and an expanded market share (Coviello et al., 2003). In summary, the incorporation of e-marketing into the operational framework of businesses proves to be a crucial element in attaining and sustaining success, enabling organizations to navigate the intricacies of the digital era and emerge as agile, customer-focused entities positioned for long-term prosperity (Strauss, 2006).

In recent times, the significance of e-marketing in shaping the trajectory of business success has become a focal point for organizations globally, both at the local and international levels (Ivanauskiene et al., 2015). The convergence of interest from analysts, researchers, and managers underscores the belief that e-marketing is poised to play a

critical and influential role in determining the future continuity and success of organizations.

The indispensable role of information technology in the lives of individuals, organizations, and diverse societies, spanning various cultures, languages, and activities, cannot be overstated (Chirani & Tirgar, 2013). Technological advancements have ushered in radical changes within organizations, impacting not only their assets but also reshaping their operational frameworks, performance evaluation methodologies, and growth planning strategies (Ranjan et al., 2023). As a result, businesses find themselves compelled to adopt cutting-edge means that align with global developments, necessitating a continuous evaluation of technological advancements to discern their organizational relevance and significance (Singhal & Gupta, 2022).

E-marketing, which is closely connected to e-commerce, has arisen as a notion of utmost significance (Hudák et al., 2017). Acknowledging its proven efficacy in developed countries, businesses prioritize the formulation of comprehensive e-marketing plans, often entrusted to dedicated marketing or trade teams (Krishnamurthy, 2006). The importance of e-marketing is underscored by its contribution to business success, with companies leveraging it showcasing innovation and adaptability, positively affecting their profitability and market share (Mamdouh Ali Ahmed Aboubakr, 2022).

As emphasized by Paulus, Andreki & Rashad (2014), the pace of e-marketing growth significantly impacts customer and business market behaviors. Recognizing the paramount importance of e-marketing in business success, this research endeavors to investigate the impact of e-marketing on beauty centers in Amman, delving into its implications for this specific sector and shedding light on its potential transformative effects on business outcomes.

Given the significance of E-Marketing for business success, the study investigated how E-Marketing influences the success of beauty centers in Amman.

1.2 The Study Problem

The success of beauty centers in Jordan's highly competitive beauty sector continues to be a major challenge. Beauty salons serve a variety of aesthetic and wellness needs in a market where consumer preferences are constantly changing and new successful, others have difficulty expanding and being profitable.

Based on the researcher's experience working in beauty centers, the slow uptake of contemporary marketing tactics, especially e-marketing which includes a variety of online tools and strategies like social media marketing, email marketing, and search engine optimization, is one root cause of the problem.

Many beauty salons in Jordan still rely on conventional marketing strategies, potentially missing out on chances to engage and reach a larger audience in a world that is becoming more and more digital. The success of beauty centers in Jordan's fiercely competitive beauty sector continues to be a major obstacle. Beauty salons serve a variety of aesthetic and wellness needs in a market where consumer preferences are constantly changing and new businesses are entering the scene. While some salons are successful, others have difficulty expanding and being profitable.

One root cause of the problem is the slow uptake of contemporary marketing techniques, especially E-marketing, which includes a variety of online tools and strategies like social media marketing, email marketing, and search engine optimization. Many beauty salons in Jordan still rely on conventional marketing strategies, potentially missing out on chances to engage and reach a larger audience in a world that is becoming more and more digital.

So, the study's main challenge is the necessity to shift from traditional to electronic marketing methods, particularly in response to the demands of the digital world.

The study aimed to address a particular real-world problem that aligns with the researcher's interests. As a result, the focus was on practical issues.

The researcher aims to investigate the impact of E-marketing adoption on the business success of beauty centers in Amman.

1.3 The Study Objectives

The objectives of the study are as follows:

- 1- Identify the level of E-Marketing adoption in Beauty centers in Amman.
- 2- Identify the level of business success in beauty centers in Amman
- 3- Identify the impact of E-Marketing (Instagram platform, email marketing, Content Marketing, Search Engine Optimization, Influencer collaboration) on business success in beauty centers in Amman.

1.4 The Study Questions

The problem of the study can be identified by answering the following questions:

- 1- What is the level of E-Marketing adoption in Beauty centers in Amman?
- 2- What is the level of business success in beauty centers in Amman?
- 3- What is the impact of E-Marketing (Instagram platform, email marketing, Content Marketing, Search Engine Optimization, Influencer collaboration) on business success in beauty centers in Amman?

1.5 Hypotheses of the Study

Based on the study problem and the literature review, the following research hypotheses will be examined:

First main hypotheses:

H01: There is no statistically significant impact at the level ($\alpha = 0.05$) of E-Marketing adoption (Instagram platform, email marketing, Content Marketing, Search Engine Optimization, Influencer collaboration) collectively on business success in beauty centers in Amman.

From the previous major hypothesis come (five) sub-hypotheses, can be summarized as follows:

H01-1: There is no statistically significant impact at the level ($\alpha = 0.05$) of Instagram platform adoption on business success in beauty centers in Amman

H01-2: There is no statistically significant impact at the level ($\alpha = 0.05$) of Email-Marketing adoption on business success in beauty centers in Amman.

H01-3: There is no statistically significant impact at the level ($\alpha = 0.05$) of Content Marketing adoption on business success in beauty centers in Amman.

H01-4: There is no statistically significant impact at the level ($\alpha = 0.05$) of Search Engine Optimization adoption on business success in beauty centers in Amman.

H01-5: There is no statistically significant impact at the level ($\alpha = 0.05$) of Influencer collaboration adoption on business success in beauty centers in Amman.

1.6 The Study Model

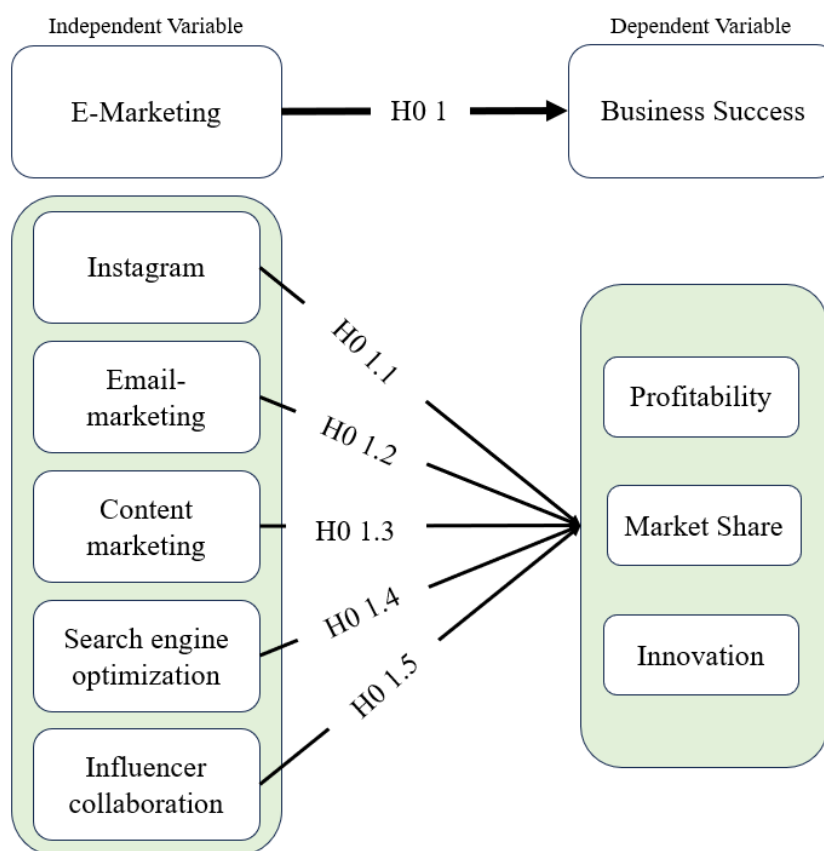


Figure (1.1): The study model was developed based on the following previous studies

INDEPENDENT VARIABLES: (Macik et al., 2012; Shaik et al., 2021; Samuel Etuk & Udowong, 2021; Ranjan et al., 2023). For DEPENDENT VARIABLES: (Shirazi, 2017; Chinelo & Alozie, 2022; Adede et al., 2017; Eunice, 2021)

1.7 Significance of the Study

A. Theoretical significance

The importance of the study is reflected by investigating the subject of " The impact of E-marketing adoption on business success: A field study beauty centers in Amman ". The study can also be used to enrich scientific research in the field of study, also highlighted by presenting a number of results, proposals and recommendations. To develop appropriate solutions, and the importance of the study can be determined by the following:

1. Providing local and Arabic libraries with a new study on the subject of the current study.
2. Provide more clear information to the (beauty centers in Amman) that are likely to benefit from their results.
3. To highlight some of the obstacles facing (E-Marketing) in the beauty centers located in Amman.

B. Practical significance

This study is expected to benefit from the following categories:

- **Owners of beauty centers in Amman:** it can benefit from this study by improving their strategies and policies for electronic promotion and thus increase (profitability, market share, and innovation).
- **Researchers:** They can review this study once it is completed, to identify its findings to assist them in research and development with other variables related to the subject of the study.

1.8 Operational Definitions

- **E-Marketing:** Is the process of marketing a brand (company, product, or service) using the internet through computers and mobile device mediums. It is a component of digital marketing that helps your brand build a great relationship with customers and keeps them updated about your new products, offers, discounts, and other services through the following methods (Instagram platform, e-mail marketing, Content Marketing, Search engine Optimization, and influencer collaboration).
- **Instagram platform:** is a free, online photo-sharing application and social network platform that was acquired by Facebook in 2012 and allows users to edit

and upload photos and short videos through a mobile application. (This dimension was measured in the questionnaire from item 1-5)

- **E-mail marketing:** Is a form of marketing that can make the customers on your email list aware of new products, discounts, and other services. (This dimension was measured in the questionnaire from item 6-10)
- **Content marketing:** a type of marketing that involves the creation and sharing of online materials (such as videos, blogs, and social media posts) that does not explicitly promote a brand but is intended stimulate interest in its products or services. (This dimension was measured in the questionnaire from item 11-15)
- **Search engine optimization:** the process of maximizing the number of visitors to a particular website by ensuring that the site appears high on the list of results returned by a search engine. (This dimension was measured in the questionnaire from item 16-20)
- **Influencer collaboration: The promotion of something on one's social media accounts for another,** it is also known as (brand partnerships), which is collaborate with influencers on social media, to expand the brand, like any partnership, and thus brands and influencers must collaborate to continue, grow, and increase profits for business organizations. (This dimension was measured in the questionnaire from item 21-25)
- **Business Success: The growth of your company, the money it which provides you or your ability to keep control of the business for yourself.** It is the continuity of the organization, it consists of many dimensions such as (profitability, market share, and innovation).
- **Profitability: This is a measure of an organization's profit relative to its expenses.** More efficient organizations will realize more profit as a percentage of their expenses than a less efficient organization, which must spend more to

generate the same profit. (This dimension was measured in the questionnaire from item 26-30)

- **Market Share: The portion of the market controlled by a particular company or product.** Is the percent of total sales in an industry generated by a particular company. Market share is calculated by taking the company's sales over the period and dividing it by the total sales of the industry over the same period. This metric is used to give a general idea of the size of a company about its market and its competitors. The market leader in an industry is the company with the largest market share. (This dimension was measured in the questionnaire from item 31-35)
- **Innovation: The practical implementation of ideas that result in the introduction of new goods and services or improvement in offering goods or services.** Is the systematic practice of developing and marketing breakthrough products and services for adoption by customers. (This dimension was measured in the questionnaire from item 36-40)

1.9 Limitations of the study

The limits of the study are as follows:

- **Human Boundaries:** This study is limited to the Employees, owners, and managers of beauty centers in the capital, Amman.
- **The temporal boundaries:** This study conducted during the 2023/2024 academic year.
- **3-Spatial boundaries:** The study conducted in beauty centers located in Amman.

1.10 Limits of the study

- The questionnaire distribution and study completion can be done within a short timeframe.
- Generalizing the study findings to other business sectors may pose challenges.

CHAPTER TWO

Literature Review and Previous Studies

2.1 Introduction

Thriving in the digital era requires adept utilization of e-marketing strategies, positioning it as a crucial method for enterprises (Jaas, 2022). This significance is particularly pronounced in developing countries, where industries are tapping into the vast potential of online business and electronic marketing to broaden their sectors (Coviello et al., 2003). The scope of e-marketing surpasses mere internet-based promotion; it involves the seamless integration of technology across diverse business and marketing facets. Central to this integration is the database, a fundamental repository that

As elucidated by Yousaf (2018), the essence of electronic marketing lies not solely in the Internet but in the comprehensive use of technology tailored to meet the evolving needs of business and marketing. The database, in this context, stands out as the cornerstone of this technological framework, supplying valuable knowledge – an indispensable tool for marketers. Raofi (2012) emphasizes that technology, coupled with accessible data, undergoes continuous advancements, transforming consumer engagement dynamics with organizations.

In this dynamic environment, e-marketing assumes a dual role – not only as a strategic asset but also as a potent source of competitive advantage (Sanaei & Sobhani, 2018). Successful enterprises recognize the interplay between technology and data, leveraging them harmoniously to navigate the digital disruptions and achieve sustainable growth (Gurbaxani & Dunkle, 2019). The evolving nature of consumer interactions, driven by enhanced technology and data accessibility, underscores the transformative power of e-marketing in positioning businesses for success in the contemporary marketplace (Yousaf, 2018; Raofi, 2012).

2.2 Theoretical Background

2.2.1 Definition & Nature of E-marketing

Chaffey (2013) has stated that digital marketing makes use of technologies to help marketing activities to improve customer knowledge by matching their needs. Customers can read reviews and write comments about personal experiences through blogs, which can be used as a tool for digital marketing, which helps to increase sales revenue. To find the effectiveness of digital marketing in Pakistan, Khan and Siddiqui (2013) have collected data using questionnaire method for analysis purpose and author uses descriptive statistics and factors analysis methodology. It is observed that digital marketing is one of the new ways of promotion but is misleading and not useful for word of mouth (WOM). So, E-Marketing has evolved as a part of Digital marketing.

The concept of E-marketing has begun to spread in many business sectors, and perhaps the banking sector is one of the most prominent, as it has modern material and technological capabilities in this sector that raise the level of this sector's ability to keep pace with developments to provide what is easier and safer for all customers, whether individuals, organizations, or governments.

E-marketing has also played a pivotal role in business operations, making commercial companies aware of the importance and future of e-marketing and its direct effects on the development and success of their organizations (Ranjan.et al., 2023)

E-marketing is a means to convince the customer to buy and facilitates the effort, time, and hardship of reaching the desired product. E-marketing is a new method that entered the consumer and is useful for buying in the easiest way and saves them the hardship of crowding into shops. Internet marketing can conduct a sales dialogue between the company and the customer by offering products. Online. The payment method is done by many means such as Visa Card / Master Card or other means.

E-Marketing is a cutting-edge business practice that involves purchasing and selling products, services, data, and ideas via the Internet and other electronic means (Sheikh, 2016). The connotations of E-Marketing vary depending on the scientist's perspective, basis, and specialty (Eze, 2017). While Paulus (2014) defines it as "Achieving advertising aims using electronic mail technology".

While Babalola 133(2015), defines it as "any use of innovation to achieve marketing goals". "The technique went for stimulating and guiding business correspondence and exchanges across systems," Chong(2018). "Achieving marketing goals with innovative innovations," says Eid(2013). Kazungu(2015) defines e-marketing as "the use of electronic information and applications to plan and execute the creation, distribution, and valuation of ideas, products, and ventures to achieve individual and hierarchical goals."

2.2.2 Importance of E-Marketing

At present, online business practice in developing countries is still in its early stages. Nevertheless, the internet has become a vital and enormous forum for nearly every type of enterprise.

According to e-marketing orientation, it is the plan that is designed and specifically details the method of entering the new market and the method of attracting new customers (Aziz and Omar, 2013). In addition, the process allows the organization to occupy its limited resources with suitable opportunities to increase sales and gain access to competitive advantages (Huang and Chen, 2018). The radical effect of e-marketing orientation is evident in increasing sales, as the use of e-marketing services and techniques in scientific ways leads to Increasing sales by maintaining customers and gaining their loyalty. Reducing costs by wiser and more beneficial marketing methods increases the competitive advantage of the organization (Mutlu et al., 2016).

The importance of internet-based E-marketing is that it has become the primary factor that many people consider when making purchasing decisions for products and services. As shown by studies, there is a continuous increase in the number of buyers who make the purchase decision by searching on Google or social networks such as Facebook or on product prices and comments of previous buyers about it and its quality, and other transactions that affect the purchase decision. (Mehmood et al. (2013)

Moreover, Successful marketing can increase the quality of the products and services provided, depending mainly on the extent to which the organization knows the needs of the audience, and its ability to meet them as needed. (Taleghani, Akhlagh, Akbar and Sani(2013)

Marketing is what qualifies the organization to sweep the market and reach the largest number of audiences. Therefore, marketing must have its priority and its role in developing the institution's work and developing its resources and working mechanisms, therefore, it is necessary to call for e-marketing orientation.

The adoption of e-marketing has been found to improve firm performance (Sheikh, Shahzad, & ku Ishak, 2017). Gilmore et al. (2007) pointed out that e-marketing provides a lot of economic benefits as an alternative channel for businesses to reach a wider audience. This is because e-marketing has placed a whole new set of capabilities in the hands of businesses and consumers. It enables a firm to create new services, expand its market, increase visibility and responsiveness to customers, and to strengthen business relationships (Coviello et al., 2003). It gives businesses of any type and size specific benefits such as global reach, so information technology offers a whole range of new technologies to increase marketing activities on a global basis. For example, a website can reach anyone in the world who has internet access. This allows a business to find new markets and compete globally. It expands the marketplace from local to national and

international markets. By creating and maintaining a website, the business can list its products, services and other information of interest which customers can access globally and thereby promote their businesses and products worldwide.

2.2.3 E-marketing tools and means

Now a days, E-marketing strategy is often used to grow business in a dynamic way using Internet and other media. Internet plays an important role in managing marketing tools and activities within concerned business. Electronic marketing via Internet, Extranet, mobile phones may create lot of opportunities for a business as well reduces a lot of threats. Banner advertising, is the most popular form of advertising recently used which is placed on the website with the appropriate content. There are different types of E-Marketing such as E-mail Marketing, viral marketing, digital marketing, blog marketing, affiliate marketing, search engine marketing, content marketing etc. few of them are explained below with respect to recent development.

Instagram platform: The website is an effective promotional tool for business organizations, and the website needs effective promotion in order to succeed in performing its functions effectively, and among the things that must be taken into account when designing websites are: ease of use, clarity and distinction the design.

The main advantage when using Instagram as a platform is advertising through photos. People prefer advertising through photos to written text. This also applies to TV advertising. It was found that in 2019, US consumers spend more time on their mobile devices than watching TV, which averaged more than 3.5 hours a day. An interesting fact is that the time spent listening to digital audio and watching videos represents the largest share of time spent on social media (Levin, 2020).

Consumers are looking for even easier ways to get information, and nowadays, mobile devices are the means they prefer they prefer and use. That is what makes Instagram so popular (Sammis, Lincoln and Pomponi, 2015).

E-mail: E-mail is an effective and fast method, and it is considered an alternative to paper messages. E-mail is characterized by the ability to be forwarded without any mediation. Multiple e-mail lists are an effective means of communication for business organizations. E-mail can also be used in banking operations to send documents to be attached. messages or receiving documents to be received. The web can be used as a powerful Internet marketing tool to promote Online businesses and reach target audience across the globe in different ways. E-mail marketing used for E-marketing, it is one of the primary way to strengthen the association with customer. It is an effective way to retain your customer, it saves time and paper. But, most of the articles focused on studying consumer responses. e- mail marketing but no study was conducted from a behavioral point of view and lack of individual analysis using single- subject design method for e-mail. (Adede et al.,2017)

The understanding of the effects of e- mail on consumer behavior is highly trademarked because it is conducted mostly by firms and therefore it is not published. Chittenden and Rettie (2003) recognized the factors affecting the response rate in e- mail text. As per findings, there is a significant connection between the response rate and subject line, e- mail length, incentive, and the number of images. Use of color in e-mails shows a difference as per Zviran, Te'eni, and Gross (2006) and if used correctly, can prompt the recipient to respond as the sender planned. Marinova, Murphy, and Massey (2002) have investigated e- mail marketing as a means of targeted promotion. A complete collection of execution elements have been observed by Ellis-Chadwick and Doherty (2012) in a sample of permission-based e-mail marketing promotions. For testing purpose 1000 promotional emails were written to U.K. e-retailers over an 18-month. (Rossiter 1981). Sigurdsson et al., (2013) have found that the uses of e- mail and other Online tools have been applied on behavior analysis should be examined, for example, exploring the usefulness and indicating best practices for education era in near future.

Search Engine Optimization: Search engines are one of the most important means through which millions of websites can be found and accessed with only one click on the link. Search engines such as Google are interested in developing their services so that they analyze what is meant by what the Internet user is searching for and provide him with all Possibilities close to his needs, and here business organizations can benefit from these engines by making their site one of the sites that can be easily displayed when searching in the engines. (Ranjan.et al., 2023)

Content Marketing: Content marketing means creation and sharing of media and publishing content in order to acquire customers. It can consist formats as videos, photos, Power Point presentations, info graphics, white papers, case studies, webinars, and podcasts. It focuses primarily on communicating with customers/readers/viewers rather than selling to them directly. Forouzandeh et al (2014) used content marketing where instead of introducing goods, content of goods are presented for marketing. Pulizzi and Yoegel (2012) have emphasized content marketing means a marketing process of creating and properly allocating the content in order to attract, make communication with, and understand other people so that they can be motivated to do helpful activities. Donath, J. and Boyd, (2004) have stated that There some reasons for failure of Online Marketing such as users remain unaware of the advertised goods and their advantages, nonexistence of information about users and their tastes, go for product without inspecting them and their behavior in the system.

Influencer Collaboration: When partnering with influencers, it's essential to look beyond follower counts and engagement metrics. To have a strong collaborative relationship, you need creators that align with your brand and audience. In return, your high-performing influencers deserve your attention and loyalty. The more your favorite creators feel like an extension of your marketing team, the easier it will be to build an influencer community of | **Mobile Marketing:**

Marketing on mobile device such as smartphone is Mobile marketing. It is explained as an marketing activity accompanied with the use of network to which customers are frequently connected using a personal mobile device. More research is needed on how mobile technology changes should guide retailers. Due to the advancement in technology, retailers should prepare themselves with applications not just mobile-ready, but also mobile-savvy to grab business opportunities (Shankar et al 2010). Over the past few years mobile marketing has opened up new opportunities for firms to communicate and engage with their target audience in a more effective way. Organizations should focus on the power of the personal nature of mobile devices that distinguish mobile marketing from other forms of marketing with respect to fully utilize the mobile marketing features (Smutkupt et al 2010).

Mobile Marketing (Tripathi, S.N. 2008) is relatively at a nascent stage in India, customers are looking for customized marketing messages as per their requirement. Therefore customerization is an important aspect for this type of marketing. Customerization basically means that companies interact their customers on one to one basis and give them a customized service, product or a message as per their requirements. This can be done using artificial intelligence such as “Intelligent Mobile Software Agents” this enables the firms to completely customize the marketing messages as per the customers’ needs. There is a potential downside to the development of new digital channels. In a Forrester report companies using SMS expressed fear for invasion of consumer privacy (80%) and negative consumer reaction (60%) as disadvantages of the media. So a crucial question for marketers is that should they go ahead with implementing this strategy or should focus back on their traditional ways of marketing?

A mobile being a portable device has its own set of pros and cons. However mobile as a marketing device is relatively new and the list below illustrates the distinctive features (Smutkupt et al 2010).:

- **Ubiquity:** Ubiquity is a primary advantage of the mobile medium. It refers to the ability of users to receive information and perform transactions wherever they are and whenever they want.
- **Personalisation:** The mobile phone can be seriously “customized”. While business professionals would use the device for emails and other business deals. Young teenage students can use Office applications, SMS, GPRS, Edge, 3G and MMS features. This enables the marketing team to design and execute marketing design effectively and efficiently.
- **Two way Communication:** The mobile phone is a two way communication device. This helps in understanding the customer needs. This feature enhances the CRM (customer relationship management). Eventually it helps serve customers better.

Viral Marketing:

Viral marketing is based on social media. It can be considered as a promotional tool for marketing. The major problem faced by the viral marketing industry is the lack of formal quantitative and qualitative comparisons between viral marketing tool and traditional tools, also the inadequacy of organized methods for optimizing viral marketing campaigns.

Viral marketing distinguishes itself from other marketing strategies as it is built on trust among individuals. The growing popularity of many Online social network sites, such as Facebook, Myspace, and Twitter, presents new ways for succeeding large-scale viral marketing (Chen et al; 2010). Ho and Dempsey (2010) have observed some unknown factors of viral marketing which is related to Internet users' motivations to pass along Online content and their relationship. Conceptualizing means communication

behavior through consumption of Online content. It is identified that noble users, tend to forward more Online content than others.

2.2.4 Business Success

Business success has traditionally been measured by financial performance (Getz & Carlsen 2000; Howard 2006; Simpson et al. 2004; Walker & Brown 2004), and the growth of the business in terms of revenue (Walker & Brown 2000).

However, other research has found that there are other factors that owners use to assess the success of their businesses. Simpson et al. (2004) have argued for the use of the owners' perceptions as a more meaningful measure of success for owners. Among the factors of success used by owners were:

Customer and Client Satisfaction (Reijonen 2008; Reijonen & Komppula 2007; Simpson et al. 2004): Beyond financial metrics, the satisfaction of customers and clients is a pivotal measure of success. Repeat business, positive reviews, and customer loyalty are indicators that the business is meeting the needs and expectations of its target audience, contributing to its overall success.

Having a Quality Product (Reijonen 2008): Success can be closely tied to the quality of the product or service offered. Owners who prioritize delivering excellence in their offerings not only attract and retain customers but also build a positive brand reputation, contributing to the long-term success of the business.

Running a Successful Business (Getz & Carlsen 2000; Walker & Brown 2004): Success, for many owners, is simply defined by the ability to run a thriving and sustainable business. This includes effective management, adaptability to market changes, and a strategic approach to challenges, all of which contribute to the overall success and longevity of the enterprise.

Staff Satisfaction (Simpson et al. 2004): Owners often gauge the success of their business by the satisfaction and well-being of their staff. A motivated and content team can lead to increased productivity, positive workplace culture, and overall business success.

Measuring business success:

Existing literature shows several approaches in measuring business success. One group of researchers advocate the use of traditional financial measures of success such as profitability, sales turnover and return on investment. For example, Hall and Fulshaw (1993) claim that two important measures of success are profitability and growth because for a business to be considered successful using financial measures, it requires increases in profit or turnover. Growth indicates long-term achievement whereas profitability reflects short-term achievement. Also, Chandler and Hanks (1994) use strictly financial estimators of success such as cash flow, market share, sales growth, earnings and net worth in their study of venture performance. Perren (2000) states that performance is reflected in some level of growth, as indicated in firms' sales and income. A strong argument for considering financial measure of success is that 'businesses are only viable if they are financially solvent' (Marlow and Strange, 1994).

On the other hand, there are some who focus on non-financial measures of success, which include job satisfaction, flexibility, balance between work and family responsibilities and career progress (Kuratko et al., 1997). For example, Jennings and Beaver (1997) argue that success is more than money and the pursuit of financial goal; it involves some aspects of intrinsic reward for the entrepreneurs themselves. Explicit in their argument is that the best measure of success for small firms is the attainment of personal objectives such as satisfaction with one's own personal involvement, autonomy

and balance in life rather than financial outcome. Proponents of this approach argue that significant emphasis is given by entrepreneurs, especially those in small firms, on non-financial objectives. Beaver (2002) agrees by pointing that to many entrepreneurs, money is not a prime motivator but rather a 'pleasant by-product' of having the freedom to take charge of their own future. This 'either-or' approach to looking at indicators for business success has received some criticism for being a poor reflection on reality. Following Buttner and Moore's (1997) warning to not focus merely on financial performance, Wiklund (1999) suggests that both financial and non-financial measures commensurate each other and provide richer description of actual performance. This view is also reflected by (Murphy et al. 1996), who argue that:

“Organisational performance is composed of multiple dimensions. Financial measures are necessary but not sufficient to capture total organisational performance. Thus, future studies should continue to include financial measures, but non-financial measures need to be emphasised as well.”

Further to the arguments about financial and non-financial measures of success, another group of researchers has drawn attention to the value of a distinction between subjective versus objective measures of success. Naman and Slevin (1993) argue that firm performance can be measured in both objective and subjective ways. Objective measures refer to the absolute financial gain in terms of sales and profitability whereas subjective measures refer to the owner's satisfaction with both financial aspects such as profitability, sales growth and market share and non-financial aspects, such as career progress, customer satisfaction, employees' satisfaction, customer retention, workplace relations, owner's satisfaction and work-life balance (Hoque, 2004; O'Regan and Ghobadian, 2004).

Even though the objective measure of success is useful in determining firm performance, examining objective success in the context of smaller firms is rather problematic because data on the actual performance of smaller firms is generally not well documented (Luke et al., 2006). In addition, comparing the objective financial data obtained for small firms in different industries could be misleading because absolute scores on financial performance criteria are affected by industry-specific factors (Chandler and Hanks, 1993).

The difficulty in supporting the more holistic view of business success is that there are few empirical studies conducted. Curran and Blackburn (2001) note that this is a characteristic of small business research in which access to small business is already difficult to achieve, let alone getting companies and entrepreneurs to share their financial data and strategies. The studies conducted tend to be localised and based on a small group of sample in a restricted context. Thus, the danger lies in the suitability of applying the findings to other contexts. A recent study conducted by Walker and Brown (2004) on identifying business success factors found that business success criteria could be categorised into three broad categories;

Financial Criteria:

In their comprehensive study, Walker and Brown (2004) underscored the paramount importance of financial criteria in determining business success. Financial metrics, such as profitability, return on investment, and revenue growth, are pivotal benchmarks that assess the economic viability and sustainability of a business. These indicators not only provide insights into the financial health of a company but also serve as key determinants for stakeholders, including investors, creditors, and shareholders. Businesses that effectively manage their financial resources, allocate capital judiciously, and maintain a robust financial structure are more likely to thrive in the competitive business landscape.

Lifestyle Criteria:

Walker and Brown (2004) identified lifestyle criteria as another crucial dimension influencing business success. This category encompasses factors that contribute to the overall well-being and satisfaction of entrepreneurs and key stakeholders. Lifestyle criteria may involve work-life balance, personal fulfillment, and the alignment of business goals with individual values. Recognizing the significance of a harmonious work environment and personal satisfaction, businesses that prioritize lifestyle criteria often cultivate a positive corporate culture, attracting and retaining talent, and fostering a motivated and engaged workforce.

Social Responsibility Criteria:

The study conducted by Walker and Brown (2004) also shed light on the increasing recognition of social responsibility criteria as integral to business success. Companies are increasingly being evaluated not only on their financial performance but also on their commitment to social and environmental responsibility. Social responsibility criteria include ethical business practices, environmental sustainability, and community engagement. Businesses that actively incorporate social responsibility into their operations not only contribute to positive societal impact but also enhance their reputation, brand value, and customer loyalty, ultimately bolstering their long-term success in an era where corporate social responsibility is a defining factor in stakeholder perception. While this provides a useful insight into developing a more viable measure of business success in companies. This signals for more research to be undertaken with regards to this issue. Also, it is important to probe into the possible emergence of other success indicators arising from cultural or country differences, particularly in developing countries (e.g., Malaysia) where such studies are rare.

It is represented by all actions that lead to the success of the enterprise, its prosperity and growth, and increased profitability: This is done through the following:

Profitability: It is the financial value earned by the organization as a result of the services it provides to customers. Profitability is the primary goal of all business ventures. Without profitability the business will not survive in the long run. So, measuring current and past profitability and projecting future profitability is very important.

Profitability is measured with income and expenses. Income is money generated from the activities of the business. For example, if crops and livestock are produced and sold, income is generated. However, money coming into the business from activities like borrowing money do not create income. This is simply a cash transaction between the business and the lender to generate cash for operating the business or buying assets.

Expenses are the cost of resources used up or consumed by the activities of the business. For example, seed corn is an expense of a farm business because it is used up in the production process. Resources, such as a machine whose useful life is more than one year, are used up over a period of years. Repayment of a loan is not an expense; it is merely a cash transfer between the business and the lender. (Eunice,2021)

Market share: It is the company's shares in the financial markets and their height. Just like in traditional sales channels, market share is vital for e-commerce. In particular, as a highly dynamic channel, an increase in market share is more than essential.

This entails designing online marketing strategies not only to improve brand perception or provide a good user experience, but also to increase sales, increase market share, and gain better positioning against the competition.

To do so, marketing professionals in charge of coordinating digital channels should

focus on creating solid strategies that enable growing their e-commerce metrics effectively and efficiently.

Innovation: It is the ability of the organization to create unique services compared to other organizations and its objective is to improve (Fan, 2016).

Chube (2015) describes innovation as follows: “There are three stages of innovation: process innovation, discrete innovation (products, programs, or services), and organizational innovation.” Increasing rivalry among businesses on a national and international level has made innovation (creating new products, services, and ideas) even more critical. It's not just about the innovation; it's about whether people will take it or not. Adopting an invention is “deciding to fully utilize it as the best course of action available” (Diing, 2016). This acceptance and uptake of the innovation means dissemination. Some researchers have devised many models for an innovation's diffusion (El-Gohary, 2016).

2.3 Previous Studies

They examined the impact of internet use on changing the behavioral patterns of shopping in the Greater Amman region. They focused on the effect of demographic factors, income level and incentives and constraints and the impact of this on The Jordanian consumer. By “demographic factors” they mean gender, age, social status, and educational level. By “income level and incentives”, they refer to saving time, saving costs, providing detailed information, easy comparison of purchasing alternatives, and after-sales services. And by “constraints”, they imply lack of knowledge of internet use, high cost of communication and mistrust, distrust of the online vendor, and lack of sense of pleasure in e-shopping. The conclusions they reached is that the Internet as a means of purchasing by the Jordanian consumer is still weak and that distrust of this method and high costs of internet service prevent its use. Despite the consumer’s awareness of the advantages of online shopping, the impact of obstacles is greater than the impact of incentives.

A Study of (Macik et al., 2012), Entitled: “E-Marketing Activities&Perceived Competitive Advantage in The Context of Globalization – Study Of Lublin Region Firms.”

which aimed to recognize the degree of correlation between the activities related to electronic marketing in the less developed regions in Europe (Lublin) and competitive perceived in the global and domestic markets, the study included three types of companies: 1) exporting companies, 2) companies want to export 0.3) companies do not bother to co-exist in the international arena and only work locally, the study showed that there is variation in the level of adoption Enterprises by three types of information and communications technology, and the researchers that as the organization sought to world had more than its adoption of information technology and communications and marketing

activities and mail, as among the researchers that in all it was exporting companies more aware of the importance of e-marketing, e-marketing activities was more effective to have.

A study of (Shirazi, 2017), Entitled : “Study the Role of Electronic Marketing on Business Performance with Emphasis on the Role of Market Orientation”

The study investigates the impact of electronic marketing on business performance, focusing on the mediating role of market orientation at the central branch of Mellat Bank. Using a sample of 226 managers and employees, the correlational study employs structural equation modeling for analysis. Findings reveal that electronic marketing components (responsiveness, security, and technology) significantly affect business performance, with security having a more pronounced impact. The study underscores the moderating role of market orientation, particularly in its incremental influence on the relationship between electronic marketing and business performance. The research emphasizes the importance of integrating market-oriented strategies into electronic marketing efforts for enhanced business performance.

A study of (Adede et al., 2017), Entitled : “Electronic Marketing Practices, Competitive Environment and Performance of Telecommunications Companies in Kenya”

The study investigates the relationship between e-marketing practices and organizational performance in the Kenyan telecommunications industry, considering the moderating effect of the competitive environment. Data extracted from industry performance reports underwent analysis using descriptive statistics, factor analysis, and regression analysis. The findings revealed a statistically significant relationship between e-marketing practices and organizational performance, with a moderating effect of the competitive environment on this relationship. Telecommunications companies adopting e-marketing practices reported better performance, but the competitive environment

influenced the degree of impact. The study recommends that companies not only adopt e-marketing practices but also focus on strategies aligning with the competitive environment for sustained competitiveness and superior organizational performance.

A Study of (Eunice, 2021), Entitled: “Online Marketing as a Tool for Increased Profitability: A Study of Konga and Jumia”.

The study investigated the impact of online marketing on profitability in Konga and Jumia, using a descriptive survey with a sample size of 140. The analysis of 125 completed questionnaires revealed a significant positive correlation between online marketing and company profitability. The study concluded that online marketing is a valuable tool for increased profitability, recommending a focus on building a positive company image for customer satisfaction. The methodology employed questionnaires, and the results emphasized correlations with return on equity, operational costs, sales volume, and gross profit. The recommendations highlighted the importance of organizational factors, firm size, managerial commitment, technological competence, and perceived benefits in enhancing online marketing success and profitability.

A study of (Shaik et al., 2021) Entitled: “A Study on Digital Marketing Tools amongst the Marketing Professionals in Bangalore City”.

The study investigated Perception, Effectiveness, and Awareness of Digital Marketing in Bangalore, focusing on marketing professionals. Using a structured questionnaire, primary data indicated that social media and email marketing were deemed crucial. The research found a significant relationship among all digital marketing tools, highlighting their collective impact. The study noted a lack of understanding and awareness regarding Google Analytics and Google AdWords among professionals. Recommendations included enhancing awareness of these tools and recognizing the ongoing importance of social media and email marketing in Bangalore's digital marketing

landscape. The methodology employed a quantitative approach with a structured questionnaire, providing insights from actively engaged marketing professionals.

A study of (Samuel Etuk & Udowong, 2021), Entitled: “Electronic Marketing And Marketing Performance Of Small And Medium Scale Enterprises In Akwa Ibom State, Nigeria”

The study explores the relationship between electronic marketing (e-marketing) and marketing performance of Small and Medium Scale Enterprises (SMEs) in Akwa Ibom State, Nigeria. Utilizing a survey design, data were collected through questionnaires from 366 SME operators selected via simple random sampling. Two hypotheses were formulated and tested using simple linear regression, focusing on social media marketing and SMS marketing as e-marketing proxies. The results indicate a significant positive relationship between both electronic marketing elements and the marketing performance of SMEs, with social media marketing exhibiting the highest regression coefficient. The findings emphasize the importance of adopting e-marketing strategies, particularly through social media and SMS marketing, to enhance the competitiveness and performance of SMEs in the region. The study recommends that SMEs, not extensively using electronic marketing, should embrace these strategies for improved competitiveness and overall performance in the market.

A study of (Ndegwa, 2021), Entitled: “The Influence of Electronic Marketing Strategies on The Performance of Equity Bank Limited in Kenya”

The study explores the impact of electronic marketing strategies on Equity Bank Limited's performance in Kenya, highlighting the essential adoption of such strategies for competitiveness in the evolving market. Using a descriptive cross-sectional census survey, the research identifies the significant influence of selected electronic marketing strategies on commercial banks, emphasizing the need for timely staff training, technology integration, and supportive government policies. Recommendations include

regulatory measures for e-marketing adoption in the banking sector. The study concludes by advocating for replication across financial institutions to ensure consistent performance due to e-marketing.

A study of (Stephen Otika et al., 2022), Entitled : “Factors Influencing Adoption of Electronic Marketing among Small and Medium Enterprises in Nigeria: A Quantitative Approach”

The study aimed to identify critical factors influencing e-marketing adoption among Nigerian SMEs, reviewing twenty-five articles and identifying eleven key factors. IT infrastructure (64%) and awareness (54%) were crucial. Recommendations included considering these factors in decision-making, further research with primary data, and creating an enabling environment with modern infrastructure. The study stressed the importance of innovative technologies like e-marketing for SMEs to compete effectively.

A study of (Chinelo & Alozie, 2022), Entitled: “Effect of Electronic Marketing on the Financial Performance of SMES in Enugu State of Nigeria.”

The study focuses on SMEs in Enugu State, Nigeria, exploring their reluctance to adopt e-marketing and assessing its impact on financial performance in sectors like food/accommodation, manufacturing, retail/wholesale, and transportation. Using a survey approach with 50 SMEs, the research reveals that electronic advertising, email marketing, and electronic payment marketing significantly enhance firm performance. The study recommends awareness campaigns by the government and private sector to educate SMEs on e-marketing frameworks, policies, and best practices, emphasizing the need to integrate such initiatives into the broader economic e-marketing growth plan.

A study of (Ranjan.et al., 2023), Entitled: “Role of E-Marketing in Business Planning”.

The study aimed to demonstrate the importance of e-marketing, and used the descriptive approach, and the study showed that e-marketing represents the process of

using the Internet to sell a product or service that is offered to the target audience via mobile phones, tools, social media and other means. E-marketing does not include internet marketing, also email and mobile marketing. It uses a variety of technologies to help companies interact with their customers. E-marketing, like many other media channels, is an element of integrated marketing communications, which helps brand growth across many channels. Companies that use a variety of digital media platforms have turned to e-marketing a huge importance in their marketing strategy. E-marketing, also called 'online' advertising, is a type of advertising that uses the Internet to spread a message to customers. Email or social media ads, web banners, and smartphone ads are all forms of e-marketing

2.4 What Distinguishes the Study from Previous Studies

This study is unique because it looks at how employees and owners in beauty centers in Amman use e-marketing. Not many studies focus on this. It explores how these individuals aim to attract customers and sell products, especially now after the Covid-19 crisis. The study shows that using e-marketing is no longer a choice; it's a must-have. The findings give useful insights into how beauty centers can use e-marketing strategically.

CHAPTER THREE

Methodology (Methods and Procedures)

3.1 Introduction

This chapter presents the research methodology adopted in this study and gives information about the population, the sample and the instruments: It also describes the validity and reliability of the instruments. Finally, it accounts for data collection procedures and gives information about the research design and statistical analysis.

3.2 Methodology

This study aims to investigate the impact of E-Marketing adoption on business success in beauty centers in Amman. In order to fulfill the study's objectives and answer its questions, descriptive analytical technique was used to analyze the phenomenon under investigation and its components, as well as opinions expressed about it, processes involved, and outcomes created.

3.3 Population and Sample of the Study

The study's population consisted of 360 beauty centers in Amman. The study's participants consisted of the 91 beauty centers that operate in Amman. Managers, owners, and employees received 263 questionnaires; 150 of them were returned, amounting to a 50% response rate. Convenience sampling was used to select participants for the study from among those who agreed to take part.

3.4 Demographic Analysis

This segment provides a concise overview and clarification of the demographic characteristics of the individuals involved in the study. It encompasses variables such as gender, age range, length of professional experience, qualifications, and career stage. The

study sample's demographic variables were analyzed, and the corresponding frequencies and percentages are presented in Table (3.1)

Table (3.1): Sample Population Distribution According to Study Variables

	Category	Frequency	Percentage
Gender	Male	69	46%
	Female	81	54%
	Total	150	100%
Age	Less than 30 years	46	30.7%
	31-40 years	64	42.7%
	41-50 years	29	19.3%
	More than 50 years	11	7.3%
	Total	150	100%
Qualifications	Diploma	12	8%
	Bachelors' degree	115	76.7%
	Post graduate	23	15.3%
	Total	150	100%
Experience	Less than 5 years	43	28.7%
	6-10 years	66	44%
	11 -15 years	27	18%
	15 years or more	14	9.3%
	Total	150	100%
Job title	Owner	41	27.3%
	Owner/Manager	36	24%
	Manager	38	25.3%
	Employee	35	23.3%
	Total	150	100%

3.5 Study Instruments

To achieve the goals and objectives of the study, the researcher designed a questionnaire to obtain the preliminary information.

Questionnaire

In light of the study questions, an instrument was prepared to measure the attitudes

of managers and employees in beauty centers in Amman toward E-marketing: The instrument was built according to the review of the related studies on attitudes towards E-marketing. It consisted of 40 items (see Appendix 1).

3.6 The Validity of the Instruments

3.6.1 E-marketing and business success scale

The validity of the scale was verified in the following ways:

1. Face validity

To verify the validity of the digital leadership scale, it was presented to a group of arbitrators, in order to obtain their opinions and comments about the suitability of the scale's vocabulary, the clarity of the linguistic formulation of the phrases belonging to it, the veracity of the items in measuring what they were designed to measure, the comprehensiveness of the items, and their suitability. It was taken into account with their comments, which focused on amending the linguistic wording of some paragraphs, 80% was approved as the percentage of agreement between the arbitrators to make the amendment. Members of the jury are attached in (Appendix 2).

2. Internal consistency validity

What is meant by the internal consistency of the scale's statements is the extent to which all items of the questionnaire are consistent with the dimension to which they belong, meaning that the statement measures what it was designed to measure and does not measure anything else.

Accordingly, the 'Pearson' correlation coefficient was calculated between the score of each statement of the scale on the dimension it belongs to and the total score of the scale, and the 'Pearson' correlation coefficient was calculated between the dimensions and each other and the total score of the scale.

Table (3.2): Correlation coefficients between the dimensions and the total score of the E-marketing scale

	Instagram	Email-marketing	Content marketing	Search engine optimization	Influencer collaboration
Email-marketing	.872**	.869**	.882**	.811**	.825**
Instagram	1	.748**	.665**	.667**	.603**
Content marketing	.748**	1	.728**	.655**	.566**
Search engine optimization	.665**	.728**	1	.616**	.728**
Influencer collaboration	.667**	.655**	.616**	1	.605**

It is clear from table (3.2) that all correlation coefficients of the items with the dimension to which they belong and with the total score of the scale are statistically significant at the level ($\alpha = 0.05$), where the correlations of the dimensions with each other ranged between (0.566 and 0.748), and the correlation coefficients of the dimensions with the total score of the scale ranged between (0.811 and 0.882), and all of these values are statistically significant.

Table (3.3): Correlation coefficients of the items with the dimension they belong to and the total score of the Email marketing scale

Item	correlation to dimension	correlation to total degree	Item	correlation to dimension	correlation to total degree
1	.727**	.585**	14	.813**	.759**
2	.693**	.561**	15	.748**	.628**
3	.571**	.543**	16	.431**	.509**
4	.759**	.713**	17	.650**	.326**
5	.769**	.686**	18	.528**	.512**
6	.811**	.679**	19	.771**	.588**
7	.749**	.717**	20	.739**	.583**
8	.765**	.705**	21	.545**	.352**
9	.584**	.554**	22	.821**	.608**
10	.588**	.387**	23	.824**	.680**
11	.797**	.790**	24	.598**	.670**
12	.623**	.453**	25	.552**	.518**
13	.649**	.601**			

It is clear from table (3.3) that all correlation coefficients of the items with the dimension to which they belong and the total score of the scale are statistically significant at the level ($\alpha = 0.05$), where the correlation coefficients of the items with the dimension to which they belong ranged between (0.431 and 0.824), and the correlation coefficients for the items with the total score of the scale ranged between (0.326 and 0.790), and all of these values are statistically significant, and this indicates the consistency of the internal structure of the scale, and therefore the electronic marketing scale consists of (25) items in its final form.

Table (3.4): Correlation coefficients between the dimensions and the total score of the business success scale

	Profitability	Market Share	Innovation
Business success	.877**	.947**	.892**
Profitability	1	.787**	.621**
Market share	.787**	1	.782**

It is clear from table (3.4) that all correlation coefficients of the items with the dimension they belong to and the total score of the scale are statistically significant at the level of ($0.05 = \alpha$), where the correlation coefficients of the dimensions with each other ranged between (0.621 and 0.787), and the correlation coefficients of the dimensions with the total score of the scale ranged between (0.877 and 0 .947), and all of these values are statistically significant.

Table (3.5): Correlation coefficients of the items with the dimension they belong to and the total score of the business success scale

Item	correlation to dimension	correlation to total degree	Item	correlation to dimension	correlation to total degree
1	.609**	.459**	9	.700**	.626**
2	.806**	.639**	10	.682**	.724**
3	.734**	.526**	11	.798**	.723**
4	.728**	.792**	12	.814**	.770**
5	.507**	.598**	13	.789**	.644**
6	.793**	.807**	14	.812**	.838**
7	.657**	.584**	15	.728**	.539**
8	.808**	.745**			

It is clear from table (3.5) that all the correlation coefficients of the items with the dimension to which they belong and the total score of the scale are statistically significant at the level ($\alpha = 0.05$), where the correlation coefficients of the items with the dimension to which they belong ranged between (0.507 and 0.814), and the correlation coefficients for the items with the total score of the scale ranged between (0.459 and 0.838), and all of these values are statistically significant, and this indicates the consistency of the internal structure of the scale, and therefore the measure of business success consists of (15) items in its final form.

3.7 Reliability of the Instrument

To ensure the reliability of the digital leadership scale, reliability was calculated using Cronbach's alpha, and Table (3.6) shows these results.

Table (3.6): Reliability coefficient for the E-marketing scale using the “Cronbach’s Alpha” method

Dimension	Items No.	Cronbach’s Alpha reliability
Instagram	5	0.75
Email marketing	5	0.74
Content marketing	5	0.76
Search engine optimization	5	0.61
Influencer effect	5	0.69
E-marketing	25	0.92

It is clear from table (3.6) that the reliability coefficient using the Cronbach’s Alpha method for the total score of the e-marketing scale was (0.92), the reliability coefficient after Instagram was (0.75), the reliability coefficient after email marketing was (0.74), and the reliability coefficient was (0.74). The stability coefficient after content marketing was (0.76), the reliability coefficient after search engine optimization was (0.61), and the reliability coefficient after influencer cooperation was (0.69). These results indicate that the e-marketing scale has a good degree of stability and its validity for application to the

basic sample, according to Miller. (Miller, 2016) (0.60) as a minimum level of reliability that can be used in the questionnaire. To ensure the reliability of the competitive advantage scale, reliability was calculated using Cronbach's alpha, and Table (3.7) shows these results.

Table (3.7): Reliability coefficient for the business success scale using the “Cronbach’s Alpha” method

Dimension	Items No.	Cronbach’s Alpha reliability
Profitability	5	0.67
Market share	5	0.75
Innovation	5	0.85
Business success	15	0.90

It is clear from table (3.7) that the reliability coefficient according to the Cronbach alpha method for the total score of the business success scale was (0.90), the reliability coefficient after profitability was (0.67), the reliability coefficient after market share was (0.75), and the reliability coefficient after development and innovation was (0.85). These results indicate that the business success measure has a good degree of reliability and its suitability for application to the basic sample according to Miller (2016) (0.60) as a minimum level of reliability that can be relied upon in the questionnaire.

3.8 Five-Point Lickert Scale

It was taken into account that the five-point Lickert scale used in the study was graded according to the rules and characteristics of the scales as follows:

Answers	Strongly agree	agree	Neutral	Disagree	Strongly disagree
Scores	5	4	3	2	1

Based on the above, the values of the arithmetic averages that were arrived at were dealt with as follows, according to the following equation:

The upper value – the lower value of the answer alternatives divided by the number of levels, i.e.:

$\frac{5-1}{3} = \frac{4}{3} = 1.33$, this value equals the category length

Accordingly, the lower value 1.00-2.33

And the medium value 2.34-3.66

And the upper value 3.67-5.00

3.9 Description of Study Sample Characteristics

Table (3.8)

Firstly: Normal distribution test

Variables	statistical evidence	Kolmogorov Smirnov z
Instagram	MODERATE	0.161
Email marketing	MODERATE	0.173
Content marketing	MODERATE	0.163
Search engine optimization	MODERATE	0.174
Influencer collaboration	MODERATE	0.121
Business success	MODERATE	0.181
Innovation and creativity	MODERATE	0.188

It is clear from the results in the table that the value of Kolmogorov Smirnov z for all variables is more than 0.05. Thus, all variables follow a normal distribution and are suitable for analysis.

Secondly: Multiple linear correlation test

Variables	Tolerance	VIF
Instagram	0.668	1.496
Email marketing	0.964	1.037
Content marketing	0.553	1.807
Search engine optimization	0.519	1.925
Influencer collaboration	0.414	2.417
Business success	1.00	1.00

It is clear from the results in the table that the value of the variance inflation factors (VIF) and the value of the tolerance factors (Tolerance) for all independent variables (VIF=1/Tolerance), which shows that there is no problem of multicollinearity between the variables where the inflation factors were less than 10.

3.10 Research Design

The study contains the following variables:

First: Independent variable:

- E-marketing. It was studied in five dimensions, which are:

- Instagram
- Email marketing
- Content marketing
- Search engine optimization
- Influencer collaboration

Second: Dependent variable:

- Business success. It was studied in three dimensions, which are:

- Profitability
- Market share
- Innovation

3.11 Data Collection and Statistical Treatment

To answer the study questions and test the related hypotheses, the researcher used the questionnaire. The questionnaire was distributed either in person or through online platforms and the attitudes scale was entered in SPSS (Statistical Package of Social Sciences) for analysis which will be discussed in the results section.

3.12 Study Procedures

1. After choosing the topic of the study, the researcher read several previous studies on The Impact of E-marketing Adoption on Business Success: A Field Study in Beauty Centers in Amman.
2. The researcher identified the population and selected the samples on which instruments

were applied.

3. The researcher then put up the questions of the current study depending on the review of literature, and thus the dimensions of the study were established.
4. The questionnaire was designed.
5. The validity and reliability of the designed questionnaire were verified.
6. A letter of permission was obtained from the Middle East University to facilitate the research and administer the questionnaire.
7. The questionnaire was distributed and collected by the researcher in the first semester, during November and December 2023.
8. The researcher has chosen managerial and non-managerial employees in the study instruments in the first semester, during November and December 2023.
9. The results were analyzed and the questions of the study were answered.
10. The researcher presented recommendations and suggestions for future studies.
11. The list of references was written in alphabetical order using the APA style.

CHAPTER FOUR

Findings of the Study

4.1 Findings of the Study

This chapter includes a presentation of the results reached to the impact of E-Marketing on business success in beauty centers in Amman, by answering the following questions:

4.1.1 Results related to answering the first question:

What is the level of E-Marketing application in Beauty centers in Amman.

To answer this question, the arithmetic means and standard deviations were calculated for the study sample's responses on E-marketing application scale, as shown in Table (4.1).

Table (4.1) :Arithmetic means and standard deviations of the study sample's responses on the E-marketing application scale

Rank	Dimension	Mean	Level
1	Email marketing	3.81	High
2	Search engine optimization	3.75	High
3	Influencer cooperation	3.64	Medium
4	Instagram	3.63	Medium
5	Content marketing	3.62	Medium

Table (4.1) indicates that the overall average score for the e-marketing scale was average with a arithmetical mean of (3.69), and came after email marketing with a arithmetical mean of (3.81) with a high degree, followed in second place after search engine optimization with a arithmetical mean of (3.75) with a high degree. After influencer collaboration, it came in fourth place with an arithmetic mean of (3.64) with a moderate degree, after Instagram it came in fourth place with a arithmetic mean of (3.63) with a moderate degree, and after content marketing it came in fifth place with an

arithmetic mean of (3.62) with a moderate degree. Below is a breakdown of the averages of the scale items according to dimensions.

1. Dimension (1): Instagram:

Table (4.2): Arithmetic means and standard deviations of the study sample's responses to items after Instagram, arranged in descending order according to the arithmetic means.

Rank	Dimension	Mean	Std. Deviation	level
1	The center uses the platform to market products to a large number of clients	3.95	1.15	High
2	The center benefits from the platform to purchase products necessary for the workflow	3.61	0.91	Medium
3	The center uses the platform for electronic marketing in addition to traditional marketing	3.59	0.91	Medium
4	The center uses the platform for marketing operations on a regular basis	3.58	1.08	Medium
5	The center offers clear products through platforms	3.43	0.91	Medium
	Instagram	3.63		Medium

Table (4.2) shows that the general average for the Instagram dimension was average with an arithmetic mean of (3.63), while the arithmetic averages for the paragraphs ranged between (3.43 and 3.95), where the paragraph that states “the center uses the platform for marketing operations on a regular basis” ranked first with an average Arithmetic (3.95) with a high degree, and the paragraph that states “The center benefits from the platform to purchase products necessary for the workflow” came in second place with an arithmetic mean (3.61) with a moderate degree, and the paragraph that states “The center uses the platform to market products to a large number of customers” came in second place with an arithmetic mean (3.61) with a moderate degree. It is ranked fifth and last with a mean of (3.43) and a moderate degree.

2. Dimension (2): Email marketing

Table (4.3): Arithmetic means and standard deviations of the study sample's responses to items after the Email marketing, arranged in descending order according to the arithmetic means.

Rank	Dimension	Mean	Std. Deviation	level
1	The center uses e-mail to present products in detail	4.04	1.08	High
2	The center makes use of e-mail to purchase products necessary for the workflow	3.89	1.00	High
3	The center uses e-mail to market products to a larger number of customers	3.75	1.05	High
4	The center uses email for marketing on a regular basis	3.70	0.96	High
5	The center uses e-mail because customers respond to it more than other means	3.69	1.04	High
	Email marketing	3.81		High

Table (4.3) shows that the general average for the e-mail marketing dimension was high, with an arithmetic average of (3.81), while the arithmetic averages for the paragraphs ranged between (3.69 and 4.04), as the paragraph states, "The center uses e-mail to present products in detail." " was ranked first with a arithmetical mean (3.89) with a high degree, and the paragraph that states, "The center takes advantage of e-mail in purchasing products necessary for the workflow" came in second place, with a arithmetical mean (3.75), with a high degree. The paragraph that states, "The center uses e-mail for marketing." Periodically" ranked fifth and last with an arithmetic average of (3.69) with a high degree.

3. Dimension (3): Content Marketing

Table (4.4): Arithmetic means and standard deviations of the study sample's responses to items after content marketing arranged in descending order according to the arithmetic means.

Rank	Dimension	Mean	Std. Deviation	Level
1	The center provides a specialized team for electronic marketing	3.92	1.00	High
2	The center uses electronic marketing more than traditional marketing	3.69	1.04	High
3	The center measures the effectiveness of electronic marketing on a regular basis	3.55	1.06	Medium
4	The e-marketing center finds a time-saving method	3.53	0.97	Medium
5	The center uses market data analysis to determine marketing objectives	3.40	0.90	Medium
	Content marketing	3.62		Medium

Table (4.4) shows that the general average for the content marketing dimension was average with an arithmetic mean of (3.62), while the arithmetic averages for the paragraphs ranged between (3.40 and 3.92), where the paragraph that states “The center provides a specialized team for electronic marketing” ranked first with an average Arithmetic (3.92) with a high degree, and the paragraph that states “The Center uses electronic marketing more than traditional marketing” ranked second with an arithmetic mean (3.69) with a high degree, and the paragraph that states “The Center uses market data analysis to determine marketing objectives” came in the fifth and final rank. With a arithmetical average of (3.40) moderately.

4. Dimension (4): Search Engine Optimization

Table (4.5): Arithmetic means and standard deviations of the study sample's responses to items after search engine optimization are arranged in descending order according to the arithmetic means.

Rank	Dimension	Mean	Std. Deviation	level
1	The Center uses phrases of the type that appear automatically to any researcher	3.89	1.00	High
2	The center designs the advertisement in an understandable way	3.79	0.98	High
3	The center targets all categories when designing its advertisement	3.73	1.12	High
4	The center provides search engine optimization to direct visits to its site	3.68	0.95	High
5	The center is interested in obtaining a higher ranking on search results pages	3.65	0.94	Medium
	Search engine optimization	3.75		High

Table (4.5) shows that the general average for the search engine optimization dimension was high, with an arithmetic average of (3.75), while the arithmetic averages for the paragraphs ranged between (3.65 and 3.89), where the paragraph that states: "The center uses phrases of the type that appear automatically for any "Researcher" came in first place with an arithmetic mean of (3.89) with a high degree, and the paragraph that states "The Center designs the advertisement in an understandable manner" came in second place with an arithmetic mean (3.79) with a high degree, and the paragraph that states "The Center provides search engine optimization to direct visits to its site." It is ranked fifth and last, with a mean of (3.65) and a moderate degree.

5. Dimension (5): Influencers collaboration

Table (4.6): Arithmetic means and standard deviations of the study sample's responses to items after influencers cooperation are arranged in descending order according to the arithmetic means.

Rank	Dimension	Mean	Std. Deviation	level
1	The center directs advertising to one category rather than another in influencer marketing	3.95	1.15	High
2	The center achieves higher profitability when cooperating with influencers for marketing	3.62	0.91	Medium
3	The center resorts to cooperation with some influencers for electronic marketing	3.59	0.91	Medium
4	Through influencer marketing, the center achieves the goal it wants to achieve	3.58	1.08	Medium
5	The center deals with influencers who have a large number of followers	3.43	0.91	Medium
	Influencers cooperation	3.64		Medium

Table (4.6) shows that the general average for the influencer cooperation dimension was average with an arithmetic mean of (3.64), while the arithmetic averages for the paragraphs ranged between (3.43 and 3.95), where the paragraph that states “The center resorts to cooperation with some influencers for electronic marketing” came in at the rank The first was ranked first with an arithmetic mean (3.95) with a high degree, and the paragraph that states “The center achieves higher profitability when cooperating with influencers for marketing” came in second place with an arithmetic mean (3.62) with a moderate degree, and the paragraph that states “The center deals with influencers who have a large number of “Followers” ranked fifth and last with an arithmetic mean of (3.43) with a moderate degree.

4.1.2 Results related to answering the second question:

What is the level of business success in beauty centers in Amman?

To answer this question, the arithmetic means and standard deviations were calculated for the study sample's responses on the E-marketing application scale, as shown in Table (4.7).

Table (4.7): Arithmetic means and standard deviations of the study sample's responses on the business success application scale

Rank	Dimension	Mean	level
1	profitability	2.34	Medium
2	Innovation	2.34	Medium
3	Market share	2.33	Low
	Business success	2.34	Medium

Table (4.7) indicates that the overall average score for the business success scale was average with a arithmetical mean of (2.34), and came after profitability with a arithmetical mean of (2.34) with a moderate degree, followed in second place after development and innovation with a arithmetical mean of (2.34) with a moderate degree, and came after share The market has an arithmetic average of (2.33) with a low score. Below is a breakdown of the averages of the scale items according to dimensions.

1. Dimension (1): profitability

Table (4.8): Arithmetic means and standard deviations of the study sample's responses to items after profitability are arranged according to the arithmetic means.

Rank	Dimension	Mean	Std. Deviation	level
1	The center achieves reasonable profitability from electronic marketing	2.37	0.68	Medium
2	The center studies the return of electronic marketing over a specific time frame	2.36	0.53	Medium
3	The profit center of electronic marketing is considered a safe cash flow	2.36	0.52	Medium
4	The profitability position through electronic marketing is higher than traditional marketing	2.31	0.52	Low
5	The center's profitability is the main goal of development and expansion	2.29	0.63	Low
	Profitability	2.34		Medium

Table (4.8) shows that the general average for the profitability dimension was average with an arithmetic mean of (2.34), while the arithmetic averages for the paragraphs ranged between (2.29 and 2.37), where the paragraph that states “The center considers profitability from electronic marketing a safe cash flow” ranked The first was ranked with an arithmetic mean (2.37) with a moderate degree, and the paragraph that states “The Center is studying the return of e-marketing within a specific time frame” came in second place with an arithmetic mean (2.36) with a moderate degree, and the paragraph that states “The Center considers profitability through e-marketing to be higher than marketing.” “Traditional” ranked fifth and last with an arithmetic average of (2.29) with a low degree.

2. Dimension (2): Market share

Table (4.9): Arithmetic means and standard deviations of the study sample’s responses to items after market share are arranged according to the arithmetic means.

Rank	Dimension	Mean	Std. Deviation	level
1	The center can maintain its market share	2.38	0.56	Medium
2	The Center periodically reviews its market share position	2.34	0.55	Medium
3	The center relies on electronic marketing to attract more customers	2.33	0.69	Low
4	The center considers customer confidence an indication of its market position	2.32	0.58	Low
5	The center recognizes its position through its market share	2.31	0.61	Low
	Market share	2.33		Low

Table (4.9) shows that the general average for the market share dimension was low with an arithmetic average of (2.33), while the arithmetic averages for the paragraphs ranged between (2.31 and 2.38), where the paragraph that states “The center can maintain its market share” ranked first with an average An arithmetic mean (2.38) with a moderate degree, and the paragraph that states “The center reviews its market share position periodically” came in second place with an arithmetic mean (2.34) with a moderate

degree, and the paragraph that states “The center considers customers’ trust as an indication of its market position” came in the fifth and final rank with an average score. Arithmetic (2.31) with a low score.

3. Dimension (3): Innovation

Table (4.10): Arithmetic means and standard deviations of the study sample’s responses to items after innovation are arranged according to the arithmetic means.

Rank	Dimension	Mean	Std. Deviation	level
1	The center seeks excellence by reducing the period between issuing new services	2.40	0.58	Medium
2	The center seeks to develop electronic marketing methods to increase profitability	2.39	0.60	Medium
3	The center relies on innovation as a means of competition	2.35	0.60	Medium
4	The center seeks to find new ways to increase sales volume	2.31	0.56	Low
5	The center always seeks to develop its products	2.24	0.59	Low
	innovation	2.34		Medium

Table (4.10) shows that the general average for the development and innovation dimension was average with a arithmetical mean of (2.34), while the arithmetical averages for the paragraphs ranged between (2.24 and 2.40), where the paragraph that states “The center relies on innovation as a means of competition” ranked first with an average An arithmetic mean (2.40) with a moderate degree, and the paragraph that states “The Center seeks excellence by reducing the period between issuing new services” ranked second, with an arithmetic mean (2.39) with a moderate degree, and the paragraph that states “The Center always seeks to develop its products” came in the fifth and final rank. With a mean score of (2.24) with a low degree.

4.1.3 Results related to testing the validity of the hypotheses:

H01: There is no statistically significant impact at the level of ($\alpha = 0.05$) of E-Marketing adoption (Instagram platform, Email-Marketing, Content Marketing, Search Engine Optimization, Influencer collaboration) collectively on business success in beauty centers in Amman.

From the previous major hypothesis come (five) sub-hypotheses, can be summarized as follows:

H01-1: There is no statistically significant impact at the level ($\alpha = 0.05$) of Instagram platform adoption on business success in beauty centers in Amman

H01-2: There is no statistically significant impact at the level ($\alpha = 0.05$) of Email-Marketing adoption on business success in beauty centers in Amman.

H01-3: There is no statistically significant impact at the level ($\alpha = 0.05$) of Content Marketing adoption on business success in beauty centers in Amman.

H01-4: There is no statistically significant impact at the level ($\alpha = 0.05$) of Search Engine Optimization adoption on business success in beauty centers in Amman.

H01-5: There is no statistically significant impact at the level ($\alpha = 0.05$) of Influencer collaboration adoption on business success in beauty centers in Amman.

To test the validity of the study hypotheses, multiple linear regression analysis using the stepwise method was used to find out the impact of (Instagram, email marketing, content marketing, search engine optimization, influencer collaboration) in achieving business success in beauty centers in Amman, and the following is a presentation of these results.

The first hypothesis: There is no statistically significant impact at the level of (α (0.05 \geq of E-Marketing adoption (Instagram platform, Email-Marketing, Content Marketing, Search Engine Optimization, Influencer collaboration) collectively on business success in beauty centers in Amman. and table (4.11) shows these results.

Table (4.11): The results of multiple regression analysis were extracted to determine the impact of E-Marketing adoption on business success

Dependent variable	model summary		ANOVA			Coefficient				
	R	R ²	F	df	sig	statement	β	S.E	T	sig
business success	0.537	0.288	50.747	5	0.000	Instagram platform	0.125	0.055	2.267	0.049
						Email-Marketing	-0.147	0.203	-0.724	0.470
						Content Marketing	0.248	0.070	3.530	0.024
				258		Search Engine Optimization	0.308	0.061	5.043	0.000
				262		Influencer collaboration	0.245	0.056	4.370	0.001

The results of the multiple regression analysis, as shown in Table (4.11), indicate a significant relationship between E-Marketing adoption and business success. The correlation coefficient (R) value of (0.537) suggests a positive association between these variables. The determination coefficient (R²) value of 0.288 indicates that approximately (28.8%) of the variation in business success can be explained by E-Marketing adoption. The statistically significant F value of (50.747) ($p < 0.001$) with 5 degrees of freedom further support the finding of a significant impact of E-Marketing adoption on business success at a significance level ($\alpha = 0.05$). The coefficients table reveals that the different areas of E-Marketing adoption (Instagram platform, Email-Marketing, Content Marketing, Search Engine Optimization, Influencer collaboration) have significant effects on business success. The β values for these areas were 0.125, -0.147, 0.248, 0.308 and 0.245 respectively. The standard errors were 0.055, 0.203, 0.070, 0.061 and 0.056,

and the corresponding T values were 2.267, -0.724, 3.530, 5.043 & 4.370, The significance levels (Sig) associated with these effects were 0.049, 0.470, 0.024, 0.000 and 0.001 respectively. Based on these results, we can reject the null hypothesis and accept the alternative hypothesis, which states that there is statistically significant impact at the level ($\alpha = 0.05$) of E-Marketing adoption (Instagram platform, Email-Marketing, Content Marketing, Search Engine Optimization, Influencer collaboration) collectively on business success on business success in beauty centers in Amman.

Results Related to The Sub-Hypothesis.

Results related to the first sub-hypothesis

H01.1: There is no statistically significant impact at the level ($\alpha = 0.05$) of Instagram platform on business success in Beauty centers in Amman.

To examine the hypothesis regarding the impact of Instagram platform on business success, a simple regression analysis was conducted, and the results are presented in Table (4.12).

Table (4.12): Results of simple regression analysis for the impact of Instagram platform on business success

Independent Variable	Model Summary		ANOVA			Coefficient				
	R	R ²	F	Df	sig	Statement	β	S.E	T	sig
Instagram platform	0.597	0.356	58.716	262	0.000	business success	0.564	0.062	7.873	0.000

The table (4.12) indicate that there is a statistically significant effect of Instagram platform on business success. The correlation coefficient (R) value of 0.597 suggests a positive relationship between Instagram platform and business success. The determination coefficient (R²) value of 0.356 indicates that Instagram platform explains 35.7% of the variance in business success. The F value of 58.716 is statistically significant at a significance level of 0.000, suggesting that the regression model is significant. The

beta value for Instagram platform is 0.564, with a standard error of 0.062, and a T value of 7.873, which is statistically significant at a significance level of 0.000. Based on these results, the null hypothesis is rejected, and the alternative hypothesis is accepted, indicating that there is a statistically significant effect of Instagram platform in business success.

Results related to the second sub-hypothesis.

H01.2: There is no statistically significant impact at the level ($\alpha = 0.05$) of Email-Marketing on business success in Beauty centers in Amman.

To examine the hypothesis regarding the impact of Email-Marketing on business success, a simple regression analysis was conducted, and the results are presented in Table (4.13).

Table (4.13): Results of simple regression analysis for the impact of Email-Marketing on business success

Independent Variable	Model Summary		ANOVA			Coefficient				
	R	R ²	F	df	sig	statement	β	S.E	T	sig
Email-Marketing	0.594	0.352	61.106	50	0.000	business success	-0.147	0.063	-0.724	0.000

The table (4.13) indicate that there is a statistically significant effect of Email-Marketing on business success. The correlation coefficient (R) value of 0.479 suggests a positive relationship between Email-Marketing and business success. The determination coefficient (R²) value of 0.352 indicates that Email-Marketing explains 35.2% of the variance in business success. The F value of 61.106 is statistically significant at a significance level of 0.000, suggesting that the regression model is significant. The beta value for Email-Marketing is -0.147, with a standard error of 0.063, and a T value of -0.724, which is statistically no significant at a significance level of 0.000. Based on these results, the null hypothesis is accepted, and the alternative hypothesis is rejected,

indicating that there is no statistically significant effect of Email-Marketing on business success in Beauty centers in Amman.

Results related to the third sub-hypothesis.

H0 1.3: There is no statistically significant impact at the level ($\alpha = 0.05$) of Content Marketing on business success in Beauty centers in Amman.

To examine the hypothesis regarding the impact of Content Marketing on business success, a simple regression analysis was conducted, and the results are presented in Table (4.14).

Table (4.14): Results of simple regression analysis for the impact of Content Marketing on business success

Independent variable	model summary		ANOVA			Coefficient				
	R	R ²	F	df	sig	statement	β	S.E	T	sig
Content Marketing	0.571	0.326	61.442	262	0.000	business success	0.615	0.072	7.512	0.000

The table (4.14) indicate that there is a statistically significant effect of Content Marketing on business success. The correlation coefficient (R) value of 0.571 suggests a positive relationship between Content Marketing and business success. The determination coefficient (R²) value of 0.326 indicates that Content Marketing explains 32.6% of the variance in business success. The F value of 61.442 is statistically significant at a significance level of 0.000, suggesting that the regression model is significant. The beta value for Content Marketing is 0.615 with a standard error of 0.072 and a T value of 7.512 which is statistically significant at a significance level of 0.000. Based on these results, the null hypothesis is rejected, and the alternative hypothesis is accepted, indicating that there is a statistically significant effect of Content Marketing on business success in Beauty centers in Amman.

Results related to the fourth sub-hypothesis.

H0 1.4: There is no statistically significant impact at the level ($\alpha = 0.05$) of Search Engine Optimization on business success in Beauty centers in Amman.

To examine the hypothesis regarding the impact of Search Engine Optimization on business success, a simple regression analysis was conducted, and the results are presented in Table (4.15).

Table (4.15): Results of simple regression analysis for the impact of Search Engine Optimization on business success

Independent Variable	Model Summary		ANOVA			Coefficient				
	R	R ²	F	df	sig	statement	β	S.E	T	sig
Search Engine Optimization	0.617	0.380	60.419	262	0.000	business success	0.620	0.068	7.310	0.000

The table (4.15) indicate that there is a statistically significant effect of Search Engine Optimization on business success. The correlation coefficient (R) value of 0.617 suggests a positive relationship between Search Engine Optimization and business success. The determination coefficient (R²) value of 0.380 indicates that Search Engine Optimization explain 38% of the variance in business success. The F value of 60.419 is statistically significant at a significance level of 0.000, suggesting that the regression model is significant. The beta value for Search Engine Optimization is 0.620, with a standard error of 0.068 and a T value of 7.310, which is statistically significant at a significance level of 0.000. Based on these results, the null hypothesis is rejected, and the alternative hypothesis is accepted, indicating that there is a statistically significant effect of Search Engine Optimization on business success in Beauty centers in Amman.

Results related to the fifth sub-hypothesis.

H0 1.5: There is no statistically significant impact at the level ($\alpha = 0.05$) of Influencer collaboration on business success in Beauty centers in Amman.

To examine the hypothesis regarding the impact of Influencer collaboration on business success, a simple regression analysis was conducted, and the results are presented in Table (4.16).

Table (4.16): Results of simple regression analysis for the impact of Influencer collaboration on business success

Independent Variable	Model Summary		ANOVA			Coefficient				
	R	R ²	F	df	sig	statement	β	S.E	T	sig
Influencer collaboration	0.591	0.349	61.805	262	0.000	business success	0.604	0.076	7.213	0.000

The table (4.16) indicate that there is a statistically significant effect of Influencer collaboration on business success. The correlation coefficient (R) value of 0.591 suggests a positive relationship between Influencer collaboration and business success. The determination coefficient (R²) value of 0.349 indicates that Influencer collaboration explains 30.1% of the variance in business success. The F value of 61.805 is statistically significant at a significance level of 0.000, suggesting that the regression model is significant. The beta value for Influencer collaboration is 0.604, with a standard error of 0.076 and a T value of 7.213, which is statistically significant at a significance level of 0.000. Based on these results, the null hypothesis is rejected, and the alternative hypothesis is accepted, indicating that there is a statistically significant effect of Influencer collaboration on business success in Beauty centers in Amman.

CHAPTER FIVE

Results Discussion, Conclusion, And Recommendations

5.1 Introduction

Building upon the in-depth analysis presented in the fourth chapter, which provided a thorough statistical examination and hypothesis testing of the study's variables, this chapter seeks to distill and articulate the key insights and conclusions drawn by the researcher. These conclusions directly address the foundational study questions and objectives initially delineated in Chapter one, setting the stage for the problem definition and hypothesis formation. Furthermore, this chapter will present a series of recommendations, meticulously crafted based on the robust empirical evidence and significant findings of the research.

5.2 Results Discussion and Conclusion

Descriptive results of the study variables:

The results indicate that the level of E-Marketing (Instagram, Email-marketing, Content marketing, Search engine optimization, Influencer collaboration) E-marketing received an average score with an arithmetic mean of (3.69), This result can be explained Respondents using e-marketing strategies and recognizing their benefits, but the score indicates there's room for enhancement. Perhaps they're seeing good results but also encountering challenges or limitations in fully realizing the potential of e-marketing strategies. This might include issues like targeting the right audience, leveraging all available tools, or integrating e-marketing seamlessly with other marketing efforts.

This result agrees with (Macik et al., 2012),(Shaik et al., 2021) The level of electronic marketing was average.

Below is a detailed discussion of the dimensions of E-Marketing:

1-Dimension (1): Instagram:

the results suggest an overall average performance in leveraging Instagram for its operations, with a general arithmetic mean of 3.63. This indicates that while the center is fairly adept at utilizing Instagram, there is variability in how well different aspects are executed, and there is room for growth and improvement.

The paragraph indicating that "the center uses the platform for marketing operations on a regular basis" leads the performance with an arithmetic mean of 3.95, categorized as high. This suggests that the center is actively and effectively using Instagram as a regular tool in its marketing strategies, reaching out and engaging customers consistently.

In contrast, the aspect of the center benefiting from the platform to purchase products necessary for workflow is ranked second with an arithmetic mean of 3.61, categorized as moderate. This indicates that while the center recognizes and utilizes Instagram for sourcing products, its efficacy or frequency might not be as pronounced as its marketing efforts.

The paragraph stating "The center uses the platform to market products to a large number of customers" also shares a similar rank and degree as the previous aspect, indicating that while the center is making efforts to reach a wide customer base, there might be strategies or practices that could be optimized for better outreach or engagement.

The aspect ranked fifth and last, with an arithmetic mean of 3.43, also falls within the moderate category. This lowest-ranking area, although not specified, suggests a particular aspect of Instagram use that is less developed or optimized compared to others.

Overall, the center demonstrates a competent level of utilizing Instagram, particularly in regular marketing operations. However, the variability in the arithmetic means of different aspects suggests there are specific areas, especially the lowest-ranked aspect, where the center could focus its efforts to improve its overall utilization of Instagram. This might involve enhancing strategies for product sourcing, customer engagement, content diversification, or other areas as specified by the lower-ranked aspects. Addressing these areas can help the center leverage Instagram more effectively as a comprehensive tool for marketing, operations, and engagement

2-Dimension (2): Email marketing

the results indicate a strong overall performance with an arithmetic mean of 3.81, reflecting a high degree of proficiency and effectiveness in utilizing e-mail marketing strategies.

The paragraph stating, "The center uses e-mail to present products in detail," is ranked first, reflecting the highest effectiveness in the e-mail marketing dimension. With an arithmetic mean of 3.89, this suggests that the center excels at utilizing e-mail to provide comprehensive and detailed information about its products. This approach is crucial for engaging potential customers, offering them valuable information that can aid in their decision-making process.

The paragraph that states, "The center takes advantage of e-mail in purchasing products necessary for the workflow," is ranked second with an arithmetic mean of 3.75. This high rating indicates that the center effectively uses e-mail as a procurement tool, leveraging it to streamline and enhance its supply chain and purchasing processes. This strategic use of e-mail likely contributes to operational efficiency and better vendor management.

The paragraph stating, "The center uses e-mail for marketing periodically" is ranked fifth and last, albeit still within the high category, with an arithmetic mean of 3.69. While this shows that periodic e-mail marketing is an integral part of the center's strategy, its relative ranking suggests that this aspect may not be as robust or effective as others. This could point to opportunities for the center to enhance the regularity, content, or targeting of its e-mail marketing campaigns to maintain customer engagement and interest.

Overall, the center demonstrates a strong capability in leveraging e-mail for both detailed product presentations and procurement processes, underscoring its strategic use of this communication tool. However, the relatively lower effectiveness of periodic marketing emails suggests a potential area for further development. Enhancing this aspect could involve more consistent or targeted e-mail campaigns, improving content quality, or implementing more sophisticated segmentation and personalization techniques to increase engagement and conversion rates. By continuing to refine its e-mail marketing strategies and address any relative weaknesses, the center can further strengthen its position and effectiveness in using e-mail as a key marketing and operational tool.

3-Dimension (3): Content Marketing

The analysis of the content marketing dimension for the center reveals an average overall performance, with a general arithmetic mean of 3.62. This indicates a moderate level of effectiveness and sophistication in the center's content marketing strategies, suggesting areas of strength as well as potential for improvement.

The paragraph stating, "The center provides a specialized team for electronic marketing," ranks first with an arithmetic mean of 3.92, falling within the high degree category. This high ranking underscores the center's commitment to content marketing, indicating that it values and invests in specialized expertise to manage its electronic

marketing efforts. A dedicated team likely contributes significantly to the creation, execution, and management of effective marketing strategies, reflecting the center's strength in this aspect.

The paragraph, "The Center uses electronic marketing more than traditional marketing," ranks second with an arithmetic mean of 3.69, also categorized as high degree. This indicates a strategic shift or preference towards modern marketing channels over traditional ones, suggesting that the center is adapting to the digital landscape and prioritizing electronic methods to reach, engage, and convert its audience.

The paragraph stating, "The Center uses market data analysis to determine marketing objectives," ranks fifth and last with an arithmetic mean of 3.40, categorized as moderate. Despite being the lowest-ranked aspect, it's crucial for guiding marketing strategy and measuring effectiveness. The moderate degree suggests that while the center employs data analysis in its marketing strategy, there may be room for more sophisticated or comprehensive utilization of data to inform decision-making, target marketing efforts more effectively, and optimize return on investment.

Overall, the center demonstrates a solid foundation in content marketing, particularly evident in its investment in a specialized electronic marketing team and its preference for electronic over traditional marketing methods. However, the moderate performance in utilizing market data analysis suggests an area ripe for enhancement. Improving this aspect could involve investing in more advanced data analytics tools, training staff in data interpretation and application, or more closely integrating data insights into strategic planning and execution. By bolstering its data analysis capabilities, the center can further refine its content marketing strategies, making them more targeted, effective, and responsive to market dynamics and customer needs. Enhancing these aspects will help the center to not only maintain but also improve its competitive edge in content marketing.

4-Dimension (4): Search Engine Optimization

The analysis of the search engine optimization (SEO) dimension for the center reveals a strong overall performance with a general arithmetic mean of 3.75. This suggests that the center has effectively incorporated SEO strategies to enhance its online visibility and accessibility. However, the range in performance across different aspects indicates specific areas of strength and potential for further improvement.

The paragraph stating, "The center uses phrases of the type that appear automatically for any researcher," ranks first with an arithmetic mean of 3.89, categorized as high. This suggests that the center is proficient in using relevant and popular search queries in its content, likely contributing to higher visibility and accessibility in search results. This strategy helps capture the attention of potential users or customers who are searching for related topics or services, indicating a strong understanding and application of keyword optimization in SEO.

The paragraph that states, "The Center designs the advertisement in an understandable manner," ranks second with an arithmetic mean of 3.79, also in the high category. This indicates that the center places importance on creating clear and comprehensible advertisements, likely contributing to better user experience and engagement. This aspect of SEO, focusing on the clarity and appeal of content, is crucial for attracting and retaining the interest of site visitors, thereby enhancing the effectiveness of the center's online presence.

The paragraph stating, "The Center provides search engine optimization to direct visits to its site," ranks fifth and last with an arithmetic mean of 3.65, categorized as moderate. While still a positive rating, this suggests that the center's strategies for using SEO to drive traffic to its site are relatively less effective compared to other aspects of its

SEO approach. This area might benefit from a more focused and strategic application of SEO techniques, such as link building, content optimization, or improving site structure and user experience to better attract and direct visitors.

Overall, the center demonstrates a strong capacity for leveraging SEO, particularly in its use of relevant phrases and designing understandable advertisements. However, the relatively moderate performance in directly using SEO to drive site visits indicates a potential area for development. Enhancing this aspect could involve a more comprehensive and targeted approach to SEO, perhaps incorporating more advanced techniques or focusing on continuous updates and improvements to adapt to changing search engine algorithms and user behaviors. By strengthening this aspect of its SEO strategy, the center can further improve its online visibility and effectiveness in attracting and engaging a wider audience.

5-Dimension (5): Influencers collaboration

The analysis of the influencer collaboration dimension for the center indicates an average overall performance with an arithmetic mean of 3.64, suggesting a moderate level of effectiveness in utilizing influencer partnerships in its electronic marketing strategies. The varying degrees of success across different aspects highlight areas where the center excels and others where there is room for improvement.

The paragraph stating, "The center resorts to collaborate with some influencers for electronic marketing," ranks first with an arithmetic mean of 3.95, falling in the high degree category. This suggests that the center is particularly adept at establishing partnerships with influencers for marketing purposes. The high rating indicates that these collaborations are likely well-executed and effective, contributing significantly to the center's marketing success and online presence. This approach allows the center to

leverage the influencers' reach and credibility to promote its message or products.

The paragraph that states, "The center achieves higher profitability when cooperating with influencers for marketing," ranks second with an arithmetic mean of 3.62, categorized as moderate. This indicates that while the center recognizes and experiences increased profitability from influencer collaborations, the degree of impact is not as substantial as the initial cooperation. This suggests that while effective to a degree, there might be room to optimize these partnerships or the strategy surrounding them to fully capitalize on the potential profitability.

The paragraph stating, "The center deals with influencers who have a large number of followers," ranks fifth and last with an arithmetic mean of 3.43, also in the moderate category. Despite targeting influencers with large followings, this aspect is identified as the least effective compared to others. This could imply that simply having a large following is not a sufficient criterion for successful influencer collaboration. It might suggest the need for a more strategic approach in selecting influencers, perhaps considering factors like audience engagement, relevance, or credibility, in addition to the size of the following.

Overall, the center shows a moderate level of effectiveness in its influencer collaboration strategies. The highest effectiveness is in establishing these partnerships, indicating that the center values and is capable of initiating collaborations. However, the moderate degrees of success in leveraging these partnerships for profitability and the less effective strategy in selecting influencers based on follower count suggest areas for improvement. The center could benefit from a more strategic and nuanced approach to influencer selection, focusing not only on follower numbers but also on alignment with the brand, audience engagement, and proven impact on target demographics.

Additionally, optimizing the execution and integration of these influencer partnerships into the overall marketing strategy could enhance profitability and overall effectiveness. By refining these aspects, the center can better leverage influencer collaborations as a powerful tool in its electronic marketing arsenal.

Secondly

The results showed that the level of business success (Cost, Quality, Flexibility) in beauty centers in Amman was a medium level with an arithmetic mean of (2.34).

This means that these centers are performing at a middle-of-the-road level. Cost refers to how efficiently these beauty centers manage their expenses. The moderate score suggests that there may be opportunities for cost optimization without necessarily overspending. Quality measures the level of service and treatments offered by these centers. A moderate score implies that the quality of services provided is decent but may not be outstanding. Flexibility assesses how well these centers can adapt to changes and meet customer demands. A moderate score indicates that there is room for improvement in responding to customer needs and staying attuned to evolving market trends.

1-Dimension (1): profitability

The center's overall performance in profitability from electronic marketing is described as average, with an arithmetic mean of 2.34. This score indicates a moderate level of effectiveness in utilizing electronic marketing for profit generation. While the center is achieving some degree of success, the average categorization suggests there is substantial room for enhancement and optimization in their strategies.

The paragraph stating, "The center considers profitability from electronic marketing a safe cash flow," ranks the highest with an arithmetic mean of 2.37, falling under the moderate degree category. This top ranking signifies that the center particularly values

the steady and reliable revenue stream that electronic marketing can provide. Despite being rated as moderate, being the highest-ranked aspect implies that the center sees electronic marketing as a comparably more secure and dependable aspect of its financial strategy.

"The Center is studying the return of e-marketing within a specific time frame," holds the second rank with an arithmetic mean of 2.36, also categorized as moderate. This suggests that the center places importance on understanding and maximizing the timing of returns from electronic marketing campaigns. It reflects a strategic approach, focusing on how different marketing initiatives perform over time, which is crucial for planning and optimizing future marketing efforts.

The paragraph stating, "The Center considers profitability through e-marketing to be higher than traditional marketing," ranks fifth and last with an arithmetic mean of 2.29, categorized as low. This indicates that among the various aspects considered, this particular perspective is viewed as the least effective or least realized. Despite the widespread acknowledgment of electronic marketing's potential, this ranking suggests that the center either has not fully harnessed this advantage over traditional methods or that there are some challenges or misalignments in strategy or execution.

Overall, while the center demonstrates a moderate level of success in leveraging electronic marketing for profitability, the detailed breakdown of the paragraphs highlights specific strengths and areas for improvement. The center's emphasis on the stability of electronic marketing as a revenue source and its attention to the timing of returns are commendable. However, the relatively lower effectiveness in surpassing traditional marketing profitability underscores a critical area for strategic reevaluation. By addressing this and continuously refining its approach based on these insights, the center

can better position itself to enhance its profitability through more effective and targeted electronic marketing strategies.

This result agreed with the result of a study (Eunice, 2021) The study concluded that online marketing is a valuable tool for increased profitability

2-Dimension (2): Market share

In analyzing the market share dimension of the center's business strategies, the overall performance is indicated as low with an arithmetic average of 2.33. Here's a detailed discussion of the individual paragraphs, reflecting on their implications for the center's market share strategies:

The overall performance in the market share dimension is considered low, with an arithmetic mean of 2.33. This indicates that, generally, the center's strategies and actions to capture or maintain market share are not as effective as needed. A low score in this crucial area suggests that there are significant challenges or gaps in the center's approach to market competition, customer retention, or market expansion.

The paragraph stating, "The center can maintain its market share," ranks first with an arithmetic mean of 2.38 and is categorized as moderate. Despite the overall low performance in market share, this aspect ranks the highest among others, suggesting that the center is relatively more successful in maintaining its current market share than other facets of market share strategy. This could imply a certain level of stability or effectiveness in current strategies, but still leaves room for improvement given its moderate rating.

The paragraph, "The center reviews its market share position periodically," is ranked second with an arithmetic mean of 2.34, also falling under the moderate category. This indicates a strategic approach where the center is actively monitoring and assessing its position in the market. Periodic reviews are crucial for adapting strategies to changing market conditions and competitive landscapes. A moderate rating suggests that while the center is committed to understanding its market share dynamics, the effectiveness or frequency of these reviews or subsequent actions might need enhancement.

The paragraph stating, "The center considers customers' trust as an indication of its market position," came in fifth and last with an arithmetic mean of 2.31, categorized as low. This suggests that among the various strategies for market share, leveraging customer trust as a metric or indicator for market position is the least effective or least prioritized. This low ranking highlights a potential area for improvement, as customer trust is a critical component of long-term market share stability and growth. The center might need to invest more in building and maintaining customer relationships, understanding customer needs, and enhancing customer satisfaction to bolster this aspect.

Overall, the center's low general average in the market share dimension indicates that there are several areas where strategies can be significantly improved. The relative strength in maintaining current market share shows some stability, but the need for more strategic and effective actions is evident, especially in leveraging customer trust and continuously adapting to market changes. By addressing these areas, particularly focusing on customer trust and enhancing the effectiveness of periodic reviews, the center can aim to improve its position and performance in the market, moving towards a more competitive and robust market share strategy.

3-Dimension (3): Innovation

In examining the development and innovation dimension of the center's strategies, the overall performance is considered average with an arithmetic mean of 2.34. This indicates a balanced yet not outstanding approach to innovation and development in its business strategies. The average performance in development and innovation suggests that the center recognizes the importance of these aspects and has implemented some measures towards improvement and innovation. However, the "average" categorization also implies that the efforts or outcomes are not particularly distinguished or leading among peers, indicating room for more focused and impactful strategies in innovation.

The paragraph stating, "The center relies on innovation as a means of competition," ranks first with an arithmetic mean of 2.40, categorized as moderate. This top ranking implies that among the various aspects of development and innovation, the center is most adept at leveraging innovation competitively. It suggests a recognition that staying competitive requires a commitment to innovate, yet the moderate rating indicates there's still potential to further capitalize on innovation to truly differentiate and lead in the market.

The paragraph, "The Center seeks excellence by reducing the period between issuing new services," comes in second with an arithmetic mean of 2.39, also falling under moderate. This aspect reflects the center's efforts to be agile and responsive in its service offerings, understanding that a shorter time to market can be a critical competitive advantage. The moderate score suggests effectiveness in this strategy but also points to the possibility of further reducing development cycles or enhancing the process for even greater impact.

The paragraph stating, "The Center always seeks to develop its products," ranks last with an arithmetic mean of 2.24, categorized as low. This indicates that while there is an acknowledgment of the need for ongoing product development, the actual execution or impact of these efforts is relatively insufficient compared to other areas of development and innovation. This low ranking highlights a significant area for improvement, suggesting that the center needs to intensify its focus on continuous, effective product development to keep pace with market demands and technological advancements.

Overall, while the center shows an average commitment to development and innovation, the nuances of the individual scores reveal critical insights. The relative strength in utilizing innovation for competition and reducing service issuance time suggests areas of strategic emphasis. However, the overall moderate effectiveness and particularly the lower effectiveness in ongoing product development underscore the need for a more robust, systematic approach to innovation. By enhancing its focus on continuous development, possibly through adopting more rigorous processes, fostering a culture of innovation, or investing in research and development, the center can strengthen its position and performance, driving toward a more dynamic and leading role in its market.

Discuss the results of hypotheses analysis

In this aspect, the results of the main hypothesis and sub-hypotheses will be presented and their results will be discussed:

H01: There is no statistically significant impact at the level of ($\alpha = 0.05$) of E-Marketing adoption (Instagram platform, Email-Marketing, Content Marketing, Search Engine Optimization, Influencer collaboration) collectively on business success in beauty centers in Amman.

The results indicate a statistically significant impact at the level ($\alpha = 0.05$) of E-Marketing adoption (Instagram platform, Email-Marketing, Content Marketing, Search Engine Optimization, Influencer collaboration) collectively on business success on business success in beauty centers in Amman. This means that beauty centers which effectively integrate and utilize these E-Marketing strategies are likely to achieve better customer reach, engagement, and conversion, leading to increased revenue and market presence. The use of Instagram can elevate brand visibility and connect with a broader audience, while Email-Marketing can personalize communication and nurture customer relationships. Content Marketing and Search Engine Optimization are critical for attracting and retaining customers by providing valuable content and improving online visibility. Influencer collaboration extends the reach and authenticity of marketing messages.

The significance of these strategies at the noted level indicates a strong relationship between the strategic implementation of these E-Marketing tools and the overall business success, suggesting that these are not arbitrary marketing choices but rather crucial investments for beauty centers aiming to excel and outperform competitors in Amman. This finding emphasizes the importance of digital proficiency, innovation in marketing strategies, and the adoption of a holistic E-Marketing approach as key drivers of business growth and success in the contemporary digital landscape.

This result agreed with the result of a study) (Shirazi, 2017)‘ (Adede et al., 2017)‘ (Ranjan.et al., 2023)) Which showed a positive impact of electronic marketing on business success.

The first sub-hypothesis

H0₁₋₁: There is no statistically significant impact at the level ($\alpha = 0.05$) of Instagram platform adoption on business success in beauty centers in Amman.

The results indicate a statistically significant impact at level ($\alpha = 0.05$) of Instagram platform adoption on business success in beauty centers in Amman.

The findings suggest that by effectively utilizing Instagram, beauty centers can significantly enhance various facets of their business. This includes expanding their customer base, elevating brand visibility, and ultimately, boosting profitability. Instagram's rich visual interface allows for a compelling showcase of services and products, enabling beauty centers to create an engaging narrative and connect with a broad audience. The platform's interactive features facilitate direct communication and foster a community around the brand, leading to increased loyalty and customer retention. The implication of this result is clear: for beauty centers in Amman, investing in a well-crafted Instagram strategy is not just a trend but a critical component of modern marketing that can lead to substantial business benefits and a stronger position in the competitive market. This underscores the broader theme that in the digital age, embracing and strategically implementing social media tools is integral to business success.

The second sub-hypothesis

H0₁₋₂: There is no statistically significant impact at the level ($\alpha = 0.05$) of Email-Marketing adoption on business success in beauty centers in Amman.

The results indicate There is no statistically significant impact at the level ($\alpha = 0.05$) of Email-Marketing adoption on business success in beauty centers in Amman.

It might indicate that customers of these beauty centers do not significantly respond to or engage with marketing emails, or perhaps the content and strategy of the emails are

not effectively tailored to the target audience's preferences and needs. This finding highlights the importance of understanding the unique dynamics and preferences of the market and suggests that beauty centers might need to reconsider or refine their Email-Marketing strategies, or perhaps focus more on other marketing channels that resonate better with their clientele for improved business outcomes. It also serves as a reminder that not all marketing tools are universally effective across different business types and customer segments, underscoring the need for a tailored and strategic approach to marketing.

The Third Sub-hypothesis

H0₁₋₃: There is no statistically significant impact at the level ($\alpha = 0.05$) of Content Marketing adoption on business success in beauty centers in Amman.

The results indicate a statistically significant impact at the level ($\alpha = 0.05$) of Content Marketing adoption on business success in beauty centers in Amman.

The results demonstrate that the use of Content Marketing significantly influences the success of beauty centers in Amman. This implies that by creating and distributing valuable, relevant, and consistent content, these centers are able to effectively attract and engage a specific audience, leading to improved business outcomes. Content Marketing may help these businesses establish and nurture relationships with customers, enhance brand awareness, and position themselves as industry leaders, contributing to increased customer loyalty and higher sales. This finding underscores the importance of investing in quality content creation, whether through informative blog posts, engaging videos, or compelling social media updates, as a core part of the marketing strategy for beauty centers aiming to thrive in a competitive market. It highlights the critical role of content as a means to connect with customers and drive business growth.

The fourth Sub-hypothesis

H0_{1.4}: There is no statistically significant impact at the level ($\alpha = 0.05$) of Search Engine Optimization adoption on business success in beauty centers in Amman.

The results indicate a statistically significant impact at the level ($\alpha = 0.05$) of Search Engine Optimization adoption on business success in beauty centers in Amman

This indicates that when these centers focus on improving their website and online content's visibility in search engine results, they are likely to experience better business outcomes. By optimizing their online presence to rank higher in search results, beauty centers can attract more website visitors, increase their customer base, and ultimately enhance their profitability and market position. This finding emphasizes the importance of SEO as a crucial component of digital marketing strategies for businesses looking to increase their online visibility, attract more customers, and stay competitive in the increasingly digital marketplace. It underscores the value of investing in SEO to ensure that potential customers can easily find and access their services online.

The fifth Sub-hypothesis

H0_{1.5}: There is no statistically significant impact at the level ($\alpha = 0.05$) of Influencer collaboration adoption on business success in beauty centers in Amman.

The results indicate a statistically significant impact at the level ($\alpha = 0.05$) of Influencer collaboration adoption on business success in beauty centers in Amman.

This means that when these businesses engage with influencers to promote their services or products, they are likely to see notable improvements in various aspects of business performance such as increased customer base, enhanced brand visibility, and potentially, higher revenues. Influencer collaboration, as a marketing strategy, involves

leveraging the credibility and reach of popular individuals to endorse or recommend the beauty center's offerings. This method appears to effectively resonate with the target audience in Amman, leading to more successful business outcomes. It underscores the importance of choosing the right influencers whose followers align with the beauty center's target market and suggests that a well-planned and executed influencer marketing strategy can be a powerful tool in the competitive beauty industry. This finding highlights the growing significance of social proof and personal recommendations in consumer behavior, especially in the context of beauty services.

5.3 Recommendations

After a comprehensive analysis of the impact of adopting electronic marketing on the business success of beauty centers in Amman, the following recommendations came to further enhance and benefit from digital marketing strategies:

- 1- Beauty centers develop a detailed strategic e-marketing plan that is compatible with their business objectives, target audience, and brand identity.
- 2- Centers must invest in professional social media management to ensure consistent, attractive, high-quality content that effectively showcases their services and resonates with their audience.
- 3- Training employees on digital communication and customer service to deal effectively with customers and manage reservations, inquiries and comments online.
- 4- Use data collection and analytics tools to understand customer preferences, behavior, and comments. This information can inform marketing strategies, service improvements, and personalized promotions.
- 5- Enhance online booking systems and explore e-commerce options for selling beauty products or coupons.

- 6- Update websites, blogs and social media channels with the latest trends, tips and information related to beauty and wellness.
- 7- Collaborate with influencers and industry experts to reach broader audiences, build credibility, and tap into new customer segments.
- 8- Learn about the latest digital marketing trends and consumer behaviors and explore new platforms or technologies that may emerge as influential in the beauty industry.
- 9- Use photos, videos, and high-quality interactive content such as virtual experiences or educational programs to attract customers and give them a realistic and attractive image of services and products.
- 10- Maintain a cohesive and professional brand image across all online platforms, ensuring that all content reflects the center's values, aesthetics and quality of service.

5.4 Suggestions for Future Studies

Based on the study's focus on the impact of adopting electronic marketing on business success in beauty centers in Amman, these are several suggestions for future research endeavors:

- 1- Conducting studies to compare the impact of adopting electronic marketing on the business success of beauty centers in different cities or countries.
- 2- Conduct long-term studies to track the development and long-term effects of electronic marketing strategies on business success in the beauty industry.
- 3- Conduct comparative studies between beauty centers and other sectors such as fashion, healthcare, or hospitality to evaluate the unique versus common elements of successful e-marketing strategies across industries.

- 4- Study how cultural factors and consumer behavior in different regions affect the adoption and success of electronic marketing strategies in the beauty industry.
- 5- Study the integration of emerging technologies (such as augmented reality for virtual experiences, and artificial intelligence for personalized recommendations) with digital marketing strategies to enhance customer experience and business success.

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Appendices

Appendix (1)

Study Questionnaire in Arabic

أثر اعتماد التسويق الإلكتروني على نجاح الأعمال :

دراسة ميدانية في مراكز التجميل في عمان

عزيزي السيد/السيدة،

صممت هذه الاستبانة لدراسة أثر استخدام التسويق الإلكتروني (تحقيق الأهداف والوظائف التسويقية من خلال استخدام تكنولوجيا الاتصالات الإلكترونية – مثل الإنترنت، البريد الإلكتروني، الإكسترانت، الجوال) على الأداء التسويقي لمراكز التجميل في عمان. لقد تم اختيار مؤسستك لهذه الدراسة بناءً على عينة عشوائية. الدراسة أكاديمية بحثية وسيتم استخدام البيانات التي تقدمها فقط للبحث العلمي وستساعد في الحصول على فهم أفضل لأثار استخدام التسويق الإلكتروني في مراكز التجميل. ينبغي ملء الاستبيان من قبل: رجل الأعمال، مدير التسويق/المبيعات أو الشخص (الأشخاص) المسؤول عن أنشطة التسويق الإلكتروني داخل مؤسستك

وبطبيعة الحال، ليس مطلوبًا منك التعريف بنفسك أو بشركتك، وسيتم الاحتفاظ بإجابتك بسرية تامة. سيكون للباحث فقط حق الوصول إلى البيانات التي تقدمها ولن يكون الاستبيان المكتمل متاحًا لأي شخص آخر غير الباحث. يمكن إرسال ملخص تنفيذي لنتائج البحث الرئيسية إلى الشركات المشاركة

إن تعاونكم الكريم في هذا البحث محل تقدير كبير للغاية ويأمل الباحث بشدة أن تجد الدراسة التي تهتمك، ونأمل أن تهتم مؤسستك

شكرا لك على الوقت الذي أمضيته للإجابة على الاستبيان. أقدر تعليقاتكم واقتراحاتكم للمساعدة في فهم احتياجاتك وأفكارك حول تأثير اعتماد التسويق الإلكتروني على نجاح الأعمال: دراسة ميدانية في مراكز التجميل في عمان. يرجى تخصيص بضع دقائق لملء هذا الاستبيان. سيتم الاحتفاظ بجميع المعلومات التي تم جمعها بسرية تامة للأغراض الإحصائية فقط

شكرا جزيلاً علي وقتك وتعاونك

تفضلوا بقبول فائق الاحترام،

لارا حسين

0799733180

الجزء الأول: البيانات الشخصية والوظيفية
يرجى وضع إشارة (√) في المربع الذي يصف وضعك بدقة

1. الجنس: ذكر أنثى
2. العمر: أصغر من 30 سنة 31-40 سنة 41-50 سنة 50 فأكثر
3. المؤهل العلمي: ثانوية عامة أو أقل دبلوم متوسط بكالوريوس دراسات عليا
4. سنوات الخبرة: أقل من 5 سنوات 6-10 سنوات 11-15 سنة 15 سنة فأكثر
5. المسمى الوظيفي: مالك المركز مدير المركز موظف

الجزء الثاني: البيانات الشخصية والوظيفية

التسويق الإلكتروني هو عملية تسويق علامة تجارية (شركة أو منتج أو خدمة) باستخدام الإنترنت من خلال وسائط أجهزة الكمبيوتر والأجهزة المحمولة.

الرقم	الفقرة	وافق بشدة	وافق	حيادي	لا اوافق	لا اوافق بشدة
البعد الأول: انستغرام:						
Instagram هو تطبيق مجاني لمشاركة الصور عبر الإنترنت ومنصة شبكة اجتماعية استحوذت عليها شركة Facebook في عام 2012 وتسمح للمستخدمين بتحرير وتحميل الصور ومقاطع الفيديو القصيرة من خلال تطبيق الهاتف المحمول.						
1.	يستخدم المركز المنصة لعمليات التسويق بشكل دوري					
2.	يقدم المركز من خلال المنصات منتجات واضحة					
3.	يستخدم المركز المنصة لتسويق المنتجات لعدد كبير من العملاء					
4.	يستفيد المركز من المنصة في شراء المنتجات الضرورية لسير العمل					
5.	يستخدم المركز المنصة للتسويق الإلكتروني الى جانب التسويق التقليدي					
البعد الثاني: التسويق عبر البريد الإلكتروني:						
التسويق عبر البريد الإلكتروني هو شكل من أشكال التسويق الذي يمكن من خلاله توعية العملاء الموجودين في قائمة بريدك الإلكتروني بالمنتجات الجديدة والخصومات والخدمات الأخرى..						
6.	يستخدم المركز البريد الإلكتروني للتسويق بشكل دوري					
7.	يستخدم المركز البريد الإلكتروني لتقديم المنتجات بشكل مفصل					
8.	يستخدم المركز البريد الإلكتروني لتسويق المنتجات لعدد اكبر من العملاء					
9.	يستفيد المركز من البريد الإلكتروني في شراء المنتجات الضرورية لسير العمل					
10.	يستخدم المركز البريد الإلكتروني لكثرة استجابة العملاء له اكثر من الوسائل الأخرى					
البعد الثالث: تسويق المحتوى:						
نوع من التسويق يتضمن إنشاء ومشاركة مواد عبر الإنترنت (مثل مقاطع الفيديو والمدونات ومنشورات وسائل التواصل الاجتماعي) لا تروج صراحةً للعلامة التجارية ولكنها تهدف إلى تحفيز الاهتمام بمنتجاتها أو خدماتها.						
11.	يستخدم المركز التسويق الإلكتروني أكثر من التسويق التقليدي					

الرقم	الفقرة	وافق بشدة	وافق	حيادي	لا اوافق	لا اوافق بشدة
12.	يجد المركز التسويق الالكتروني طريقة موفرة للوقت					
13.	يوفر المركز فريق متخصص للتسويق الالكتروني					
14.	يقيس المركز مدى فاعلية التسويق الالكتروني بشكل دوري					
15.	يستخدم المركز تحليل بيانات السوق لتحديد اهداف التسويق					
البعد الرابع: تحسين محرك البحث:						
عملية زيادة عدد زوار موقع ويب معين إلى الحد الأقصى من خلال ضمان ظهور الموقع في أعلى قائمة النتائج التي يعرضها محرك البحث. هل لديك موقع إلكتروني؟ إذا كانت الإجابة نعم، فالرجاء الرد على الأسئلة التالية. وإذا كانت الإجابة لا، فيرجى المتابعة مع باقي الأسئلة.						
16.	يصمم المركز الإعلان بشكل مفهوم					
17.	يستخدم المركز عبارات من النوع الذي يظهر تلقائيا لاي باحث					
18.	يستهدف المركز جميع الفئات عند تصميم اعلانه					
19.	يوفر المركز تحسين لمحرك البحث لتوجيه الزيارات الى موقعه					
20.	يهتم المركز بالحصول على ترتيب اعلى على صفحات نتائج البحث					
البعد الخامس: تعاون المؤثرين:						
الترويج لشيء ما على حسابات وسائل التواصل الاجتماعي لشخص آخر.						
21.	يلجأ المركز للتعاون مع بعض المؤثرين للتسويق الالكتروني					
22.	يوجه المركز الإعلان لفئة دون الأخرى في التسويق عبر المؤثرين					
23.	يتعامل المركز مع المؤثرين الذين لديهم عدد كبير من المتابعين					
24.	يسعى المركز من خلال تعاون المؤثرين لتحقيق اهدافه المرسومة					
25.	يحقق المركز ربحية اعلى عند التعاون مع المؤثرين					

الجزء الثالث: أبعاد المتغير التابع: نجاح الاعمال:

هو مقدار نمو شركتك، والأموال التي توفرها لك، أو قدرتك على السيطرة على العمل لنفسك أو لأطفالك.

الرقم	الفقرة	وافق بشدة	وافق	حيادي	لا اوافق	لا اوافق بشدة
البعد الأول: الربحية: مقياس لربح المنظمة مقارنة بنفقاتها.						
26.	يحقق المركز الربحية المدروسة من التسويق الالكتروني					
27.	يعتبر المركز الربحية عبر التسويق الالكتروني اعلى من التسويق التقليدي					
28.	يعتبر المركز الربحية من التسويق الالكتروني تدفق نقدي امن					
29.	يدرس المركز عائد التسويق الالكتروني خلال إطار زمني محدد					
30.	يعتبر المركز الربحية هي الهدف الرئيسي للتطوير					
البعد الثاني: حصة السوق: جزء من السوق تسيطر عليه شركة أو منتج معين.						
31.	يستطيع المركز المحافظة على حصته السوقية					
32.	يتعرف المركز على مكانته من خلال حصته السوقية					
33.	يعتبر المركز ثقة العملاء دلالة على مكانته السوقية					
34.	يعتمد المركز على التسويق الالكتروني لجذب عملاء اكثر					
35.	يراجع المركز موقع حصته السوقية بشكل دوري					
البعد الثالث: التطور : هو التنفيذ العملي للأفكار التي تؤدي إلى إدخال سلع أو خدمات جديدة أو تحسين في عرض السلع أو الخدمات.						
36.	يسعى المركز دائما لتطوير منتجاته					
37.	يعتمد المركز على الابتكار كوسيلة للمنافسة					
38.	يسعى المركز لإيجاد طرق جديدة لزيادة حجم المبيعات					
39.	يسعى المركز لتطوير طرق التسويق الالكتروني لزيادة الربحية					
40.	يسعى المركز للتميز من خلال تقليل الفترة بين اصدار خدمات جديدة					

Appendix (2)

Study Questionnaire in English

The Impact of E-marketing Adoption on Business Success: A Field Study in Beauty Centers in Amman

Dear Sir/Madam,

This questionnaire is designed to study the effect of using E-Marketing (Achieving marketing objectives and functions through the use of electronic communication technology – e.g. Internet, Email, Extranet, Mobile) on marketing performance of beauty centers in Amman. Your Enterprise has been selected for this study based on a random sample. The study is purely academic and the data you provide will be used only for scientific research and will help in gaining a better understanding of the effects of using E-Marketing in beauty centers. The questionnaire should be filled in by the: entrepreneur, marketing/sales manager or by the person(s) who is in charge of the E-Marketing activities within your enterprise.

Of course, you are not required to identify yourself or your company and your response will be kept strictly confidential. Only the researcher will have access to the data you give and the completed questionnaire will not be made available to anyone other than the researcher. An executive summary of the research major findings can be sent to the participating enterprises.

Your kind cooperation in this research is very much appreciated and the researcher sincerely hopes that you will find the study of interest to you and hopefully to your Enterprise.

Thank you for taking the time to answer the questionnaire. I value your comments and suggestions to help understand your needs and thoughts on The Impact of E-marketing adoption on business success : Afield study in beauty centers in Amman . Please spare a few minutes to fill out this questionnaire. All information collected will be kept in strict confidence for statistical purpose only.

Thank you very much for your time and cooperation.

Yours sincerely,

Lara Hussain

0799733180

Part Two: Independent Variable: E-Marketing:

E-Marketing is the process of marketing a brand (company, product, or service) using the Internet through computers and mobile devices mediums.

No.	Item	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
First Dimension: Instagram:						
Instagram is a free, online photo-sharing application and social network platform that was acquired by Facebook in 2012 and allows users to edit and upload photos and short videos through a mobile app.						
1.	The center uses the platform for marketing operations on a regular basis					
2.	This platform presents the center's products in a clear and detailed manner					
3.	The center uses the platform to market products to a large number of clients					
4.	The center benefits from the platform to purchase products necessary for the workflow					
5.	The center uses the platform for marketing alongside traditional marketing					
Second Dimension: Email-marketing:						
Email marketing is a form of marketing that can make the customers on your email list aware of new products, discounts, and other services.						
6.	The center uses e-mail for marketing on a regular basis					
7.	The center uses e-mail to present products in detail					
8.	The center uses e-mail to market products to a larger number of customers					
9.	The center makes use of e-mail to purchase products necessary for the workflow					
10.	The center uses e-mail because customers respond to it more than other means					
Third Dimension: Content marketing:						
a type of marketing that involves the creation and sharing of online material (such as videos, blogs, and social media posts) that does not explicitly promote a brand but is intended to <u>stimulate</u> interest in its products or services.						
11.	The center uses electronic marketing more than traditional marketing					
12.	The E-Marketing Center finds a time-saving method					
13.	The center provides a specialized team for electronic marketing					
14.	The center measures the effectiveness of electronic marketing on a regular basis					
15.	The center uses market data analysis to determine marketing goals					

No.	Item	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
<p align="center">Fourth Dimension: Search engine optimization: the process of <u>maximizing</u> the number of visitors to a particular website by ensuring that the site appears high on the list of results returned by a search engine. Do you have a website? If the answer is yes, please respond to the following questions. If the answer is no, please proceed with the rest of the questions."</p>						
16.	The center designs the advertisement in an understandable way					
17.	The center uses phrases of the type that appear automatically to any user					
18.	The center targets all categories when designing its advertisements					
19.	The center provides search engine optimization to direct visits to its site					
20.	The center is interested in obtaining a higher ranking on search results pages					
<p align="center">Fifth Dimension: Influencer collaboration: the promotion of something on one's social media accounts for another.</p>						
21.	The center resorts to cooperation with some influencers for electronic marketing					
22.	The center directs advertising to one category rather than another					
23.	The center deals with influencers who have a large number of followers					
24.	The Center seeks, through the cooperation of influential people, to achieve its set goals					
25.	The center achieves higher profitability when cooperating with influencers					

Part Three: Dependent Variable: Business Success:

the growth of your company, the money it provides you or your ability to keep control of the business for yourself or your children.

No.	Item	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
First Dimension: Profitability: a measure of an organization's profit relative to its expenses.						
26.	The center achieves reasonable profitability from electronic marketing					
27.	The profitability of electronic marketing is higher than traditional marketing					
28.	The center relies on profitability from electronic marketing					
29.	The center studies the return of electronic marketing within a specific time frame					
30.	The center's profitability is the main goal of development					
Second Dimension: Market share: the portion of a market controlled by a particular company or product.						
31.	The center can maintain its market share					
32.	The center recognizes its position through its market share					
33.	The center considers customer confidence an indication of its market position					
34.	The center relies on electronic marketing to attract more customers					
35.	The Center periodically reviews its market share position					
Third Dimension: innovation: the practical implementation of ideas that result in the introduction of new goods or services or improvement in offering goods or services.						
36.	The center always seeks to develop its products					
37.	The center relies on innovation as a means of competition					
38.	The center seeks to find new ways to increase sales volume					
39.	The center seeks to develop electronic marketing methods to increase profitability					
40.	The center seeks excellence by reducing the period between issuing new services					

Appendix (3)
Names of Academic Experts

قائمة بأسماء السادة المحكمين

مكان العمل	الرتبة الاكاديمية	الأسم
جامعة الشرق الأوسط	أستاذ دكتور	أ د احمد علي صالح
جامعة الشرق الاوسط	أستاذ دكتور	أ د عبد العزيز الشراياتي
جامعة الشرق الاوسط	أستاذ دكتور	أ د علي محمد العضايلة
الجامعة الاردنية	أستاذ دكتور	أ د دانا قاقيش
الجامعة الاردنية	أستاذ دكتور	أ د سامر حمادنة
جامعة الشرق الاوسط	أستاذ مساعد	د رائد المستريحي
الجامعة الاردنية	أستاذ مساعد	د رامي محمد الدويري