



**The Impact of E-Marketing Determinants on Marketing Effectiveness – The mediating Role of Personal Impressions:  
Jordan Central E-Commerce Co. as a Case Study**

أثر محددات التسويق الإلكتروني على فاعلية التسويق – الانطباع الشخصي  
كمتغير وسيط: دراسة حالة: الشركة المركزية للتجارة الإلكترونية

Prepared by Student:

Fatima W. Abu Dayyeh

Supervised by:

Dr. Laith Al-Rubaie

A Thesis submitted in partial fulfillment of the requirements for  
the degree of Master of E-Business

Faculty of Business

Middle East University

2013

**Authorization**

I Fatima Waleed Abu Dayyeh, authorize Middle East University to provide libraries, organizations, and researchers with copies of my thesis when required.

**Name:** Fatima Waleed Abu Dayyeh

**Date:** 10-6-2013

**Signature:** 

### Discussion Committee Decision

This Dissertation was discussed under the Title:

**“The Impact of E-Marketing Determinants on Marketing Effectiveness  
– The mediating Role of Personal Impressions”**

It was approved in 10-06-2013

**Discussion Committee**

**Signature**

**Dr. Laith Al Rubaie**



**Dr. Raed Hanandeh**



**Dr. Asad Abu Ruman**



## ACKNOWLEDGMENTS

I am very grateful and thankful above all to Allah Almighty, then to all the people who provided me with their time and continuous support and were the shoulders upon which I have stood throughout writing my dissertation.

First of all, I would like to thank my mentor, advisor, professor and supervisor Dr. Laith Al Rubeie who through his knowledge, mentoring and guidance I have been able to reach this far and learnt the challenges and rewards of this academic year. I thank him for being the light that guided me in this journey in my development and success.

Next, I wish to thank my family who were always there for me; My wonderful father and my mother who passed on to me her unique passion for learning and who loved and supported me in every way possible ever since I can remember. Special thanks to my brother Khalid who was always the shoulder I leaned on and who always believed in me. My sisters Shyma'a and Ghadeer who were always my joy and offered me unconditional love and always supported me to continue my Master's degree.

Very special thanks and appreciation goes out to my friends, roommates and JorMallers. No words can express my gratitude and love for you. "Thank you" for your huge hearts, for always making me feel like I can do it.

Finally, I gratefully acknowledge the support of Mr. JadMakdah and Mrs. Marianne Makdah, Jormall's CEO and GM, Sweifieh / Jordan, who were very kind to support me in conducting the research without any objections.

**Fatima Abu Dayyeh**

*Dedication*

*To*

*My Father*

*Dr. Waleed Abu Dayyeh*

*My Mother*

*Samar Abu Dayyeh*

**Sincerely Yours,**

**Fatima Abu Dayyeh**

**The Impact of E-Marketing Determinants on Marketing Effectiveness – The mediating Role of Personal Impressions: Jordan Central E-Commerce Co. as a Case Study**

Prepared by Student:

Fatima W. Abu Dayyeh

Supervised by:

Dr. Laith Al-Rubaie

**ABSTRACT**

This research was carried out to review the effect of Personalized E-Marketing on Marketing Effectiveness through Personal Impressions as a mediating variable. Research data was collected by a questionnaire that was distributed on the business customers of Jordan Central E-Commerce Co. (JorMall) in Amman-Jordan.

A total of 198 voluntary respondents have participated in the survey. Utilizing the collected dataset, a series of research hypotheses related to customer perceptions of different campaign characteristics were examined.

The researcher used several statistical software in order to analyze the collected data, and the results showed that there is a significant direct effect of Personalized E-Marketing and Personal Impressions on Marketing Effectiveness. On the other hand, it was shown that there is no significant indirect effect of Personalized E-Marketing and on Marketing Effectiveness through Personal Impressions.

The results confirmed that Internet and Wireless Technology provided a wide range of communicating channels that can be used by all kind of business organizations in Jordan in order to build profitable relationship with their customers. In addition, the results showed that Personalized E-Marketing can improve the financial performance of a firm, regardless the degree of internet fitness of the product or service, while it was shown that offering products and services on the internet increases brand awareness.

## أثر محددات التسويق الإلكتروني على فاعلية التسويق – الانطباع الشخصي كعامل وسيط: دراسة حالة: الشركة المركزية للتجارة الإلكترونية

إعداد الطالبة : فاطمة وليد أبوديه

إشراف الدكتور : ليث الربيعي

### ملخص الرسالة

: تهدف الدراسة إلى بحث اثر التسويق الإلكتروني الشخصي على فاعلية التسويق من خلال الانطباع الشخصي كعامل وسيط . طبقت الدراسة على الشركة المركزية للتجارة الإلكترونية حيث قام الباحث بتصميم استبانته تضم (٥٢) عبارة لجمع المعلومات الأولية من عينة الدراسة المكونة من (١٩٨) شركة في عمان وفي ضوء ذلك جرى جمع المعلومات وتحليل البيانات واختبار الفرضيات باستخدام مختلف أدوات التحليل الإحصائي.

وبعد إجراء عملية التحليل لبيانات الدراسة وفرضياتها وقد تم استخدام العديد من الأساليب الإحصائية لتحقيق أهداف الدراسة هناك علاقة ذات تأثير مباشر لكل من التسويق الإلكتروني الشخصي والانطباع الشخصي على فاعلية أظهرت النتائج أن من جهة أخرى أثبتت الدراسة عدم وجود علاقة ذات تأثير غير مباشر للتسويق الإلكتروني الشخصي على فاعلية . التسويق . التسويق من خلال الانطباع الشخصي .

وفي ضوء ذلك تبين من خلال إنهاء الدراسة أن تكنولوجيا الانترنت والاتصالات أتاحت العديد من قنوات الاتصال التي تمكن كما أثبت أنه يمكن للمنظمة أن تحسن من الأداء المالي باستخدام . جميع أنواع المنظمات من بناء علاقات مربحة مع الزبائن التسويق الإلكتروني الشخصي بغض النظر عن درجة ملائمة منتجاتها وخدماتها للانترنت. ومن جانب آخر تبين أن عرض . المنتجات والخدمات على الانترنت تزيد من مدى الوعي بالعلامة التجارية

## TABLE OF CONTENT

---

<b>1 CHAPTER ONE</b> .....	1
1.1 INTRODUCTION.....	2
1.2 RESEARCH PROBLEM .....	4
1.3 RESEARCH OBJECTIVES.....	5
1.4 SIGNIFICANCE OF THE STUDY .....	5
1.5 RESEARCH HYPOTHESES AND RESEARCH PROPOSED MODEL.....	6
1.6 BACKGROUND OF THE ORGANIZATION .....	7
1.7 OPERATIONAL DEFINITION.....	8
1.8 RESEARCH DELIMITATIONS.....	7
1.2.3 RESEARCH LIMITATIONS.....	13
<b>2 CHAPTER TWO</b> .....	14
2.1 LITERATURE REVIEW .....	15
2.2 PREVIOUS STUDIES.....	33
2.3 THE DISTINCTION OF THE CURRENT STUDY FROM PREVIOUS STUDIES.....	41
<b>3 CHAPTER THREE</b> .....	42
3.1 RESEARCH METHODOLOGY .....	43
3.2 THE NATURE AND TYPE OF STUDY .....	44
3.3 STUDY POPULATION AND SAMPLE.....	45
3.4 STUDY SAMPLE DEMOGRAPHICS .....	46
3.5 DATA COLLECTION METHOD .....	52
3.6 STATISTICAL TREATMENT.....	58
3.7 VALIDITY AND RELIABILITY.....	59
<b>4 CHAPTER FOUR</b> .....	61
4.1 DESCRIPTIVE VARIABLES .....	62
4.2 STUDY HYPOTHESES TESTING .....	79
<b>5 CHAPTER FIVE</b> .....	101
5.1 CONCLUSIONS AND DISCUSSIONS .....	102
5.2 RECOMMENDATION .....	105
<b>REFERENCES</b> .....	106
<b>APPENDICES</b> .....	113



## List of Tables

No.	Subject	Page
1	Descriptive Analysis of Gender	46
2	Descriptive Analysis of Age	47
3	Descriptive Analysis of Educational Level	48
4	Descriptive Analysis of Current Job Position	49
5	Descriptive Analysis of Years of Experience	50
6	Descriptive Analysis of Business Customer Type	51
7	Descriptive Analysis of Target Market Type	52
8	Descriptive Analysis of Years of Experience in E-Marketing	53
9	Cronbach's Alpha Coefficient for Study variables	59
10	Descriptive analysis of Campaign Characteristics	63
11	Descriptive analysis of Scope and Target	64
12	Descriptive analysis of Irritating	65
13	Descriptive analysis of Interactive Elements	66
14	Descriptive analysis of Content	67
15	Descriptive analysis of Tonality	68
16	Descriptive analysis of Channel	69
17	Descriptive analysis of Product or Service Characteristics	70
18	Descriptive analysis of Personal Impressions	71
19	Descriptive analysis of Cognition	72
20	Descriptive analysis of Emotions	73
21	Descriptive analysis of Marketing Effectiveness	74
22	Descriptive analysis of ROI	75
23	Descriptive analysis of Customer Satisfaction	76

24	Descriptive analysis of Customer Loyalty	77
25	Descriptive analysis of Brand Awareness	78
26	The Effect of Campaign Characteristics on Personal Impressions	80
27	The Effect of Product or Service Characteristics on Personal Impressions	81
28	The Effect of Personal Impressions on Marketing Effectiveness	82
29	The Effect of Personal Impressions on Return On Investment	83
30	The Effect of Personal Impressions on Customer Satisfaction	84
31	The Effect of Personal Impressions on Customer Loyalty	85
32	The Effect of Personal Impressions on Brand Awareness	86
33	The Effect Campaign Characteristics on Marketing Effectiveness	87
34	The Effect Campaign Characteristics on Return on Investment	88
35	The Effect Campaign Characteristics on Customer Satisfaction	89
36	The Effect Campaign Characteristics on Customer Loyalty	90
37	The Effect Campaign Characteristics on Brand Awareness	91
38	The Effect Product Characteristics on Marketing Effectiveness	92
39	The Effect Product or Service Characteristics on ROI	93
40	The Effect Product or Service Customer Satisfaction	94
41	The Effect Product or Service Customer Loyalty	95
42	The Effect Product or Service Brand Awareness	96
43	Direct and Indirect Effect of Personalized E-Marketing and Personal Impressions on Marketing Effectiveness	97
44	Direct and Indirect Effect of Campaign Characteristics and Personal Impressions on Marketing Effectiveness	98
45	Direct and Indirect Effect of Product Characteristics and Personal Impressions on Marketing Effectiveness	99
46	Summarized Results of Hypotheses Testing	100

**List of Figures**

<b>No.</b>	<b>Subject</b>	<b>Page</b>
1	The Proposed Model	6
2	Jordan Central E-Commerce	7
3	Website Side Adverts	19
4	Service and Commercial Messages	21
5	Email Newsletter	22
6	Facebook Side Adverts	23

**List of Appendices**

<b>No.</b>	<b>Subject</b>	<b>Page</b>
A	Names of Arbitrators	113
B	Research Questionnaire in Arabic	114
C	List of Business Participants	117
D	JorMall's Offers	123
E	JorMall Demographics	128
F	TRC Regulations	138
G	MEU's Letter to JorMall	142

# **CHAPTER ONE**

## **GENERAL FRAMEWORK**

### **1.1 Introduction**

### **1.2 Research Problem**

### **1.3 Objectives of the Research**

### **1.4 Significance of the Study**

### **1.5 Research Hypotheses and Research Proposed Model**

### **1.6 Background of the Organization**

### **1.7 Operational Definition**

### **1.8 Research Delimitation**

### **1.9 Research Limitation**

# Chapter 1

## 1.1 Introduction

Business organizations should be aware of the importance of marketing, even if it is a small, local or international business, “Today’s successful companies have one thing in common: they are strongly customer focused and heavily committed to marketing”. (Kotler & Armstrong, 2012, p.28).

Marketing activities along with financial, information technological or other departmental activities are the tools which drive the organizational performance into achieving the goals and objectives of any organization. “Marketing is the management process responsible for identifying, anticipating and satisfying customer requirements profitably” (Chaffy, 2009, p.416) Or in other words, it is: “The process by which companies create value for customers and build strong customer relationships in order to capture value from customers in return” (Kotler & Armstrong, 2012, p.29).

The business environment is constantly changing due to the mass number of developments in the market. Consequently, companies are seeking the ability to gain or maintain a competitive edge over other firms which made it necessary for organizations to rethink their strategies and corporate models.

New marketing opportunities and communicating channels were developed lately by the explosive growth of the internet technology which provided new methods to integrate organizational traditional marketing activities optimizing the process of segmenting and targeting the intended market in order to achieve customization or even personalization.

“E-Marketing is achieving marketing objectives through the use of electronic communications technology” (Chaffy, 2009, p.416). New channels were developed to communicate with customers, and

to better deliver the superior added value for all kinds of business; this resulted from the widespread, interactive and relatively low-cost technology.

As there is a huge number of online channels by which promotional and customer service activities are performed, the choice of the suitable online channel will depend on the desired target reach and cost.

This study focused on short messages service (SMS Marketing), location based service (Messages through telecommunication operators' towers), email marketing, Facebook ads and interactive Facebook pages as the main widely used E-Channels by Marketers.

In order to measure the effectiveness of each channel, many Marketers use a unique contact number for each channel (e.g. the contact number used in the SMS campaign will not be included in the E-Mail campaign or any other channel). This may be considered as tool to evaluate the success of the marketing campaign.

This research was designed in order to evaluate the whole E-Marketing campaign in terms of return growth, customer satisfaction and customer loyalty along the brand awareness.

## 1.2 Research Problem

Present research indicates the fact that implementing the right Personalized E-Marketing strategy improves the financial performance of the firm, increases customer satisfaction and loyalty, and facilitates building a brand.

More than 3,700 small and complex organizations in Jordan have been using different E-Marketing tools in the last ten years ([www.JorMall.com](http://www.JorMall.com)) this can only signify the awareness of mobile and wireless technology growth and importance nowadays.

On the other hand, these technological marketing tools are not correctly used most of the time, this can be shown in the differences of customers reactions to Personalized E-Marketing Campaigns along with the variation in Marketers' degree of satisfaction with the results of these campaign.

The failure of Personalized E-Marketing campaign may be referred to many reasons. For example a firm may by not following the Telecommunication Regulatory Commission (TRC) laws, or might not be choosing the compatible channel with the right target customer, thus leading to undesired customers' impressions and fear.

The purpose of this study can be stated by answering the following questions:

- 1- To what extent does personalized E-Marketing affect Personal Impressions?
- 2- To what extent personal impressions affect market effectiveness?
- 3- To what extent does personalized E-Marketing affect Marketing Effectiveness?
- 4- To what extent personalized E-Marketing affect marketing effectiveness through personal impressions as a mediator?



### **1.3 Research Objectives**

Organizations should be aware of their E-Marketing strategic planning and implementation to ensure better results and achieved goals. A view of factors that determines marketing effectiveness using personalized E-Marketing will be provided by completing this research. Objectives of this study are listed as follows:

- 1- Determine the effect of personalized E-Marketing on personal impressions.
- 2- Determine the effect of personal impressions on marketing effectiveness.
- 3- Determine the effect of personalized E-Marketing on marketing effectiveness.
- 4- Determine the effect of Personalized E-Marketing on marketing effectiveness through personal impressions.

### **1.4 Significance of the Study**

This study has resulted from the significant importance of personalization in marketing strategies, which plays the main customer focused function of any organization; new channels are available to optimize organizational marketing strategies. " personalization is one of the most important factors in affecting consumers' attitude toward mobile advertising, particularly for female users. Thus the designers and marketers should electively strategize their advertising designs by considering the personalization factor", (Xu, 2006)

The researcher aims to determine the importance of different characteristics of personalized E-Marketing campaigns scope and target, irritating, interactivity, tonality, and channel along with the product/service internet fitness for achieving the desired outputs through the perception of the customer.

## **1.5 Research hypotheses and research proposed model**

According to the problem of the study which mentioned above and the questions which have been stated earlier, the researcher has developed the following null hypotheses:

**Ho<sub>1</sub>: There is no significant direct effect of personalized E-Marketing on Personal Impressions**

Ho<sub>1-1</sub>: There is no significant direct effect of Campaign Characteristics on Personal Impressions

Ho<sub>1-2</sub>: There is no significant direct effect of Product Characteristics on Personal Impressions

**Ho<sub>2</sub>: There is no significant direct effect of Personal Impressions on Marketing Effectiveness.**

Ho<sub>2-1</sub>: There is no significant direct effect of Personal Impressions on Return on Investment.

Ho<sub>2-2</sub>: There is no significant direct effect of Personal Impressions on Customer Satisfaction.

Ho<sub>2-3</sub>: There is no significant direct effect of Personal Impressions on Customer Loyalty.

Ho<sub>2-4</sub>: There is no significant direct effect of Personal Impressions on Brand Awareness.

**Ho<sub>3</sub>: There is no significant direct effect of Personalized E-Marketing on Marketing Effectiveness.**

Ho<sub>3-1</sub>: There is no significant direct effect of Campaign Characteristics on Return on Investment.

Ho<sub>3-2</sub>: There is no significant direct effect of Campaign Characteristics on Customer Satisfaction.

Ho<sub>3-3</sub>: There is no significant direct effect of Campaign Characteristics on Customer Loyalty.

Ho<sub>3-4</sub>: There is no significant direct effect of Campaign Characteristics on Brand Awareness.

Ho<sub>3-5</sub>: There is no significant direct effect of Product Characteristics on Return on Investment.

Ho<sub>3-6</sub>: There is no significant direct effect of Product Characteristics on Customer Satisfaction.

Ho<sub>3-7</sub>: There is no significant direct effect of Product Characteristics on Customer Loyalty.

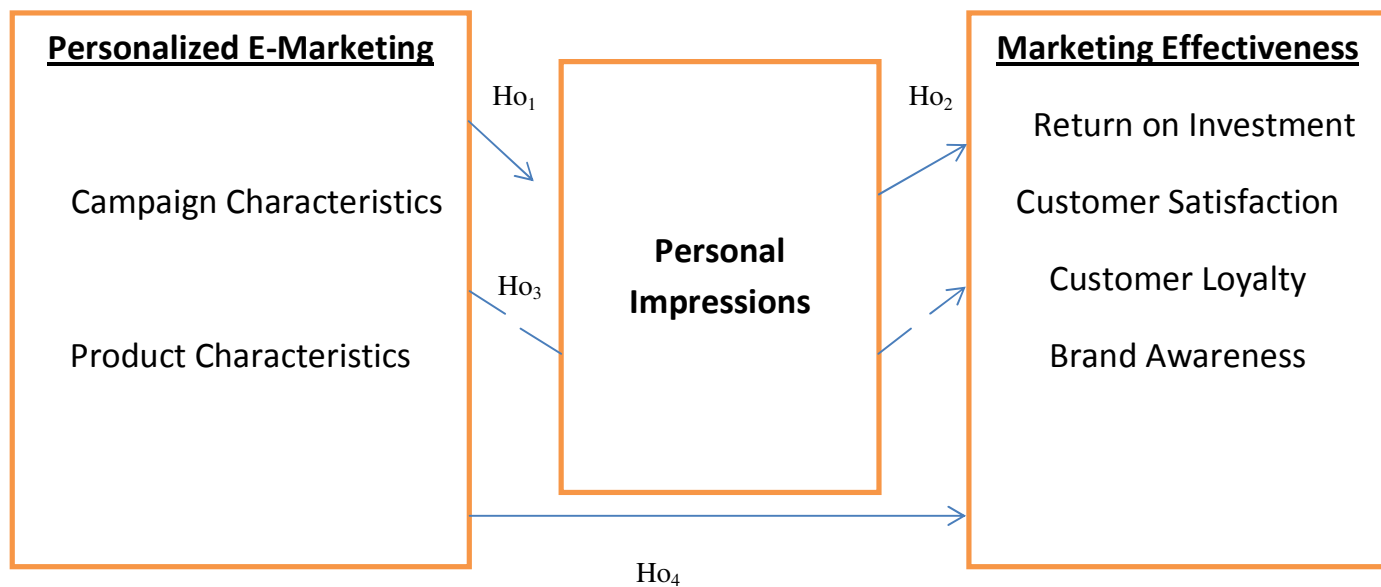
Ho<sub>3-8</sub>: There is no significant direct effect of Product Characteristics on Brand Awareness

**Ho<sub>4</sub>: There is no significant indirect effect of Personalized E-Marketing on Marketing Effectiveness through Personal Impressions as a mediator.**

Ho<sub>4-1</sub>: There is no significant indirect effect of Campaign Characteristics on Marketing Effectiveness through Personal Impressions as a mediator.

Ho<sub>4-2</sub>: There is no significant indirect effect of Product Characteristics on Marketing Effectiveness through Personal Impressions as a mediator.

### The Proposed Model:



**Figure 1.1: The Proposed Model**

- The dimensions of Personalized E-Marketing Campaigns were adopted in (Moon & Jain, 2008), (Cabezudo & Izquierdo, 2012), (Helming & Thaler, 2010).
- The dimensions of personal impressions were adopted in (Helming & Thaler, 2010).
- The dimensions of marketing effectiveness were adopted in (Brookes & Simkin, 2011).

## 1.6 Background of the Organization

Jordan Central E-Commerce (JorMall) was established in 2000 by Jad Makdah (now the managing director). It went through a transitional period in 2008 from being a subsidiary owned by Jordan Central Co. (PLC) to a privately owned company by Mrs. Marianne Makdah (now the CEO). As a small company, the total number of employees working for the company is 27 employees without the CEO and the Managing Director.

The screenshot shows the JorMall website interface. At the top left is the JorMall logo with the tagline 'Central E-Commerce Co. Ltd E-Business Professionals'. To the right is a 'Check your email' link. Below the logo is a grid of navigation buttons: 'back', 'Company', 'E Media', 'Subscription', and 'Contacts'. The main content area features a section titled 'Changing the Future' with a paragraph about digital media development. Below this is a 'Featured Services' section with two columns: 'Email Advertising' and 'SMS Advertising', each with a small image and descriptive text. At the bottom is an 'Other Services' section with four bullet points: 'Facebook Service', 'Web Hosting Offer', 'E-Business Solution', and 'Value Added Service (VAS)'.

Figure 1.2: Jordan Central E-Commerce ([www.JorMall.com](http://www.JorMall.com))

The company has many services, but the main services they offer are digital marketing; marketing through mass mailers where an advert is sent to different local and regional databases, and SMS marketing, sending SMS adverts to a more targeted database. When it was established, back in 2000, one of its services was developing a web-based CRM solution, which is called

SMA (Sales & Marketing Application) is a home-made solution tailored to satisfy the different needs of different clients. The solutions not only enabled the clients to manage their own digital marketing campaigns, but also manage their sales team, get detailed reports about sales numbers and profits, and stay updated with their clients' database as well.

When it first started, JorMall was a monopolist company. But several years later, other big companies, started competing with JorMall, the only difference is that JorMall provides both email shots marketing and SMS shots marketing. JorMall's vision is to be the leader in cost-effective and non-conventional marketing and advertising methods. Their mission on the other hand is to provide their clients with comprehensive marketing solutions in order for the clients to have the best reach through their adverts with the lowest costs.

The major strategic objectives of JorMall in order to sustain through the Jordanian emerging and competitive business environment are: to provide creative & complete set of services of e-media solutions for their clients to support marketing and advertising campaigns to better impact the clients' target market, to provide the clients with a sustainable way of communication with their own customer base, to provide cost-efficient and highly-targeted methods of marketing through digitalizing the campaigns and to build and maintain a strong and personal relationship with their clients.

## **1.7 Operational Definition**

To better understand the researcher's definition of the different procedural variables included in the research model, a brief operational definition of each variable will be mentioned in this part.

### **Personalized E-Marketing:**

Personalized E-Marketing is achieved when an organization uses the internet technology or any technological channel in order to reach its customers and communicate its promotions directly to them through their wireless mobile phone, email or Facebook profile, using channels that enable customizing the messages to reach a targeted segment.

### **Campaign Characteristics**

Marketing campaigns are the efforts of an organization in order to promote a product or service and to build thorough relationships with customers. This study focused on scope and target, irritating elements, interactive elements, content, tonality and channel as the main characteristics of E-Marketing Campaigns.

### **Product and service Characteristics**

The characteristics of a product and service are the product or service's features which may be analyzed in several manners and are the keys for accomplishing differentiation. In this study specifically, the researcher is focusing on the product or service internet fitness; to what degree can the activities of a firm - including promotional, distributional and/or customer service activities - be executed through the internet.

## **Personal Impressions**

Personal impressions are the cognitive and emotional responses which indicate the way the customer perceived the message. The study focuses on the degree to which the customer realized the message (cognition) in addition to fear, anger and empathy and other emotional responses of the message receiver (emotions).

## **Marketing Effectiveness**

Marketing effectiveness is the evaluated result of an organization's marketing strategies which can be divided into two categories; short-term and long-term results. The study focused on return on investment, customer satisfaction, customer loyalty and brand awareness as the main measurement of marketing effectiveness.

**Return on Investment (ROI):** It is the considered profits in relation to the invested capital. In this study the researcher meant to measure the degree to which the managers of a firm are satisfied with the return on the investments made on Marketing (ROMI).

**Customer Satisfaction:** “Customer satisfaction is the extent to which a product perceived performance matches a buyer’s expectations” (Kotler and Armstrong, 2012, p.37). This study evaluated the extent to which the use of personalized E-Marketing affects customer satisfaction from the managers' perspective.

**Customer Loyalty:** Customer loyalty is achieved when the customer voluntarily chooses to buy a particular brand of a product or service against other available brands. This study analyzed the extent to which the use of personalized E-Marketing affects customer loyalty from the viewpoint of the managers.



**Brand Awareness:** Brand awareness can be defined as the degree of knowledge and realization of a specific brand in a particular product or service. The paper looked at the extent to which the use of personalized E-Marketing affects brand awareness.

## 1.8 Research Delimitation

The listed boundaries are considered as follows:

1. **Locational Delimitation:** “Jordan Central E-Commerce Co.(JorMall)”, a leading E-Marketing agency in Amman, Jordan.
2. **Human Delimitation:** Jordan Central E-Commerce Co.’s current Clients who use E-Marketing services to promote their products or services.
3. **Time-Interval Delimitation:** This field study started in February 2013 and ended in May 2013.

## 1.9 Research Limitation

The boundaries of this research are considered as follows:

1. Access to Marketing Managers in different business organizations.
2. Differences in the Marketing budget between firms.
3. Differences in customers' responses to Personalized E-Marketing Campaigns.

## **CHAPTER TWO**

### **Theoretical Framework & Previous Studies**

#### **2.1 Literature Review.**

#### **2.2 Previous Studies.**

#### **2.3 The Distinction of the Current Study from Previous Studies.**

## **Chapter 2**

### **2. Literature Review**

This chapter contains four fundamental sections which help in building the theoretical foundation of this research. The first section offers a literature review of personalized E-Marketing and its definitions and elements, it also includes a discussion of the campaign and the product or service characteristics; including scope and target, irritating, interactivity, content, tonality and channel. In the second section, an overview of customer personal impression is presented referring to previous studies. The third section argues that the return on marketing investment, customer satisfaction, customer loyalty and brand awareness are the main indicators for marketing effectiveness. Finally, the fourth and last section contains an overview of the previous studies concerning the same research problem.

## **Personalized E-Marketing**

There were various attempts in the literature to define Personalized marketing, but only several researchers have established the E-Marketing definitions. Below are some definitions of 'Marketing' and 'personalization':

Baek and Marimoto defined E-Marketing as "marketers offering customers specific products and/or services for their consideration based on the consumer information" (2012). They also supplemented the definition by further stating that "personalization in the marketing context involves tailoring the product differently for each consumer while retaining the principle of mass production" (2012).

Whereby Xu stated that "personalized E-Marketing refers to contacting customers by reaching their devices such as mobile phones through the wireless and internet network, based on customers' demographics (e.g. gender), user preference (e.g. preferred product), context (e.g. location) and content (e.g. brand name) factors" (2006, p.10).

Many studies showed that there is generally a negative attitude and that the consumers can be annoyed from receiving marketing campaigns. Consequently, Xu argued in 2006 that this problem can be easily solved through personalization; in order to apply a better marketing technique it is vital to design it based on the personalization of the respondents' profiles, their history and their preferences. Considering this, studies showed that mobile advertising, when used in a personalized manner, can specify the needs of the customers and can accommodate to their shopping habits and preferences perfectly. (Xu, 2006, p. 10).

Therefore, the targeted mobile users will receive the marketing campaign related to their interests and needs. Marketers should realize that personalization will give them the ability to reach their potential market in a very specific and more classified way so that they can build a better relationship with their customers and better off, build a sincere personal relationship through better efficient and personalized marketing campaigns (Xu, 200, p. 10).

In this study, personalized E-Marketing indicates the use of JorMall 's SMS marketing campaigns, Email campaigns and Facebook campaigns.

- Message Campaigns are of two kinds: Service messages (SMS delivery platforms used by organizations to communicate with customers; their own databases), and Commercial Messages (promotional SMS campaigns sent to a specific target segment).
- Email marketing campaigns in JorMall contain promotional adverts and are sent to a specific targeted contact list; usually contain links of the website of the organization, or Facebook page or any other links related to the firm.
- Facebook Marketing Campaigns in JorMall are either Facebook Adverts (through specific procedure in order to reach the desired market segment) or Facebook Interactive Pages (usually managed by the organization or a third party in order to communicate with customers). [www.JorMall.com](http://www.JorMall.com)

## **E-Marketing**

"E-Marketing refers to a new marketing way based on Internet that enterprises use digital information and online media to create, disseminate and transfer the customer value" (Hongyu, 2013).

Many researchers defined E-Marketing as the process of social and administrative efforts of the organization that aims to build long term relationships with the customers using electronic channels. As the importance of internet is increasing in all areas, E-Marketing influences most firms in order to develop marketing strategies so as to improve their performance and to achieve a competitive edge over other firms, especially nowadays where the competition between firms, locally or internationally, increased in light of the economical developments in different fields (Irtaimeh, 2012, p.121). E-Marketing is broader than internet marketing or mobile marketing for E-marketing involves combining existing utilities with communications along with data network to create a channel to build relationships between the organization and its customers (Dehkordi, Rezvani, et al., 2012, p.114).

### **E-Marketing in Arab Countries**

Arab countries including Jordan are aware of the technological development that was shown by the adoption of modern electronic marketing. The Jordanian Department of Statistics has shown that 57.11% of the Jordanian population aged between 15 to 49 years used internet in 2011. **Source:** [http://www.dos.gov.jo/dos\\_home\\_e/main/index.htm](http://www.dos.gov.jo/dos_home_e/main/index.htm)©2013.

In addition to that, Arab world companies are using modern communication channels such as internet and mobile, have established their own websites, used website banners,

Facebook and other websites, thus indicating the early realization of the advantages and benefits resulting from the use of marketing in the Arab world (Irtaimeh, 2012, p.122).






## Internet Marketing

"Internet Marketing, as the first E-Marketing model, refers to the working way of high-tech-advertising through the network to the Internet users, making use of site banners, text links, multimedia approach to publish or advertise on the Internet" (Hongyu, 2013).






Internet channels became the tools by which organizations execute their transactions, and the channel for communication inside the company (between employees and different departments) and a channel for outside communication (between the organization and other organizations or customers).

The screenshot shows the Exxab website interface with several product listings and advertisements. The browser address bar displays [www.exxab.com/Pages/Home/default.aspx](http://www.exxab.com/Pages/Home/default.aspx).






**Apple on Exxab**

				
Apple MagSafe 2... ☆☆☆☆☆ 129.00 JOD	ipad 2 16GB WiFi ☆☆☆☆☆ 325.00 JOD	ipod 5 32GB ☆☆☆☆☆ 275.00 JOD	شاحن ايپود اصلي ☆☆☆☆☆ 299.00 8.00 JOD	MacBook Pro 15-... ☆☆☆☆☆ 600.00 JOD

**SmartBuy Items!**

				
SONY Digital Cam... ☆☆☆☆☆ 159.00 JOD	SONA Microwave ☆☆☆☆☆ 52.00 JOD	SCARLETT Steam I... ☆☆☆☆☆ 14.99 JOD	Olympus Digital ... ☆☆☆☆☆ 58.00 JOD	PHILIPS Shaver H... ☆☆☆☆☆ 65.95 JOD

**Recent Items**

				
بصاعة بركوت موت ☆☆☆☆☆ 25.00 JOD	GAOXIN Tablet GX... ☆☆☆☆☆ 95.00 JOD	Custom Pool Tabl... ☆☆☆☆☆ 50000.00 JOD	Steve Madden Wom... ☆☆☆☆☆ 56.00 JOD	The world's larg... ☆☆☆☆☆ 75.00 JOD

www.exxab.com/Pages/common/bannerclick.aspx?req=d0SPW0dH4IMZEMmYlMmZ343cuZiX4YWUyZ9uTjmrGlyYV5pjmhbmslcmk9TE2MQ==&ue=1

Figure (2.1) Internet Marketing: Website Side Adverts (Source: [www.EXXAB.com](http://www.EXXAB.com) ©2013)

Internet is also considered a distribution channel for many companies. Internet marketing, as a part of e-marketing, first started and developed as creating websites for businesses to robust and increase their traffic. eBay for example [www.ebay.com](http://www.ebay.com) (an e-tailor website that is considered the world's online marketplace; a place for buyers and sellers to come together and trade almost anything) was initially marketed through word of mouth, beside customer relation management (CRM) is now depending highly on personalized marketing to better reach its targeted audience (Dehkordi, Rezvani, et al., 2012).

## **Mobile Marketing**

The Mobile Marketing Association (MMA, 2008) defined mobile marketing as “A set of practices that enables organizations to communicate and engage with their audience in an interactive and relevant manner through any mobile device or network.” (Smutkupt, Krairit et al., 2010, p.2)

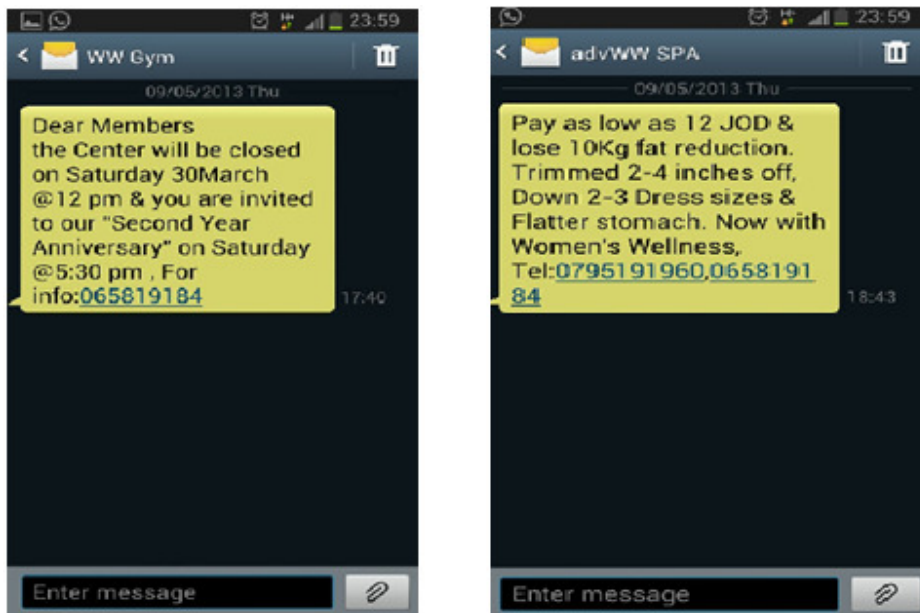
Mobile phones became a huge marketing tool for organizations that facilitate serving and reaching customers anytime and anywhere. Mobile marketing became a two way or multi-way communication device for the firm to build connection with their customers. It is clear that mobile marketing has the features and characteristics to deliver effective advertising, but the remaining issue is the type of mobile marketing plan that a brand should engage in so that they can maximize their desired impact on the business. (Dehkordi, Rezvani, et al., 2012, p.114).



### **SMS Marketing:**

"SMS marketing is a part of mobile marketing that utilizes the SMS technology. It allows marketers to send messages to consumers through the use of a mobile device and is considered as a form of one to one marketing. It enables marketers to promote goods, services and ideas through personalized, context driven and relevant messages that are sent directly to individual consumers". (Amin & Patel et al., 2011)

SMS marketing became a popular way for marketers to promote goods and services and to build goodwill by communicating customers directly, therefore; marketers should be aware of the factors that influence customers' response towards these SMS campaigns. According to previous studies, successful SMS marketing generates customer loyalty, brand awareness and sales (Muzaffar & Kamran, 2011).




---

**Figure (2.2) : Service and Commercial Messages (Source: Women's Wellness GYM & SPA)**

---

Regarding the regulations of the Telecommunication Regulatory Commission in Jordan, there are two types of SMS campaigns; Service messages: messages which usually may contain the requested information that the customer needs, a thank you message, a reminder, or any other service based information (e.g. a school may use SMS delivery platforms to send parents a reminders regarding payments). (Muzaffar & Kamran, 2011).

Commercial messages: these messages contain a promotion for a specific product or service (e.g. a fashion retailers may send messages to their customers announcing the new arrival of a new line of clothes). Senders of commercial messages must use (adv) in the beginning of any sender ID (e.g. adv Zara). Commercial messages should also be sent only between (9:00 am - 7:00 pm) and not in public holidays. The receiver of the commercial messages has the right to stop receiving commercial messages by contacting his/her service provider or by contacting the advertiser, and the provider should abide to his/her request instantly. (See Appendix)

## **E-Mail Marketing**

"E-Mail Marketing is a network marketing tool of enterprise through e-mail to post information and pass the value to the target users. E-mail marketing has advantages of low cost , high efficiency, wide range, etc" (Hongyu, 2013).



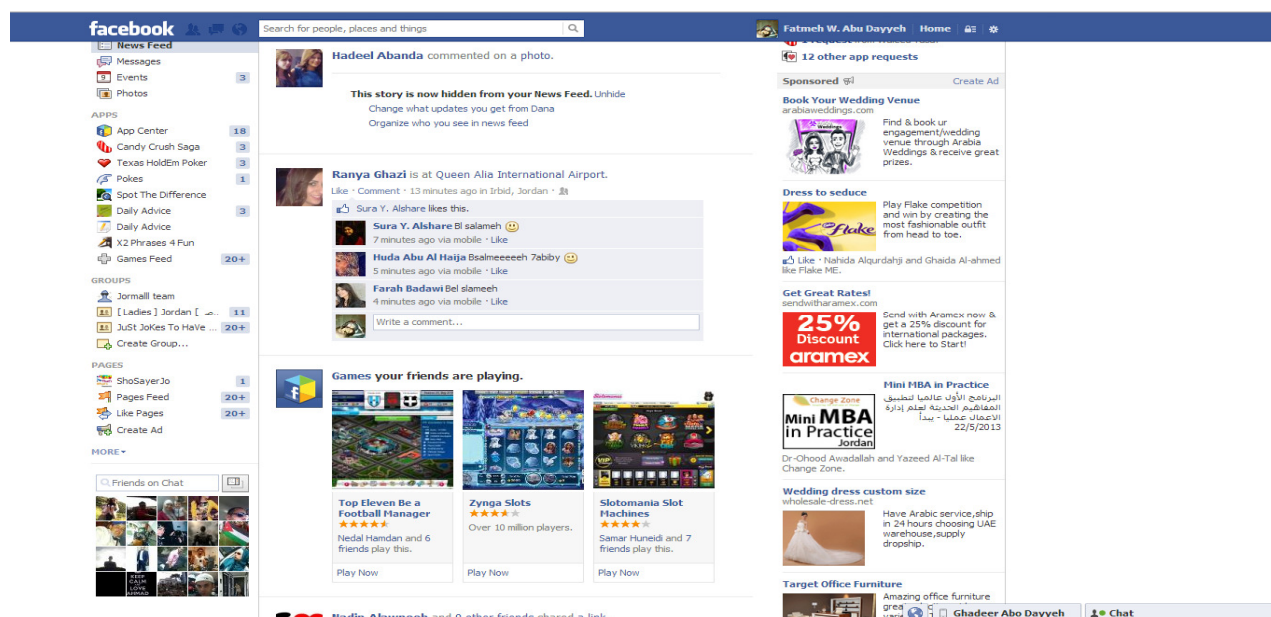
**Figure (2.3): Weekly Newsletter (Source: SmartBuy)**

Internet users either open their E-Mail daily or log in to chat with their friends and with selected groups of people with common interests over the internet. People also use internet to search the web or gather information. Therefore, all marketers should recognize the importance of email marketing used as one of the most powerful branding tools recently. Previous studies found out that considering E-mail as a source for preparing a huge sum of data and information in order to reach end users and business owners is a relatively attractive and flexible way. (Dehkordi, Rezvani, et al., 2012, p.118)

## **Social Media Marketing**

"Social media marketing is any form of direct or indirect marketing that is used to build awareness, recognition, recall, and action for a brand, business, product, person, or other

entity and is carried out using the tools of the social Web, such as blogging, micro blogging, social networking, social bookmarking, and content sharing" (Mohammadian & Mohammadreza, 2012).



**Figure (2.3) : Facebook Side Adverts (Source: Facebook.com)**

Previous studies mentioned that social media and performing marketing activities is a very interactive tool that can easily involve text, images, links and videos, etc. Social media is a very credible medium in people's minds in recent days. It was seen that the reviewed products on the internet increased their buying power by 36% in comparison to other products that did not have any reviews. This shows a spectacular impact of social media on brand reputation that marketers can benefit from (Dehkordi, Rezvani, et al., 2012, p.118).

## **Campaign Characteristics**

All marketing communications' campaigns have to go through an efficiency and effectiveness evaluation tests; the efficiency test should evaluate the power of the company in reaching the expected value for the money invested in the campaign, whereas the effectiveness test should evaluate if the set objectives were achieved in the campaigns. These two evaluations should be able to optimize accordingly the success and productivity of the firm's future campaigns. (Leppaniemi & Karjaluo, 2008, p.58)

This is where the added benefit of E-Marketing rises; when using mobile and internet marketing, the firm should be able to determine the effectiveness and efficiency of the campaigns in a shorter time scale. This allows the marketer to make better judgments and decisions when looking to target the next audience for the next campaign accurately and on time. (Leppaniemi & Karjaluo, 2008, p.58)

There are several features to distinguish between numeral marketing campaigns; this study focused initially on the campaigns' scopes and targets; some organizations are interested in sending campaigns only to their own existing customers, others may be interested in reaching a specific target segment (this can be performed through a specialized marketing agency that owns this kind of categorized databases). As this study focuses on JorMall, the company's database is classified in several criteria which are: gender, social class, occupation, location, etc.

Afterwards, the study was concerned about the irritating elements in campaigns; effectively measuring to what extent do customers accept receiving such campaigns, if their personal data can be secured or not, if receiving the same adverts constantly bothers

them and finally if the messages they receive interests them and speaks to their needs. All these factors might affect customers' response to personalized E-marketing campaigns.

Then the research considered interactive elements; this means that some organizations see that a contact number or a hyperlink redirecting to their own website, Facebook page or other website should be included in each campaign (e.g. New Spring & Summer Collection is NOW available @ price Club for shoes & Bags, Italian shoes, Sweifieh: 06X).

Thereafter, the study spoke about the content; suggesting that the content of any campaign should be informative in order to achieve the desired feedback and objectives of the campaign.

Last but not least, the study also discussed the Tonality factor; some organizations see that messages has to be clear and meaningful, where others see that there must be some missing information in order to encourage the customer to make a call or even a visit.

And finally, the channel used in the campaign; the study focused on SMS delivery channels (Commercial and Service SMS delivery platforms and SMS campaigns through operator's towers), Email shots and Facebook.

- **Scope and Targeting**

Helming & Thaler discussed that when comparing a statewide campaign to a community-based campaign, a statewide campaign usually shows better results in behavior change. They also implemented the importance of targeting a small target group in order to increase awareness and the intention to change. Nevertheless, findings of existing researches are supporting the realization of the importance of targeting a bigger target group so as to increase the impact on behavioral change. Additionally, smokers and nonsmokers reacted differently to antismoking messages; as smokers believe in messages more but both have an equal level of recognition. (Helming & Thaler, 2010, p.271)

- **Irritating**

Some people may consider personalized marketing techniques as annoying, irritating and manipulative tools. E-Marketing can be either used in a simple way to interact with customers or can be sometimes overwhelming and confusing in many other times, this might cause some respondents to form a negative reaction (Xu,2006, p.11). Irritating is a variable that may affect the perceived advertising value negatively, especially when advertised in a personal device such as mobile messages.

Another reason might be the size of the screen on a mobile phone which is relatively smaller than a computer screen thus might cause some inconvenience to some end users. In such cases, customers might either ignore the advert or ask to be added in the white list (a list of numbers that their owners ask to not receive commercial messages) leading to a lower result in the overall profitability of the campaign. (Xu,2006, p.11).

However, some consumers willingly give their numbers to specific brand dealers (which is called permission based messages) to be informed with commercial campaigns, i.e. Sale, and see these messages as less annoying. Some studies stated that mobile marketers need to consider the optimal frequency and situation in which to expose people with mobile marketing in order to avoid irritating them (Appelqvist & Miller, 2011, p.25).

- **Interactive Elements**

Rosenkrans stated that a rich capacity for research opportunities can be achieved through the interactive nature of the online medium. This includes determining the level of effectiveness of rich E-media adverts. The employed E-media plan can determine the effectiveness through E-marketing recall and behavioral responses (Rosenkrans, 2009, p.2).

Researchers noticed that Interactive elements helped in changing the attitude in a better way and in improving the feedback in comparison to non-interactive campaigns. This also improved the behavior positively through better implementing personalized and interactive messages. Furthermore, campaigns have better results when repeated more than once in a small period of time and the longer the remoteness, the lower the effects of recall and perceived effectiveness. Therefore, sending the message after only 2 weeks, gives the same results in recall, thoughts, and intentions (Helming & Thaler, 2010, p.272).

- **Tonality:**

The study of Helming and Thaler also suggested that emotional messages have a better influence than rational and informative messages. Threatening messages (i.e., communication of likeliness of death due to driving while intoxicated) resulted in a



strong impact on the effectiveness of an E-Marketing campaign (Helming & Thaler, 2010, p.272). Findings also showed that the emotional messages cannot be used in all kinds of topics, and that in order for messages to succeed they have to be in a certain level of style and tonality. Adhering to some values that messages should meet such as positivity, respectfulness, clarity, coherence and fluidity does not always guarantee the success of a message, but it surely guarantees that the message is not weak in articulation. In essence, these practices ensure better effectiveness and results (Sharma & Janssen, 2012, p.20).

### **Product & Service Characteristics**

In any marketing plan, marketers should be aware of the promoted product or service, one main feature should be considered when using an E-Media plan is that the extent to which the product or service can be offered, advertised or distributed through internet. People prefer familiar products and services. “Features of a search good can be evaluated from externally provided information, whereas experience goods need to be personally inspected or tried”. (Moon & Jain, 2008).

Products and services are even tangible (product related) or intangible (service related). Consequently, E-Marketing channels might be more suitable for certain types of goods and intangible related goods (i.e., those based on digital assets). (Moon & Jain, 2008).

## **Personal Impressions**

Marketing campaigns generate customer responses that vary regarding different cultures and backgrounds. Many studies showed how some people are more open and receptive to E-marketing campaigns than other people. In addition, Interactive E-Marketing channels provided earlier and more predictable responses to traditional channels. (Xu, 2006, p.9).

- **Cognitions**

Changes in behavior and attitude are the initial outcomes of a marketing campaign. On the other hand, personal response to marketing campaigns generates two types of reactions; emotions and cognition that should be discussed and considered when planning to achieve a certain change in behavior or also in attitude. (Helming & Thaler, 2010, p.275).

Studies argued that marketing campaigns affect marketing effectiveness through cognitive and emotional responses as a mediator. Cognitive responses may be evaluated by the level to which an E-Marketing campaign can bear in mind, the level of perceived campaign reliability, and the volume of attention and awareness generated.(Helming & Thaler, 2010, p.275).

- **Emotions:**

In addition to cognitive response, emotional response is also an important effecting factor for achieving marketing effectiveness. Emotional response such as fear, irritation, and empathy, differ due to the differences in backgrounds cultures. People may be concerned about their personal data, privacy or may be bothered by receiving too many repeated adverts. (Helming & Thaler, 2010, p.275).

Furthermore, emotional responses enhance further outcomes, such as interpersonal communication, familiarity, awareness, attitude, and perception of future campaigns. (Helming & Thaler, 2010, p.275)

### **Marketing Effectiveness**

Studies argued that it is not acceptable to assess Marketing Effective in a simple financial evaluation, Marketing activities are usually designed by Marketing specialists, approved by Management and affect the whole business strategies and performance. (Simberova and Chvatalova, 2011, p.173).

Simberova and Chvatalova found that " besides measurement of effectiveness by the financial ratios, material level of marketing effectiveness consists in monitoring of the five main attributes: customer philosophy; integrated marketing organization; adequate marketing information; strategic orientation and operational effectiveness." (Simberova and Chvatalova, 2011, p.173).

Then again, marketing activities have tangible and intangible outcomes along with short term long consequences, Brookes and Simkin classified marketing effectiveness measurements into four categories: financial measurements; including return on investment and customer lifetime value, quantitative measurements; including market share and price premium, qualitative measurements; including customer satisfaction and loyalty and brand awareness, and finally hybrid measurements; including customer equity and brand equity. (Brookes & Simkin, 2011, p.8)

- **Customer satisfaction:**

Customer satisfaction is the ethical response of a customer that results after dealing with a certain company, and mainly related to the significant difference between customer expectation of a product or service and the real perceived value. Customer expectations may be consequent to previous experiences with the company along with the customer interaction with the company. (Abbasi, Moezzi, Eyvazi & Ranjbar, 2012. p462).

Marketer valued customer satisfaction on account of the fact that his/her future behavior depends on the degree to which customer's needs and expectations were satisfied. Satisfied customers usually become loyal to the company or the brand, and will recommend it to his/her friends. In addition, customer satisfaction helps companies in building switching barriers. (Abbasi, Moezzi, Eyvazi & Ranjbar, 2012. p462).

Trust is the main component of a successful relationship between the firm and the customer, both parties should be confident in the other's reliability and honesty. Trust can be measured by the extent to which the customer consider the real intention of the company to serve him/her beneficially by creating superior customer value. "Trust therefore is one of the key components that underline customer satisfaction." (Gyimah, Boohene, Agyapong & Boohene, 2011, p84)

- **Consumer Loyalty**

Customer Loyalty is seen as the commitment of the customer to a company, or his desire to keep a long and prosperous relation with the company. Behavioral Customer loyalty can be defined by the total perceived value and feeling for a particular product, service, company or even brand, that can specify the way of making purchase. Behavioral

customer loyalty can be determined by the degree of repeated purchase of the same service, product, brand or from the same supplier. (Hasan, Subhani, and Mateen, 2011, p.262).

On the other hand, studies argued that marketers and management should be aware of the fact that customer loyalty along with customer loyalty can evaluate the whole organizational performance. (Hasan, Subhani, and Mateen, 2011, p.262). Loyal customers make their purchase decisions regardless the availability of lower costs or other choices. (Shum, 2004 p.241).

- **Return on Investment**

Return on Investment (ROI) is the most commonly used method that business organizations use to determine the feasibility of a particular investment opportunity presented to them. It basically means the possible annual return of money invested on a business deal or a project. ROI is very much similar to the calculations that are used on a bank account's interest rate and on most stock investment profits. ROI is very easy to understand, and this must be the reason why a lot of people feel comfortable in using it as a model for computing their possible earnings. It is calculated by getting the number of times the net benefits had gained, minus all the costs involved, as compared to price of the initial investment. (Drysedale & Bonanni, 2011, p.66).

Marketers usually use ROI to measure the return of an invested money in order to make a decision regarding the possible investment; for example if the expected return of a marketing campaign is \$1 million, and the total cost of implementing the campaign is

\$200 thousands, then ROI equals 5 to 1 – in this case, ROI is considered encouraging for investors. (Drysdale & Bonanni, 2011, p.66).

- **Brand Awareness**

Creating brand awareness is one of the key steps in promoting a product. Brand awareness is an important way of promoting products. This is because for these products, there are very few factors that differentiate one product from its competitors. Therefore, the product that maintains the highest brand awareness compared to its competitors will usually get the most sales. Marketers aim to encourage consumers to choose their brand. (Clarck, Doraszelski and Draganska, 2009, p.208)

Social media has found a way to find people who share the same interest and organize themselves into various groups or communities. Naturally, if you want to increase brand awareness, it is imperative that you find your target market online, expose your brand to them and connect with them. Finding and connecting with your target market should be strategic and efficient because different platforms have their own way of engagement. Search Engine Marketing is another avenue that can be taken. (Tsuji, Bennett and Leigh, 2009, p.512).

## 2.2 Previous Studies

The researcher referred to several literature and studies that discussed the current main variables, these studies are listed below:

- **Study of (Chowdhury, et al., 2006) Entitled “Consumer Attitude Toward Mobile Advertising In An Emerging Market”**

The study analyzed the effect of the independent variables including the perceived entertainment, the perceived informativeness, the perceived irritation and the perceived credibility, on the dependent variable which is the attitude toward mobile advertising.

Community of the study is the mobile users in Bangladesh. The researcher targeted 308 university students during the year 2005/2006.

The study found that if mobile advertisers can present mobile adverts pleasingly, consumers will not be annoyed and there is a fair possibility that they accept the received adverts. The researcher recommends the future studies to confirm whether the same results will be observed when applying the test on different and wider target samples.

- **Study of (Xu,2006) Entitled “The Influence of Personalization In Affecting Consumer Attitude Toward Mobile Advertising In China”**

The study measured the dimensions of mobile advertising which included entertainment, informativeness, irritation, credibility and personalization as the independent variables which effect the intention; the dependent variable, using the

attitude as a mediator. Community of the study is Chinese mobile users . The researcher selected the sample to be people in Guangdong Province, China who have experience in using mobile devices and are aged above 18 during the year 2005/2006.

The study illustrated the way of implementing personalization in order to design effective mobile advertising campaigns. Also the study recommended future investigation to be conducted to identify what factors will contribute to the personalization and how to make the mobile advertising personalized to the needs of the customers.

- **Study of (Drossos, Giaglis, Lekakos, Kokkinaki and Stavraki, 2007) Entitled “Determinants of Effective SMS Advertising”**

The study measured the relationship between the independent variables including location and time, interactivity, incentive, ad source, appeal, product involvement and attitude toward mobile advertising in general, and the dependent variables which are attitude toward advertisement, brand and purchase attention.

Community of the study is the management science students from a large university located in Athens, Greece. The researcher divided the sample of ninety seven students into two approximately equal sized groups. The field study took place during the year (2006/2007)

The study found that incentive, interactivity, appeal, product involvement, and attitude toward SMS advertising in general directly influence attitude toward the advertisement, attitude toward the brand, and purchase intention. The researcher



recommends a stronger focus on these factors is necessary to improve the effectiveness of SMS advertising campaigns.

- **Study of (Wang, 2007) Entitled “Branding Over Mobile and Internet Advertising”**

The study measured the effect of the independent variable; cross media integration of advertising, on the dependent variables; stronger media engagement, stronger brand attitude considering the message strength effect as a mediator.

The researcher used American Express as the tested brand and American Express’ cross-media integration of advertising campaign, the researcher targeted a sample of college students who represent an important segment for the credit card industry.

The study found that the cross-media effect of mobile and Internet advertising significantly affect consumers’ perceived media engagement, message strength, and brand attitudes.

- **Study of (Moon and Jain, 2008) Entitled “Determinants and Outcomes of Internet Marketing Activities of Exporting Firms”**

The study measured the relationship between the independent variables which include firm characteristics, product characteristics, channel characteristics and environment characteristics, with the dependent variable; exporting performance, using international internet marketing as a mediator.

Community of the study is the manufacturing firms in the United States. The researchers targeted a systematic random sampling of 1,105 exporters in the

United States where the questionnaire was addressed to the chief executive officers of these exporting firms during the year 2007/2008.

The study found that the firm, product, channel and environment characteristics affect the export performance by affecting positively or negatively the firm's internet marketing research, internet promotions and internet product support services activities. On the other hand, the researchers recommend the future studies that use individual product market or country market export ventures as the unit of analysis to investigate whether the results of their study can be replicated.

- **Study of (Rosenkrans, 2009) Entitled “The Creativeness and Effectiveness of Online Interactive Rich Media”**

The study measured the relationship between the independent variable which consists of high interactivity and low interactivity, and the dependent variable; the impact of ad interactivity on clicks rates.

The study was applied on Online Newspapers, Community of the study is the visitors of The Ventura Country Star's Website ([venturacountystar.com](http://venturacountystar.com)) where three local merchants participated in the study by allowing the researcher to design an interactive rich media ad to promote their product or service on ([venturacountystar.com](http://venturacountystar.com)). Sample of the study was the visitors of the website during two-weeks.

The study found a significant improvement in the average weekly click rates using interactive rich media ads. The researcher recommends future studies to analyze interactive rich media ads in a longer period than two weeks.

- **Study (Attig and Brettel, 2010) Entitled “Effectiveness of online advertising channels”**

The study measured the relationship between the independent variable; the channel presence which included E-mail, affiliate banner, affiliate price comparison, affiliate loyalty and search engine marketing, with the dependent variable; orders, considering the price group as a mediator. The study was applied on E-Commerce Sector.

The researcher collected real data from a leading company specialized in antiquarian, rare and new books on the internet. The sample included all transactions made between 31 January 2007 and 1 February 2008 that indicates the removal of any seasonal bias.

The study found a significant difference between on-demand channels and push-channels. The researcher recommends future studies to consider message content and characteristics, and to detail analyze long-term effects and time lags over all channels focusing on special customer segments.

- **Study of (Ahmad.Zabadi, et al. , 2012) Entitled “Consumer Attitudes toward SMS Advertising among Jordanian Users”**

The study measured effect of the independent variable; characteristics of message content including entertainment, informativeness, irritation and credibility, on the dependent variables; SMS advertising value and attitude toward SMS advertising, considering demographical factor as a control variable.

The study was applied on Jordanian Mobile Users, the researcher targeted all consumers over sixteen years in Amman capital city, who own cell phone and have received any SMS advertisement from an organization advertising a product or service. the researcher sampled the population to end with questioning random 150 mobile user from different areas in Amman.

The study was applied on Jordanian Mobile Users

The study main finding was the predominant attitude toward advertising via mobile devices strongly depends on message characteristics. The researcher recommends future studies to use a wider sample of respondents and to make use of random sampling when selecting the study sample.

- **Study of (Baek & Morimoto, 2012) Entitled “Examining the Determinants of Consumer Avoidance of Personalized Advertising”**

The study measured effect of the independent variables including perceived privacy, perceived ad irritation and perceived personalization, on the dependent variables; personalized ad avoidance, directly and indirectly through personalized advertising skepticism as a mediator.

Community of the study is the college students attending a large state university in the southeastern United States. The target sample was four-hundred sixty seven different gendered college students enrolled in large introductory courses at a major U.S university.

The study main finding was the predominant influence of personalization that when advertisements are personalized to specific customers, skepticism toward the ads tends to be lower. The researcher recommends future research to replicate the conceptual model on non-student samples with a broader age spectrum to enhance external validity.

- **Study of (Cabezudo & Izquierdo, 2012) Entitled “Determinants of Opening-Forwarding E-Mail Messages”**

The study measured the relationship between the independent variables including structural relational and cognitive social capital, motivation to open and forward, opportunity and ability to open and forward, and message source and subject, to the dependent variable which are the frequency of opening and the frequency of forwarding, taking age as the control variable.

Community of the study is a heterogeneous group of Email users. The researcher obtained a sample of 308 male and female individuals of different ages, where the study took place in Spain during the year 2011/2012.

The study explored how individuals’ structural , relational, and cognitive social capital; the message characteristics; individuals' motivations; and the situational context impact the intention to open and forward viral messages. The researcher

recommends for future investigating the impact of other variables related to product category or individual brand loyalty on viral dynamics.

- **Study of (Irtaimeh, 2012) Entitled “The Influence of Applying Elements of E-Marketing Mix on Customer Satisfaction a Case Study on Jordan Telecom Companies”**

The study measured the elements of E-Marketing mix as the independent variable and customer satisfaction as the dependent variable using the Likert scale. In addition, demographic variables were measured including age, sex, marital status and level of income.

Community of the study is the clients of the communications companies in the Hashemite Kingdom of Jordan during the year 2009/2010. Where the researcher selected sample spin off (accident) as the type of samples non-probability for the study.

The study found that there is significant relationship between the factors of marketing mix and customer satisfaction, and that there is a significant relationship between the factors of the technical aspects and customer satisfaction. Based on the results, the study recommends Jordanian telecommunication companies to work on applying the elements of E-Marketing mix effectively in order to achieve greater customer satisfaction.

### **2.3 The distinction of the current study from previous studies**

- Previous studies analyzed internet marketing activities, Email marketing activities, SMS marketing activities and mobile marketing activities, while current study will concentrate on the personalized E-Marketing activities which defines an integration of all previously mentioned activities with a focus on personalization.
- While most previous studies concentrated on the effect of different E-Marketing channels especially SMS marketing on customer attitude and response or on sales, current study is measuring the effect of the personalized E-Marketing on the integrated financial, quantitative and qualitative marketing effectiveness elements from the viewpoint of marketing managers of organizations using personalized E-Marketing Channels.
- Current study is considering various personalized E-Marketing channels: Short messages services (SMS Marketing), location Based service (Messages through telecommunication operators' towers), mobile vouchers, email marketing, mobile applications, facebook ads and interactive facebook pages.
- Current study tackled different aspects of campaign characteristics including scope and target, content, irritating, channel, interactivity and tonality. While most previous studies concentrated on the informativeness, content and irritating elements of the E-Marketing Campaign.

## **CHAPTER THREE**

### **Research Methodology**

**3.1 The Nature and Type of Study**

**3.2 Study Population and Sample**

**3.3 Study Sample Demographics**

**3.4 Data Collection Method**

**3.5 Statistical Treatment**

**3.6 Validity and Reliability**



## Chapter 3

### 3.1 Research Methodology

Researches are carried out for different purposes. They are categorized as exploratory, descriptive and explanatory (Saunders et al, 2008). Exploratory research is a study of a new incident, this type of research is known by its flexibility. An exploratory study is a valuable means of finding out ‘what is happening; to seek new insights; to ask questions and to assess phenomena in a new light’ (Robson, 2002).

Descriptive research is used when a particular phenomenon is under study and is needed to be described, clarified and explained. Descriptive research defines questions, the people to be surveyed and the analysis method before starting with the data collection. This gives the opportunity in making the required changes and clarifications before beginning the data collection process (Robson, 2002). On the other hand, Explanatory research is the third research purpose and is used when the focus is on cause-effect relationships. It is used when the research is undertaken to answer why and how questions.

“There is possibility to have more than one purpose in a study and the research purpose can be made of two or all of the three main categories of research purpose” (Saunders et al., 2002). This research purpose is to examine the relationship between personalized E-Marketing and marketing effectiveness.

### **3.2 The Nature and Type of Study**

This research adopted a descriptive and analytical approach, started with collecting data in order to test hypotheses and/or to answer questions concerned with the current status of the subject of the study. Typical descriptive studies are concerned with the assessment of attitudes, opinions, demographic information, conditions, and procedures. Research Methodology Field has been used to cover the practical side of this study, through testing the validity of hypotheses of the study, answering questions, and drawing their results out of the questionnaire that was developed for the purposes of the study according to the steps of scientific norms.

The questionnaire is an attempt to collect data from members of a population in order to determine the current status of that population with respect to one or more variables. Finally, the researcher interviewed Mr. Jad Makdah; the General Manager of Jordan Central E-Commerce Co. (Jormall E-Marketing Agency) explaining about E-Marketing services provided by the company.

In this study the researcher followed a descriptive analytical method, in order to identify the extent of the impact of the independent variable of (Personalized E-Marketing) on the dependent variable of (customer Marketing Effectiveness) through the mediating variable (Personal Impressions) in different sized organizations from several business types, as the researcher collected and analyzed the data in order to use them in the hypothesis testing and the statement of the results and recommendations of the study.

### **3.3 Study Population and Sample**

Jordan Central E-Commerce Co. (JorMall), the E-Marketing Agency was selected to be the case study of this research because of the integrated E-Marketing solutions it offers and the important position it employs in the market, as JorMall has been serving 880 companies in the last two years.

JorMall provides several e-media solutions for medical, travel and tourism, educational, governmental, fashion, electronics, automotive and many other types of business organizations. The study targets JorMall's clients who are applying different personalized E-Marketing techniques as a means of communicating their customers and/or target market. The reason behind choosing the selected business customers of JorMall is that they deal with the main concepts related to the study variables.

The sample of this study is considered a Purposive incident random sample, as it consisted of Business Customers of JorMall. This sample was supposed to cover 25% of the population, so that a list of 220 business organizations was provided by the Account Managers of JorMall Company, in order that 220 questionnaires were delivered accordingly. Having reviewed the data, (22) questionnaires were returned, that decreased the sample to cover 22.5% of the original study sample (198 Questionnaires) and the data was furthermore analyzed using different Statistical analysis methods.

### 3.4 Study Sample Demographics

In order to understand the sample's nature and the factors that affect effectiveness of marketing, a series of analyses have been employed. Table (3.1) lists the **Gender** variable demographics..

#### 1. Gender

**Table (3.1): Gender Variable**

Gender	Frequency	Percentage %
Male	125	63.1
Female	73	33.9
TOTAL	198	100.0

This table outlines that the majority of the members who participated in the survey were males, as there is a total of 125 males out of 198 participants, with a percentage of 63.1. Whereas the females were only a total of 73 female with a percentage of 33.9 %.

## 2. Age

It is shown from table (3.2) that the highest percentage of age group that participated in the survey was the group of members between 30-39 years old with a percentage of 41.4%, then the members who are under 30 years old with the second highest percentage of 32.3%.

**Table (3.2): Age Variable**

Age	Frequency	Percentage %
Under 30 years old	64	32.3
30-39 years old	82	41.4
40-49 years old	42	21.2
50-59 years old	10	5.1
Total	198	100.0

### 3. Educational level:

Most of the population who agreed to fill in this survey were educated people, only a very small percentage did not have a university degree. This shows the chosen sample of the population gave their answers reliably and had a better understanding of what the survey questions were about. The highest percentage of the study population is those who carry a Four year university degree presented in a 64.1% followed by a 14.1% of those who carry a Master's Degree.

**Table (3.3): Educational level Variable**

---

<b>Educational level</b>	<b>Frequency</b>	<b>Percentage %</b>
High school	12	6.1
Diploma	26	13.1
Bachelor	127	64.1
Master's	28	14.1
PHD	5	2.5
TOTAL	198	100.0

---

#### 4. Current Job Position

Most of the population who were interviewed regarding this survey were marketing specialists (110 Marketing Managers and Executives), only a very small percentage who even own the business or have other job position or even no specific job position.

**Table (3.4): Current Job Position**

<b>Current Job Position</b>	<b>Frequency</b>	<b>Percentage %</b>
Owner	37	18.7
Marketing Manager	43	21.7
Marketing Executive	67	33.8
Other	51	25.8
<b>TOTAL</b>	<b>198</b>	<b>100.0</b>

This also shows the chosen sample of the population had a better understanding of what the survey questions were about. The highest percentage of the study population is those who are Marketing Executives presented in a 33.8%.

## 5. Years Of Experience

**Table (3.5): Years of Experience**

<b>Years Of Experience</b>	<b>Frequency</b>	<b>Percentage %</b>
Less than 5 years	112	56.6
6-10 years	56	28.3
11-15 years	21	10.6
16-20 years	6	3.0
more than 21 years	3	1.5
Total	198	100.0

The above table shows that the highest percentage of group that participated in the survey have less than 5 years' experience in their current job position with a percentage of 56.6%, then the employer who have 6 to 10 years of experience with the second highest percentage of 32.3%.



## 6. Type of Business

**Table (3.6): Type of Business**

Type of Business	Frequency	Percentage %
Product Offering	58	29.3
Service Offering	59	29.8
Product and Service Offering	81	40.9
Total	198	100.0

Table (3.6) shows that the highest percentage of employees that participated in the survey was the employees of Product and Service Offering Business Organizations with a percentage of 40.9%.

## 7. Target Market

**Table (3.7): Target Market**

Target Market	Frequency	Percentage %
Consumers (End Users)	90	45.5
Business Customers	13	6.6
Business Customers and End Users	94	47.5
Total	197	99.5

The above table shows that highest percentage of business organizations participated in this survey belong to the type of business which target both final consumers and business customers with a percentage of 47.5%. In contrast, the percentage of organizations belongs to the type of business which target final consumers is only 6.6%.

## 8. Experience in E-Marketing

**Table (3.8): Experience in E-Marketing**

<b>Experience in E-Marketing</b>	<b>Frequency</b>	<b>Percentage %</b>
Less than 1 year	16	8.1
1-4 years	96	48.5
More than 4 years	85	42.9
<b>TOTAL</b>	<b>197</b>	<b>99.5</b>

Most of the organizations participated in this survey are the ones with (1-4) years of experience in E-Marketing with a percentage of 48.5%, the second highest percentage is 42.9% goes to the organizations with more than 4 years of experience in E-Marketing.

### **3.5 Data Collection Method**

In order to fulfill the requirements of the current research, the research studied a huge lot of secondary data that was accessed through international sources on the internet and the web, samplings from Peer reviewed academic journals, books and some internal data accessed and gathered from JorMall.

The main primary selected data was the data that was collected through a questionnaire that was prepared and distributed to the clients of JorMall; an E-Marketing Agency in Jordan, to fill it out. The main objective of the primary data collection method was to identify customer perceptions of different personalized E-Marketing campaigns and the overall amount of marketing effectiveness achieved from implementing these campaigns.

The questionnaire contains modified statements from previous studies and some new proposed statements as shown below:

- 1- Scope and Target: Statements measuring Scope and Target are new proposed statements.
- 2- Irritating: Irritating was measured by modifying statements used by the Study of Xu, (2006).
- 3- Interactive Elements: Interactive Elements was measured by modifying statements used by the Study of Xu, (2006).
- 4- Content: Content was measured by modifying statements used by the Study of Wei, Jerome & Shan, (2010).
- 5- Tonality: Tonality was measured by modifying statements used by the Study of Sharma & janssen, (2012).

- 6- Channel: Channel was measured by modifying statements used by the Study of Leppaniemi & Karjaluto, (2008).
- 7- Product Characteristics: Product Characteristics was measured by modifying statements used by the Study of Moon & Jane, (2008).
- 8- Cognition: Cognition was measured by modifying statements used by the Study of Xu, (2006).
- 9- Emotions: Emotions was measured by modifying statements used by the Study of Baek & Morimoto, (2012).
- 10- Return on Investment: Statements measuring Return on Investment are new proposed statements.
- 11- Customer Satisfaction: Customer Satisfaction was measured by modifying statements used by the Study of Abbasi, Moezzi, Eyvazi and Ranjbar, (2012)
- 12- Customer Loyalty: Customer Loyalty was measured by modifying statements used by the Study of Ishaq, (2012).
- 13- Brand Awareness: Brand Awareness was measured by new proposed statements.

The questionnaire instrumental consists of several sections as follows:

- **Demographic and organizational variables.**

The demographic and organizational information was collected with closed-ended questions, about **8** factors (Gender; Age; Educational level, Current Job Position, Years of Experience, Type of Business, Target Market and Years of Experience in E-Marketing).

- **Personalized E-Marketing.**

This section was designed to measure the Personalized E-Marketing, the researcher focused on **2** Elements (Campaign Characteristics which were measured through **23** statements, and Product or Service Characteristics which were measured through **4** statements) on a Likert-type scale as follows:

Strongly Agree	Agree	Some What Agree	Neither/Nor	Some What Disagree	Disagree	Totally Disagree
7	6	5	4	3	2	1

- **Personal Impressions.**

This section was designed to measure the mediating variable; Personal Impressions, the researcher focused on **2** dimensions (Cognition which was measured through **5** statements, and Emotions which were measured through **4** statements) on a Likert-type scale as follows:

Strongly Agree	Agree	Some What Agree	Neither/Nor	Some What Disagree	Disagree	Totally Disagree
7	6	5	4	3	2	1

- **Marketing Effectiveness**

This section was designed to measure Marketing Effectiveness, focusing on **4** dimensions (Return on Investment that was measured through **6** statements, Customer Satisfaction that was measured through **3** statements, Customer Loyalty that was measured through **3** statements, and Brand Awareness that was measured through **4** statements on a Likert-type scale) as follows:

Strongly Agree	Agree	Some What Agree	Neither/Nor	Some What Disagree	Disagree	Totally Disagree
7	6	5	4	3	2	1

### 3.6 Statistical Treatment

After the researcher ended the process of collecting the required data, the results was processed using computer-mediated to extract statistical results, using SPSS (Statistical Package for the social Sciences) and AMOS, the following statistical analysis methods also were accomplished:

- 1- **Cronbach's test reliability:** this test will be used to measure the internal consistency and reliability of the study sample.
2. **Percentages and frequencies:** to analyze study questionnaires.
3. **Means and standard deviation:** to test questionnaire values mean, Study deviation will be used to measure variability and diversity.
4. **Simple linear regression analysis:** simple linear will be used to test between two variables of the study.
5. **Path analysis:** examines the direct and indirect effect of study variable using Amos7.



### 3.7 Validity and Reliability

- **Validity**

To verify the questionnaire statements for clarifying and providing a coherent research Questionnaire, a macro review covers all the research constructs was performed by **10** academic assessors, - specialized in Business Administration, Marketing and E-business. Consequently, measuring statements were edited according to their valuable comments. The academic reviewer's number is (10) ;( See Appendix A).

- **Reliability**

The reliability analysis applied the level of Cronbach's Alpha ( $\alpha$ ) as the criteria of internal consistency, suggested by (Sekaran, 2003). The results are listed in the Table (Table 3.9).

**Table (3.9): Cronbach's Alpha Coefficient for Study variables**

Variable	Dimension	Crobach's Alpha Value
<b>Personalized E-Marketing</b>	Campaign Characteristics	.712
	Product Characteristics	.758
<b>Personal Impressions</b>	Cognition	.537
	Emotions	.727
<b>Marketing Effectiveness</b>	ROI	.893
	Customer Satisfaction	.789
	Customer Loyalty	.827
	Brand Awareness	.534

The researcher found the Cronbach's Alpha coefficient for the first study variable (Campaign Characteristics) is (71.2%) with 23 statements included, and (75.8) Alpha coefficient for the

second variable (Product Characteristics) including 4 statements included, where the third variable (Cognition) included 4 statements with (53.7%) Alpha coefficient which is somewhat accepted, at the same time, the fourth variable (Emotions) included 4 statements with (72.7%) Alpha coefficient, the fifth variable (ROI) included 6 statements with (89.3%) Alpha coefficient; the highest coefficient of all variables, on the other hand, the sixth variable (Customer Satisfaction) included 3 statements with (78.9%) Alpha coefficient and the seventh variable (Customer Loyalty) included 3 statements with (82.7%) Alpha coefficient. Finally, Cronbach's Alpha coefficient for the last variable (Brand Awareness) is (53.7%).

## **CHAPTER FOUR**

### **Results and Hypothesis Testing**

#### **4.1 Descriptive Variables**

#### **4.2 Study Hypotheses Testing**

## **Chapter 4**

Chapter three discussed the research methodology adopted to test the proposed theoretical model in chapter one, it also put a starting point to answer the research questions. This chapter provides variables descriptive statistics for the study; it also gives the probability and validity and delivers the results of the tested hypotheses.

The data analysis included a description of the means and standard deviations for study questions and testing of study hypotheses, and path analysis to test direct and indirect effect of the study variables.

### **4.1 Descriptive Variables**

This section analyzes and describes the independent and dependent variables from a statistical point of view including means, Std. deviations, and t-values. A descriptive analysis of Mean and Standard deviation were used to describe the opinion of JorMall' s Business Customers about the various Personalized E-Marketing elements and Marketing Effectiveness dimensions discussed through the research statements.

## 1. Campaign Characteristics

Campaign Characteristics is the first main variable measured by (23) statements. Table (4.1) shows that Campaign Characteristics has high level of importance with (**5.82**) mean and (**0.54**) standard deviation.

Table (4.1) shows that Tonality has the highest mean with (6.42) and (0.74) standard deviation, and the second highest mean goes for Content with a mean of (6.34) and (0.73) standard deviation. Whereas, the lowest mean goes to Irritating with a mean of (4.88) and (0.81) standard deviation. The above results indicate the degree to which Marketers are concerned about the importance of Tonality, Content, Interactive Elements, Scope and Target and Channel of Personalized E-Marketing Campaigns.

**Table (4.1): The descriptive analysis of Campaign Characteristics.**

<b>Campaign Characteristics</b>	<b>Mean</b>	<b>SD</b>
<b>Scope and Target</b>	5.80	1.08
<b>Irritating</b>	4.88	0.81
<b>Interactive Elements</b>	6.16	1.21
<b>Content</b>	6.34	0.73
<b>Tonality</b>	6.42	0.74
<b>Channel</b>	5.65	1.07
<b>Grand means and standard deviation of Irritating</b>	5.82	0.54

- **Scope and Target**

Scope and Target is the first variable measured by (6) statements. Table (4.2) shows that Scope and Target has high level of importance with (5.80) mean and (1.08) standard deviation.

**Table (4.2): The descriptive analysis of Scope and Target**

No.	Statement	Mean	SD
1	I see the age of the target audience an important factor for the success of any PEM campaigns	6.32	1.24
2	I see the social class of the target audience an important factor for the success of any PEM campaigns	6.24	1.29
3	I see the location of the target audience an important factor for the success of any personalized e-campaign	5.64	1.85
4	I see the occupation of the target audience an important factor for the success of any PEM campaigns	5.26	1.98
5	I see the gender of the target audience an important factor for the success of any PEM campaigns	5.44	1.97
6	I see that massive PEM campaigns are more successful	5.96	1.77
	<b>Grand means and standard deviation of Scope and Target</b>	5.80	1.08

The highest mean is (6.32) with (1.24) standard deviation goes to the first statement "*I see the age of the target audience an important factor for the success of any PEM campaign*"; this makes it ranked first among all the other statements, while the second highest statements go for "*I see the social class of the target audience an important*

*factor for the success of any PEM campaigns"* , with mean equals to **(6.24)** and **(1.29)** standard deviation, the lowest mean goes to statement "*I see the occupation of the target audience an important factor for the success of any PEM campaigns"*, with mean equals **(5.26)** and standard deviation **(1.98)**.

- **Irritating**

Irritating is the second variable measured by (4) statements. The descriptive analysis for Irritating is shown in Table (4.3) below.

**Table (4.3): The descriptive analysis of Irritating**

No.	Statement	Mean	SD
7	Customers usually subscribe for receiving PEM campaigns	5.88	1.35
8	Customers find that PEM campaigns irritating	3.85	1.74
9	Receiving the same PEM campaign frequently will annoy the customer	5.30	1.62
10	Using customer's personal data in PEM campaigns will be abusing	4.52	2.08
	<b>Grand means and standard deviation of Irritating</b>	4.88	0.81

Table (4.3) shows that the highest mean is **(5.88)** with **(1.35)** standard deviation goes to the first statement "*Customers usually subscribe for receiving PEM campaigns* "; this makes it ranked first among all the other statements, while the second highest statements go for "*Receiving the same PEM campaign frequently will annoy the customer*" , with mean equals to **(5.30)** and **(1.62)** standard deviation, and the lowest mean goes to statement "*Customers find that PEM campaigns irritating*", with mean equals **(3.85)** and standard deviation **(1.74)**.

- **Interactive Elements**

The third variable (Interactive Element) measured by (2) statements. Table (4.4) shows that Interactive Element has high level of importance with (6.16) mean and (1.21) standard deviation.

**Table (4.4): The descriptive analysis of Interactive Elements**

No.	Statement	Mean	SD
11	Our company's PEM campaigns usually contain interactive elements	6.32	1.26
12	Interactive elements make PEM campaigns enjoyable and entertaining	6.00	1.39
	<b>Grand means and standard deviation of Interactive Elements</b>	6.16	1.21

Table (4.4) shows that the mean (6.32) with (1.26) standard deviation goes to the first statement "*Our company's PEM campaigns usually contain interactive elements*", and the second statement "Interactive elements make PEM campaigns enjoyable and entertaining" with (6.00) mean and (1.39) standard deviation.



- **Content**

Content is the fourth variable measured by (4) statements. Table (4.5) shows that Content has high level of importance with (6.34) mean and (0.73) standard deviation.

**Table (4.5): The descriptive analysis of Content**

No.	Statement	Mean	SD
13	Contents in PEM campaigns give customers a positive feeling towards the product or service	6.37	0.97
14	Contents in PEM campaigns will stimulate customers to learn more about the product or service	6.45	0.78
15	Contents in PEM campaigns help generate favorable customer response to the brand of a product or service	6.29	0.89
16	Customers will consider purchasing the product or service based on the content of the PEM campaign	6.27	0.94
	<b>Grand means and standard deviation of Content</b>	6.34	0.73

It is shown in Table (4.5) that all new Content statements have high level of importance, the highest mean is (6.45) with (0.78) standard deviation goes for the statements "*Contents in PEM campaigns will stimulate customers to learn more about the product or service*", and the second highest mean goes to "*Contents in PEM campaigns give customers a positive feeling towards the product or service*", with (6.37) mean and (0.97) standard deviation. The smallest mean goes to the statement "*Customers will consider purchasing the product or service based on the content of the PEM campaign*", with (6.27) mean and (0.94) standard deviation.

- **Tonality**

Tonality is the fifth variable (Tonality) measured by (3) statements. Table (4.6) shows that Content has high level of importance with **(6.42)** mean and **(0.74)** standard deviation.

**Table (4.6): The descriptive analysis of Tonality**

No.	Statement	Mean	SD
17	PEM campaigns must offer something positive instead of avoiding something negative	6.41	0.82
18	Using respectful and clear language improves PEM campaigns	6.37	0.98
19	Simple and meaningful words and terms must be used when designing PEM campaigns	6.49	0.78
	<b>Grand means and standard deviation of Tonality</b>	6.42	0.74

Table (4.6) shows that the highest mean is **(6.49)** with **(0.78)** standard deviation goes to the third statement " *Simple and meaningful words and terms must be used when designing PEM campaigns* ", followed by the first statement "*PEM campaigns must offer something positive instead of avoiding something negative*" with **(6.41)** mean and **(0.82)** standard deviation.

- **Interactive Elements**

The sixth variable (Channel) measured by (4) statements. Table (4.7) shows that Channel has high level of importance with (5.65) mean and (1.06) standard deviation.

**Table (4.7): The descriptive analysis of Channel**

No.	Statement	Mean	SD
20	Customer will perceive a brand using SMS campaigns as more innovative than a brand using other marketing campaigns	6.30	1.21
21	Customer will perceive a brand using Email campaigns as more innovative than a brand using other marketing campaigns	5.31	1.94
22	Customer will perceive a brand using Facebook campaigns as more innovative than a brand using other marketing campaigns	5.89	1.64
23	Customer will perceive a brand using location based PEM campaigns as more innovative than a brand using other marketing campaigns	5.12	1.90
	<b>Grand means and standard deviation of Channel</b>	5.65	1.06

Table (4.7) shows that, all the statements have high level of importance where the highest mean goes to " *Customer will perceive a brand using SMS campaigns as more innovative than a brand using other marketing campaigns*" statement with (6.30) mean and (1.21) standard deviation. The second highest mean goes to " *Customer will perceive a brand using Facebook campaigns as more innovative than a brand using other marketing campaigns* " with (5.89) mean and (1.64) standard deviation. The lowest mean among Channel statements goes to "*Customer will perceive a brand using location based PEM*

*campaigns as more innovative than a brand using other marketing campaigns "* with (5.12) mean and (1.06) standard deviation.

## 2. Product or Service Characteristics

The second main variable (Product or Service Characteristics) measured by (4) statements. Table (4.8) shows that Product or Service Characteristics has high level of importance with (5.25) mean and (1.32) standard deviation.

**Table (4.8): The descriptive analysis of Product or Service Characteristics**

No.	Statement	Mean	SD
24	Our company's product is easy to introduce through the internet	6.06	1.37
25	Our company's promotions and advertising activities depend highly on the internet	5.54	1.49
26	Our company's distribution activities depend highly on the internet	4.58	1.99
27	Our company's customer service activities depend highly on the internet	4.83	2.03
	<b>Grand means and standard deviation of Product or Service Characteristics</b>	5.25	1.32

Table (4.8) shows that the highest mean goes to " *Our company's product is easy to introduce through the internet*" statement with (6.06) mean and (1.37) standard deviation, the second higher mean goes to " *Our company's promotions and advertising activities depend highly on the internet* " with (5.54) mean and (1.49) standard deviation. while the lowest mean goes to " *Our company's distribution activities depend highly on the internet* " with (4.58) mean and (1.99) standard deviation.

### 3. Personal Impressions

The third main variable (Personal Impressions) measured by (9) statements. Table (4.9) shows that this variable has high level of importance with (5.34) mean and (0.70) standard deviation.

**Table (4.9): The descriptive analysis of Personal Impressions**

<b>Personal Impressions</b>	<b>Mean</b>	<b>SD</b>
Cognition	6.25	0.69
Emotions	4.60	1.28
<b>Grand means and standard deviation of Personal Impressions</b>	5.34	0.70

It can be shown from the table above that Cognitive response has higher mean of (6.25) and (0.69) standard deviation, while Emotional response has (4.60) and (1.28) standard deviation.

- **Cognition**

Cognition was measured by (5) statements. Where the highest mean goes to the first statement “PEM campaigns make purchase recommendations that match customers’ needs” with (6.30) mean and (0.89) standard deviation. And the second highest mean (6.26) goes to the second “Our PEM campaigns are trusted” and third statements “The contents of our campaigns are credible” with (0.90) and (0.89) standard deviations. Statement (31) was excluded.

**Table (4.10): The descriptive analysis of Cognition**

No.	Statement	Mean	SD
28	PEM campaigns make purchase recommendations that match customers’ needs	6.30	0.89
29	Our PEM campaigns are trusted	6.26	0.90
30	The contents of our campaigns are credible	6.26	0.89
31	Customers usually ask to take them off our (mailing / telephone) lists	3.86	2.02
32	Customers are accurately aware of our product or service after viewing our PEM campaigns	6.21	1.05
	<b>Grand means and standard deviation of Cognition</b>	6.25	0.70

- **Emotions**

The second sub-variable (Emotion) measured by (4) statements. Table (4.11) shows that Emotional Response has an accepted level of importance with (4.60) mean and (1.28) standard deviation.

**Table (4.11): The descriptive analysis of Emotions**

No.	Statement	Mean	SD
33	PEM campaigns make customers feel that they are unique	6.03	1.42
34	Customers may be concerned about misuse of their personal information	3.76	1.87
35	Receiving too much advertising material that is of no interest to the customer is bothering	5.36	1.67
36	Customers fear that their information will not be safe while stored	4.02	2.00
	<b>Grand means and standard deviation of Emotions</b>	4.60	1.28

Table (4.11) shows that the highest mean goes to the first statement " *PEM campaigns make customers feel that they are unique* " with (6.03) mean and (1.87) standard deviation. The second highest mean goes to "Receiving *too much advertising material that is of no interest to the customer is bothering*" with (5.36) mean and (1.67) standard deviation. The lowest mean goes to" *Customers may be concerned about misuse of their personal information* " statement with (3.76) mean and (1.87) standard deviation, this may indicates that customers' emotional response to Personalized E-Marketing Campaigns are not easily predicted.

#### 4. Marketing Effectiveness

Marketing Effectiveness is the third main variable measured by (16) statements. Table (4.12) shows that Marketing Effectiveness has high level of importance with (6.23) mean and (0.54) standard deviation.

**Table (4.12): The descriptive analysis of Marketing Effectiveness**

<b>Marketing Effectiveness</b>	<b>Mean</b>	<b>SD</b>
Return on Investment	6.15	0.80
Customer Satisfaction	6.36	0.71
Customer Loyalty	6.38	0.75
Brand Awareness	6.15	0.69
<b>Grand means and standard deviation of Marketing Effectiveness</b>	6.23	0.54

Table (4.12) shows that Customer Loyalty has the highest mean with (6.38) and (0.75) standard deviation, and the second highest mean goes for Customer Satisfaction with (6.36) mean and (0.71) standard deviation.



- **Return on Investment (ROI)**

Return on Investment was measured by (6) statements and has a high level of importance with (6.15) mean and (0.80) standard deviation.

**Table (4.13): The descriptive analysis of ROI**

No.	Statement	Mean	SD
37	Relative to our competitors, our company is successful in terms of sales and profits	6.41	0.75
38	Relative to our objectives, our company is successful in terms of return of marketing investment	6.30	0.95
39	PEM campaigns affect the growth of profits and sales positively	6.17	1.01
40	Management is satisfied by the growth of profits and sales	6.12	1.01
41	Management is satisfied by the growth of sales and profits attributed to PEM Campaigns	6.00	1.00
42	Management is satisfied by the growth of sales and profits attributed to PEM Channels	5.96	1.20
	<b>Grand means and standard deviation of Return on Investment</b>	6.15	0.80

Table (4.13) shows that the highest mean goes to "*Relative to our competitors, our company is successful in terms of sales and profits*" statement with (6.41) mean and (0.75) standard deviation. The second highest mean goes to "*Relative to our objectives, our company is successful in terms of return of marketing investment*" statement with (6.30) mean and (0.95) standard deviation, where the lowest statement goes to the last

statement "*Management is satisfied by the growth of sales and profits attributed to PEM Channels* " with (5.96) mean and (1.2) standard deviation. This indicates that most Marketers are satisfied with the overall financial performance of the general business activities along with the return on E-Marketing investments.

- **Customer Satisfaction**

Customer Satisfaction was measured by (3) statements and has a high level of importance with (6.36) mean and (0.71) standard deviation.

**Table (4.14): The descriptive analysis of Customer Satisfaction**

No.	Statement	Mean	SD
43	Overall, our customers are happy with our current products and services	6.37	0.91
44	Customers feel good with their decision to deal with our company	6.39	0.79
45	Performed promotions through our EM channels affect positively the relationship between social responsibility and customers' positive view towards our company	6.34	0.85
	<b>Grand means and standard deviation of Customer Satisfaction</b>	6.36	0.71

Table (4.14) shows that the highest mean goes to "*Customers feel good with their decision to deal with our company*" statement with (6.39) mean and (0.79) standard deviation. The second highest mean goes to "*Overall, our customers are happy with our current products and services*" statement with (6.37) mean and (0.91) standard deviation. The smallest mean goes to the third statement "*Performed promotions through our EM*

*channels affect positively the relationship between social responsibility and customers' positive view towards our company "* with (6.34) mean and (0.85) standard deviation.

- **Customer Loyalty**

Customer Loyalty was measured by (3) statements and has a high level of importance with (6.38) mean and (0.75) standard deviation.

**Table (4.15): The descriptive analysis of Customer Loyalty**

No.	Statement	Mean	SD
46	Relative to our competitors, our products and services are often considered as the first choice	6.23	0.95
47	Relative to our competitors, our products and services will be patronized more in the next few years	6.43	0.86
48	Our products and services are recommended to customers by our current customers	6.50	0.80
	<b>Grand means and standard deviation of Customer Loyalty</b>	6.38	0.75

Table (4.15) shows that the highest mean goes to the last statement " *Our products and services are recommended to customers by our current customers* " with (6.50) mean and (0.80) standard deviation. The second highest mean goes to "*Relative to our competitors, our products and services will be patronized more in the next few years* " statement with (6.43) mean and (0.86) standard deviation. The lowest mean goes to "*Relative to our competitors, our products and services are often considered as the first choice*" statement with (6.23) mean and (0.95) standard deviation.

- **Brand Awareness**

Brand Awareness is the last variable measured by (4) statements and has a high level of importance with (6.16) mean and (0.69) standard deviation.

**Table (4.16): The descriptive analysis of Brand Awareness**

No.	Statement	Mean	SD
49	Our company comes to mind when thinking of our product or service category	6.23	0.95
50	Many choices of companies come to mind when thinking of our product or service category	6.43	0.86
51	Our company is viewed as the leader in our industry market	6.5	0.8
52	Customers are aware of our company's offerings and services	5.25	1.32
	<b>Grand means and standard deviation of Brand Awareness</b>	6.15	0.69

The table above shows that the highest mean goes to " *Our company is viewed as the leader in our industry market* " statement with (6.50) mean and (0.80) standard deviation, and the second highest mean goes to "*Many choices of companies come to mind when thinking of our product or service category* " statement with (6.43) and (0.86). This indicates that regardless of numbers if competitors, most participated Marketers see themselves as the leaders in the Market. The lowest mean goes to "Our *company comes to mind when thinking of our product or service category* " statement with (6.23) mean and (0.95) standard deviation.

## **4.2 Study Hypotheses Testing**

Based on the research problem, four main hypotheses have been formulated and tested; the researcher used Statistical Package for Social Sciences (SPSS) to test the first three hypotheses and Analysis of Moment Structures (AMOS) to test the 4th hypothesis.

The researcher used Simple regressions, t-test for the significance effect of the independent variable (ID) on dependent variable (DV), and coefficient of determination ( $R^2$ ) to analyze how independent variable (ID) explains the variation in dependent variable (DV).

**Ho<sub>1</sub>: There is no significant direct effect of personalized E-Marketing on Personal Impressions**

Simple regression test has been applied to this hypothesis and results appear in Table (4-17) as follows:

**Table (4.17): Model Summary of the Effect of Personalized E-Marketing on Personal Impressions.**

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	R Square
	B	Std. Error	Beta			
Personalized E-Marketing	0.007	.003	.147	2.081	0.039	0.022

According to the results in Table (4.17), B & Beta coefficients of the **Personalized E-Marketing on Personal Impressions** were  $B_{cc}=0.007$  &  $\beta_{cc}=0.147$  respectively.

These amounts are significant at the level ( $\text{sig} \leq 0.05$ ), where the t-test value = 2.081. The coefficient variation ( $R^2=0.022$ ) means that independent variable Personalized E-Marketing explains (2.2%) of the variation in the dependent variable Personal Impressions. The values above indicate that Personalized E-Marketing has a significant causation effect on Personal Impressions.

Thus, the null hypothesis "There is no significant direct effect of Personalized E-Marketing on Personal Impressions", is rejected.

- **Ho<sub>1-1</sub>: There is no significant direct effect of Campaign Characteristics on Personal Impressions.**

Simple regression test has been applied to this hypothesis and results appear in Table (4-18) as follows:

**Table (4.18): Model Summary of the Effect of Campaign Characteristics on Personal Impressions.**

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	R Square
	B	Std. Error	Beta			
Campaign Characteristics	0.218	0.091	0.168	2.384	0.018	0.028

According to the results in Table (4.18), B & Beta coefficients of the **Campaign Characteristics** on **Personal Impressions** were  $B_{cc}=0.218$  &  $\beta_{cc}= 0.168$  respectively.

These amounts are significant at the level ( $\text{sig} \leq 0.05$ ), where the t-test value= 2.384. The coefficient variation ( $R^2=0.028$ ) means that independent variable Campaign Characteristics explains (2.8%) of the variation in the dependent variable Personal Impressions. The values above indicate that Campaign Characteristics has a significant causation effect on Personal Impressions.

Thus, the null hypothesis "There is no significant direct effect of Campaign Characteristics on Personal Impressions", is rejected.

- **Ho<sub>1,2</sub>: There is no significant direct effect of Product or Service Characteristics on Personal Impressions.**

Simple regression test has been applied to this hypothesis and results appear in Table (4-19) as follows:

**Table (4.19): Model Summary of the Effect of Product or Service Characteristics on Personal Impressions**

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	R Square
	B	Std. Error	Beta			
Product/Service Characteristics	0.006	0.038	0.012	0.166	0.868	0.00

According to the results in Table (4.19), B & Beta coefficients of the **Product or Service Characteristics on Personal Impressions** were  $B_{cc}=0.006$  &  $\beta_{cc}= 0.012$  respectively. These amounts are not significant at the level ( $\text{sig} \leq 0.05$ ), where the t-test value= 0.166.

The coefficient variation ( $R^2=0.0$ ) means that independent variable Product or Service Characteristics does not explain the variation in the dependent variable Personal Impressions.

The values above indicate that Campaign Characteristics has no significant causation effect on Personal Impressions.

Thus, the null hypothesis "There is no significant direct effect of Product or Service Characteristics on Personal Impressions" is accepted.



**H<sub>02</sub>: There is no significant direct effect of Personal Impressions on Marketing Effectiveness.**

Simple regression test has been applied to this hypothesis and results appear in Table (4-20) as follows:

**Table (4.20): Model Summary of the Effect of Personal Impressions on Marketing Effectiveness**

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	R Square
	B	Std. Error	Beta			
Personal Impressions	0.190	0.053	0.248	3.585	0.000	0.062

According to the results in Table (4.20), B & Beta coefficients of the **Personal Impressions** on **Marketing Effectiveness** were  $B_{cc}=0.190$  &  $\beta_{cc}= 0.248$  respectively. These amounts are significant at the level ( $\text{sig} \leq 0.05$ ), where the t-test value= 3.585.

The coefficient variation ( $R^2=0.062$ ) means that independent variable Personal Impressions explains (6.2%) of the variation in the dependent variable Marketing Effectiveness. The values above indicate that Personal Impressions has a significant causation effect on Marketing Effectiveness.

Thus, the null hypothesis "There is no significant direct effect of Personal Impressions on Marketing Effectiveness" is rejected.

- **Ho<sub>2.1</sub>: There is no significant direct effect of Personal Impressions on Return on Investment.**

Simple regression test has been applied to this hypothesis and results appear in Table (4.21) as follows:

**Table (4.21): Model Summary of the Effect of Personal Impressions on Return on Investment**

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	R Square
	B	Std. Error	Beta			
Personal Impressions	0.235	0.080	0.206	2.948	0.004	0.206

According to the results in Table (4.21), B & Beta coefficients of the **Personal Impressions** on **Return on Investment** were  $B_{cc}=0.235$  &  $\beta_{cc}= 0.206$  respectively. These amounts are significant at the level ( $\text{sig} \leq 0.05$ ), where the t-test value= 2.948.

The coefficient variation ( $R^2=0.206$ ) means that independent variable Personal Impressions explains (20.6%) of the variation in the dependent variable Return on Investment. The values above indicate that Personal Impressions has a significant causation effect on Return on Investment.

Thus, the null hypothesis "There is no significant direct effect of Personal Impressions on Return on Investment", is rejected.

- **Ho<sub>2.2</sub>: There is no significant direct effect of Personal Impressions on Customer Satisfaction.**

Simple regression test has been applied to this hypothesis and results appear in Table (4.22) as follows:

**Table (4.22): Model Summary of the Effect of Personal Impressions on Customer Satisfaction**

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	R Square
	B	Std. Error	Beta			
Personal Impressions	0.320	0.069	0.317	4.671	0.000	0.100

According to the results in Table (4.22), B & Beta coefficients of the **Personal Impressions** on **Customer Satisfaction** were  $B_{cc}=0.320$  &  $\beta_{cc}= 0.317$  respectively. These amounts are significant at the level ( $\text{sig} \leq 0.05$ ), where the t-test value= 4.671.

The coefficient variation ( $R^2=0.100$ ) means that independent variable Personal Impressions explains (10%) of the variation in the dependent variable Customer Satisfaction. The values above indicate that Personal Impressions has a significant causation effect on Customer Satisfaction.

Thus, the null hypothesis "There is no significant direct effect of Personal Impressions on Customer Satisfaction", is rejected.

- **Ho<sub>2.3</sub>: There is no significant direct effect of Personal Impressions on Customer Loyalty.**

Simple regression test has been applied to this hypothesis and results appear in Table (4.23) as follows:

**Table (4.23): Model Summary of the Effect of Personal Impressions on Customer Loyalty**

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	R Square
	B	Std. Error	Beta			
Personal Impressions	0.237	0.075	0.221	3.173	0.002	0.049

According to the results in Table (4.23), B & Beta coefficients of the **Personal Impressions** on **Customer Loyalty** were  $B_{cc}=0.237$  &  $\beta_{cc}= 0.221$  respectively. These amounts are significant at the level ( $\text{sig} \leq 0.05$ ), where the t-test value= 3.173.

The coefficient variation ( $R^2=0.049$ ) means that independent variable Personal Impressions explains (4.9%) of the variation in the dependent variable Customer Loyalty. The values above indicate that Personal Impressions has a significant causation effect on Customer Loyalty.

Thus, the null hypothesis "There is no significant direct effect of Personal Impressions on Customer Loyalty", is rejected.

- **Ho<sub>2.4</sub>: There is no significant direct effect of Personal Impressions on Brand Awareness.**

Simple regression test has been applied to this hypothesis and results appear in Table (4.24) as follows:

**Table (4.24): Model Summary of the Effect of Personal Impressions on Brand Awareness.**

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	R Square
	B	Std. Error	Beta			
Personal Impressions	-0.007	0.07	-0.007	-0.101	0.919	0.000

According to the results in Table (4.24), B & Beta coefficients of the **Personal Impressions** on **Brand Awareness** were  $B_{cc}=-0.007$  &  $\beta_{cc}= 0.-007$  respectively. These amounts are not significant at the level ( $\text{sig} \leq 0.05$ ), where the t-test value= -0.101.

The coefficient variation ( $R^2=0.00$ ) means that independent variable Personal Impressions does not explain the variation in the dependent variable Brand Awareness. The values above indicate that Personal Impressions has no significant causation effect on Brand Awareness.

Thus, the null hypothesis "There is no significant direct effect of Personal Impressions on Brand Awareness ", is accepted.

**H<sub>03</sub>: There is no significant direct effect of Personalized E-Marketing on Marketing Effectiveness.**

Simple regression test has been applied to this hypothesis and results appear in Table (4.25) as follows:

**Table (4.25): Model Summary of the Effect Personalized E-Marketing on Marketing Effectiveness.**

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	R Square
	B	Std. Error	Beta			
Campaign Characteristics	.017	.002	.455	7.147	.000	0.203

According to the results in Table (4.25), B & Beta coefficients of the **Personalized E-Marketing on Marketing Effectiveness** were  $B_{cc}=0.017$  &  $\beta_{cc}= 0.455$  respectively. These amounts are significant at the level ( $\text{sig} \leq 0.05$ ), where the t-test value= 7.147.

The coefficient variation ( $R^2=0.203$ ) means that independent variable Personalized E-Marketing explains (20.3%) of the variation in the dependent variable Marketing Effectiveness. The values above indicate that Personalized E-Marketing has a significant causation effect on Marketing Effectiveness.

Thus, the null hypothesis "There is no significant direct effect of Personalized E-Marketing on Marketing Effectiveness ", is rejected.

- **H<sub>03-1</sub>: There is no significant direct effect of Campaign Characteristics on Marketing Effectiveness.**

Simple regression test has been applied to this hypothesis and results appear in Table (4.26) as follows:

**Table (4.26): Model Summary of the Effect Campaign Characteristics on Marketing Effectiveness.**

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	R Square
	B	Std. Error	Beta			
Campaign Characteristics	.487	.062	.488	7.835	.000	0.239

According to the results in Table (4.26), B & Beta coefficients of the **Campaign Characteristics** on **Marketing Effectiveness** were  $B_{cc}=0.487$  &  $\beta_{cc}= 0.488$  respectively. These amounts are significant at the level ( $\text{sig} \leq 0.05$ ), where the t-test value= 7.835.

The coefficient variation ( $R^2=0.239$ ) means that independent variable Campaign Characteristics explains (23.9%) of the variation in the dependent variable Marketing Effectiveness. The values above indicate that Campaign Characteristics has a significant causation effect on Marketing Effectiveness.

Thus, the null hypothesis "There is no significant direct effect of Campaign Characteristics on Marketing Effectiveness ", is rejected.

- **H<sub>03-1-1</sub>: There is no significant direct effect of Campaign Characteristics on Return on Investment.**

Simple regression test has been applied to this hypothesis and results appear in Table (4.27) as follows:

**Table (4.27): Model Summary of the Effect Campaign Characteristics on Return on Investment.**

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig	R Square
	B	Std Error	Beta			
<b>Campaign</b>	0.597	0.100	0.403	5.942	0.000	0.207

It is shown that B &  $\beta$  coefficients of the **Campaign Characteristics** on **Return on Investment** were 0.597 & 0.403 respectively. These amounts are significant at the level ( $p \leq 0.05$ ), where the t-test value= 5.942.

The coefficient variation ( $R^2=0.207$ ) means that independent variable Campaign Characteristics explains (20.7%) of the variation in the dependent variable ROI. The values above indicate that Campaign Characteristics has a significant causation effect on ROI.

Therefore, the null hypothesis "There is no significant direct effect of Campaign Characteristics on **Return on Investment**", is rejected.



**- Ho<sub>3-1-2</sub>: There is no significant direct effect of Campaign Characteristics on Customer Satisfaction.**

Simple regression test has been applied to this hypothesis and results appear in Table (4.27) as follows:

**Table (4.27): Model Summary of the Effect Campaign Characteristics on Customer Satisfaction.**

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	R Square
	B	Std Error	Beta			
Campaign	0.342	0.091	0.261	3.758	0.000	0.115

It is shown that B &  $\beta$  coefficients of the **Campaign Characteristics** on **Customer Satisfaction** were 0.342 & 0.261 respectively. These amounts are significant at the level ( $p \leq 0.05$ ), where the t-test value= 3.758.

The values above denote that there is a predictive relationship between **Campaign Characteristics** and **Customer Satisfaction**. The coefficient variation ( $R^2=0.115$ ) means that independent variable Campaign Characteristics explains (11.5%) of the variation in the dependent variable Customer Satisfaction. The values above indicate that Campaign Characteristics has a significant causation effect on Customer Satisfaction.

Therefore, the null hypothesis "There is no significant direct effect of Campaign Characteristics on **Customer Satisfaction**", is rejected.

- **H<sub>03-1-3</sub>: There is no significant direct effect of Campaign Characteristics on Customer Loyalty.**

Simple regression test has been applied to this hypothesis and results appear in Table (4.28) as follows:

**Table (4.28): Model Summary of the Effect Campaign Characteristics on Customer Loyalty.**

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	R Square
	B	Std Error	Beta			
Campaign	0.324	0.102	0.233	3.159	0.002	0.061

It is shown that B &  $\beta$  coefficients of the **Campaign Characteristics on Customer Loyalty** were 0.324 & 0.233 respectively. These amounts are significant at the level ( $p \leq 0.05$ ), where the t-test value= 3.758.

The values above denote that there is a predictive relationship between **Campaign Characteristics** and **Customer Loyalty**. The coefficient variation ( $R^2=0.061$ ) means that independent variable Campaign Characteristics explains (6.1%) of the variation in the dependent variable Customer Loyalty. The values above indicate that Campaign Characteristics has a significant causation effect on Customer Loyalty.

Therefore, the null hypothesis "There is no significant direct effect of Campaign Characteristics on **Customer Loyalty**", is rejected.

- **Ho<sub>3-1-4</sub>: There is no significant direct effect of Campaign Characteristics on Brand Awareness.**

Simple regression test has been applied to this hypothesis and results appear in Table (4.29) as follows:

**Table (4.29): Model Summary of the Effect Campaign Characteristics on Brand Awareness.**

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig	R Square
	B	Std Error	Beta			
Campaign	0.265	0.095	0.204	2.78	0.006	0.074

It is shown that B &  $\beta$  coefficients of the **Campaign Characteristics** on **Brand Awareness** were 0.265 & 0.204 respectively. These amounts are significant at the level ( $p \leq 0.05$ ), where the t-test value= 2.780.

The values above denote that there is a predictive relationship between **Campaign Characteristics** and **Brand Awareness**. The coefficient variation ( $R^2=0.074$ ) means that independent variable Campaign Characteristics explains (7.4%) of the variation in the dependent variable Brand Awareness. The values above indicate that Campaign Characteristics has a significant causation effect on Brand Awareness.

Therefore, the null hypothesis "There is no significant direct effect of Campaign Characteristics on **Brand Awareness**", is rejected.

- **H<sub>03.2</sub>: There is no significant direct effect of Product or Service Characteristics on Marketing Effectiveness.**

Simple regression test has been applied to this hypothesis and results appear in Table (4.30) as follows:

**Table (4.30): Model Summary of the Effect Product Characteristics on Marketing Effectiveness.**

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	R Square
	B	Std. Error	Beta			
Product Characteristics	.045	.029	.109	1.540	.125	.012

According to the results in Table (4.30), B & Beta coefficients of the **Product Characteristics** on **Marketing Effectiveness** were  $B_{cc}=0.045$  &  $\beta_{cc}= 0.109$  respectively. These amounts are not significant at the level ( $\text{sig} \leq 0.05$ ), where the t-test value= 1.540.

The coefficient variation ( $R^2=0.01$ ) means that independent variable Product Characteristics does not explain any variation in the dependent variable Marketing Effectiveness. The values above indicate that Product Characteristics has no significant causation effect on Marketing Effectiveness.

Thus, the null hypothesis "There is no significant direct effect of Product Characteristics on Marketing Effectiveness", is accepted.

- **Ho<sub>3-2-1</sub>: There is no significant direct effect of Product or Service Characteristics on Return on Investment.**

Simple regression test has been applied to this hypothesis and results appear in Table (4.31) as follows:

**Table (4.31): Model Summary of the Effect Product or Service Characteristics on ROI.**

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig	R Square
	B	Std Error	Beta			
Product	-2.83E-02	0.039	-0.047	-0.725	0.47	0.006

It is shown that B &  $\beta$  coefficients of the **Product or Service Characteristics on Return on Investment** were -0.028 & -0.047 respectively. These amounts are not significant at the level ( $p < 0.05$ ), where the t-test value = -0.725

The coefficient variation ( $R^2 = 0.006$ ) means that independent variable Product Characteristics does not explain any variation in the dependent variable ROI. The values above indicate that Product Characteristics has no significant causation effect on ROI.

Therefore, the null hypothesis "There is no significant direct effect of Product or Service Characteristics on **Return on Investment**", is accepted.

- **Ho<sub>3-2-2</sub>: There is no significant direct effect of Product or Service Characteristics on Customer Satisfaction.**

Simple regression test has been applied to this hypothesis and results appear in Table (4.32) as follows:

**Table (4.32): Model Summary of the Effect Product or Service Customer Satisfaction.**

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	R Square
	B	Std Error	Beta			
Product	-4.62E-03	0.035	-0.009	-0.131	0.896	0.007

It is shown that B &  $\beta$  coefficients of the **Product or Service Characteristics** on **Customer Satisfaction** were -0.046 & -0.009 respectively. These amounts are not significant at the level ( $p < 0.05$ ), where the t-test value = -0.131.

The coefficient variation ( $R^2 = 0.007$ ) means that independent variable Product Characteristics does not explain any variation in the dependent variable Customer Satisfaction. The values above indicate that Product Characteristics has no significant causation effect on Customer Satisfaction.

The values above denote that there is no predictive relationship between **Product or Service Characteristics** and **Customer Satisfaction**. Therefore, the null hypothesis "There is no significant direct effect of Product or Service Characteristics on **Customer Satisfaction**", is accepted.

- **Ho<sub>3-2-3</sub>: There is no significant direct effect of Product or Service Characteristics on Customer Loyalty.**

Simple regression test has been applied to this hypothesis and results appear in Table (4.33) as follows:

**Table (4.33): Model Summary of the Effect Product or Service Customer Loyalty.**

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	R Square
	B	Std Error	Beta			
Product	-4.21E+00	0.04	-0.074	-1.058	0.292	0.000

It is shown that B &  $\beta$  coefficients of the **Product or Service Characteristics on Customer Loyalty** were -0.042 & -0.074 respectively. These amounts are not significant at the level ( $p \leq 0.05$ ), where the t-test value= -1.058.

The coefficient variation ( $R^2=0.000$ ) means that independent variable Product Characteristics does not explain any variation in the dependent variable Customer Loyalty. The values above indicate that Product Characteristics has no significant causation effect on Customer Loyalty.

The values above denote that there is no predictive relationship between **Product or Service Characteristics** and **Customer Loyalty**. Therefore, the null hypothesis "There is no significant direct effect of Product or Service Characteristics on **Customer Loyalty**", is accepted.

- **H<sub>03-2-4</sub>: There is no significant direct effect of Product or Service Characteristics on Brand Awareness.**

**Table (4.34): Model Summary of the Effect Product or Service Brand Awareness.**

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig	R Square
	B	Std Error	Beta			
Product	8.81E-02	0.037	0.166	2.372	0.019	0.023

It is shown that B &  $\beta$  coefficients of the **Product or Service Characteristics** on **Brand Awareness** were 0.088 & 0.166 respectively. These amounts are significant at the level ( $p < 0.05$ ), where the t-test value= 2.372.

The coefficient variation ( $R^2=0.023$ ) means that independent variable Campaign Characteristics explains (2.3%) of the variation in the dependent variable Brand Awareness. The values above indicate that Campaign Characteristics has a significant causation effect on Brand Awareness.

These values denote that there is a predictive relationship between **Product or Service Characteristics** and **Brand Awareness**. Therefore, the null hypothesis “There is no significant direct effect of Product or Service Characteristics on Brand Awareness”, is rejected.



**Ho<sub>4</sub>: There is no significant indirect effect of personalized E-Marketing on marketing effectiveness through personal impressions as a mediator.**

In order to test the study model The Maximum Likelihood method was used to conduct the analysis through obtaining a number of goodness of fitness indices for the model fitness, the early model fitness indices shown that ( $\chi^2$ ,  $\chi^2/df$ , CFI, REMSEA). The  $\chi^2$  value was 13.68 (df =1, p= 0.00), also the  $\chi^2/df$  was = 13.68, CFI was 0.47, and the REMSA was 0.25. After checking the modified indices one relationship were created between the residuals variables for the marketing and the personalized observe variable, the goodness of fitness recalculated another time, The value of  $\chi^2$  was 1.00 (df =1, p= 0.90), also the  $\chi^2/df$  was = 1.00, CFI was 1.00, and the REMSA was 0.20.

**Table (4.35): Direct and Indirect Effect of Personalized E-Marketing and Personal Impressions on Marketing Effectiveness.**

	Direct effect		indirect effect		Total Effect	
	Personalized E-Marketing	Personal Impression	Personalized E-Marketing	Personal Impression	Personalized E-Marketing	Personal Impression
Personal Impression	0.063	0	0	0	0.063	0
Marketing Effectiveness	0.176	0.179	0.01	0	0.177	0.179

From the table (4.35) it's clear that the direct impact for Personalized E-marketing on the personal impression was 0.063, with t value of (0.97) with p level more than 0.05. And the direct impact of personal impression on the marketing effectiveness was 0.176; also it is shown that the direct impact of the personalized E-marketing on the marketing effectiveness was 0.179. The t values were 3.47, 3.76 with

p level less than 0.05. While the indirect effect between personalized E-marketing on the marketing effectiveness was 0.01 which very small and has no significant impact.

- **Ho<sub>4.1</sub>: There is no significant indirect effect of Campaign Characteristics on marketing effectiveness through personal impressions as a mediator.**

In order to test the study model The Maximum Likelihood method was used to conduct the analysis through obtaining a number of goodness of fitness indices for the model fitness, the early model fitness indices shown that ( $\chi^2$ ,  $\chi^2/df$ , CFI, REMSEA). The  $\chi^2$  value was 13.70 (df =1, p= 0.00), also the  $\chi^2/df$  was = 13.70, CFI was 0.47, and the REMSA was 0.25, which indicate poor fitness indices so that the null hypotheses about the model was not accepted. After checking the modified indices one relationship were created between the residuals variables for the marketing and the personalized observe variable, the goodness of fitness recalculated another time, The value of  $\chi^2$  was 1.00 (df =1, p= 0.91), also the  $\chi^2/df$  was = 1.00, CFI was 1.00, and the REMSA was 0.20.

**Table (4.36): Direct and Indirect Effect of Campaign Characteristics and Personal Impressions on Marketing Effectiveness.**

	Direct effect		indirect effect		Total Effect	
	Campaign Characteristics	Personal Impression	Campaign Characteristics	Personal Impression	Campaign Characteristics	Personal Impression
Personal Impression	0.17	0	0	0	0.17	0
Marketing Effectiveness	0.47	0.17	0.03	0	0.50	0.17

From the table (4.37) it's clear that the direct impact for Campaign Characteristics on the Personal Impression was 0.17, with t value of (2.39) with p level less than 0.05. And the direct impact of personal impression on the marketing effectiveness was 0.17; also the direct impact of the Campaign on the

marketing effectiveness was 0.47. The t values were 2.78, 7.56 with p level less than 0.05. While the indirect effect between personalized E-marketing on the marketing effectiveness was 0.03 which very small and has no significant impact.

Thus, the null hypothesis "There is no significant indirect effect of Campaign Characteristics on marketing effectiveness through personal impressions as a mediator " is accepted.

- **Ho<sub>4-2</sub>: There is no significant indirect effect of Product Characteristics on marketing effectiveness through personal impressions as a mediator.**

In order to test the study model The Maximum Likelihood method was used to conduct the analysis through obtaining a number of goodness of fitness indices for the model fitness, the early model fitness indices shown that ( $\chi^2$ ,  $\chi^2/df$ , CFI, REMSEA). The  $\chi^2$  value was 2.4 (df =1, p= 0.12), also the  $\chi^2/df$  was = 2.41, CFI was 0.98, and the REMSA was 0.085, which indicate good fitness indices so that the null hypothesis about the model was accepted.

**Table (4.38): Direct and Indirect Effect of Product Characteristics and Personal Impressions on Marketing Effectiveness.**

	Direct effect		indirect effect		Total Effect	
	Product Characteristics	Personal Impression	Product Characteristics	Personal Impression	Campaign Characteristics	Personal Impression
Personal Impression	0.01	0	0	0	0.01	0
Marketing Effectiveness	0	0.19	0	0	0	0.19

From the table (4.38) it's clear that the direct impact for Product on the personal impression was 0.01, with t value of (0.167) with p level more than 0.05. And the direct impact of personal impression on the

marketing effectiveness was 0.19; The t values were 3.61 with p level less than 0.05. While the indirect effect between Product on the marketing effectiveness was 0.001 which very small and has no significant impact.

Thus, the null hypothesis “There is no significant indirect effect of Product or Service Characteristics on marketing effectiveness through personal impressions as a mediator“, is accepted.

**Table (4.39): Summarized Results of Hypotheses Testing.**

<b>Null.Hyp</b>	<b>Independent Variable</b>	<b>Dependent Variable</b>	<b>Effect</b>	<b>Result</b>
<b>Ho<sub>1-1</sub></b>	<b>Campaign Characteristics</b>	<b>Personal Impressions</b>	<b>Direct</b>	<b>Rejected</b>
<b>Ho<sub>1-2</sub></b>	<b>Product Characteristics</b>	<b>Personal Impressions</b>	<b>Direct</b>	<b>Accepted</b>
<b>Ho<sub>2</sub></b>	<b>Personal Impressions</b>	<b>Marketing Effectiveness</b>	<b>Direct</b>	<b>Rejected</b>
<b>Ho<sub>2-1</sub></b>	<b>Personal Impressions</b>	<b>ROI</b>	<b>Direct</b>	<b>Rejected</b>
<b>Ho<sub>2-2</sub></b>	<b>Personal Impressions</b>	<b>Customer Satisfaction</b>	<b>Direct</b>	<b>Rejected</b>
<b>Ho<sub>2-3</sub></b>	<b>Personal Impressions</b>	<b>Customer Loyalty</b>	<b>Direct</b>	<b>Rejected</b>
<b>Ho<sub>2-4</sub></b>	<b>Personal Impressions</b>	<b>Brand Awareness</b>	<b>Direct</b>	<b>Accepted</b>
<b>Ho<sub>3-1</sub></b>	<b>Campaign Characteristics</b>	<b>Marketing Effectiveness</b>	<b>Direct</b>	<b>Rejected</b>
<b>Ho<sub>3-1-1</sub></b>	<b>Campaign Characteristics</b>	<b>ROI</b>	<b>Direct</b>	<b>Rejected</b>
<b>Ho<sub>3-1-2</sub></b>	<b>Campaign Characteristics</b>	<b>Customer Satisfaction</b>	<b>Direct</b>	<b>Rejected</b>
<b>Ho<sub>3-1-3</sub></b>	<b>Campaign Characteristics</b>	<b>Customer Loyalty</b>	<b>Direct</b>	<b>Rejected</b>
<b>Ho<sub>3-1-4</sub></b>	<b>Campaign Characteristics</b>	<b>Brand Awareness</b>	<b>Direct</b>	<b>Rejected</b>
<b>Ho<sub>3-2</sub></b>	<b>Product Characteristics</b>	<b>Marketing Effectiveness</b>	<b>Direct</b>	<b>Accepted</b>
<b>Ho<sub>3-2-1</sub></b>	<b>Product Characteristics</b>	<b>ROI</b>	<b>Direct</b>	<b>Accepted</b>
<b>Ho<sub>3-2-2</sub></b>	<b>Product Characteristics</b>	<b>Customer Satisfaction</b>	<b>Direct</b>	<b>Accepted</b>
<b>Ho<sub>3-2-3</sub></b>	<b>Product Characteristics</b>	<b>Customer Loyalty</b>	<b>Direct</b>	<b>Accepted</b>
<b>Ho<sub>3-2-4</sub></b>	<b>Product Characteristics</b>	<b>Brand Awareness</b>	<b>Direct</b>	<b>Rejected</b>
<b>Ho<sub>4-1</sub></b>	<b>Campaign Characteristics</b>	<b>Marketing Effectiveness</b>	<b>Indirect</b>	<b>Accepted</b>
<b>Ho<sub>4-2</sub></b>	<b>Product Characteristics</b>	<b>Marketing Effectiveness</b>	<b>Indirect</b>	<b>Accepted</b>

## **CHAPTER FIVE**

### **Conclusion**

#### **5.1 Conclusions and Discussions**

#### **5.2 Recommendations**

## 5.1 Conclusions and Discussions

Chapter four gave the results from which the hypotheses were examined. This last chapter aims to give full interpretation of the results given in chapter four and fulfill the aims of this research through answering the four questions formed in chapter one. This study stated four hypotheses (three direct hypotheses and one indirect hypothesis), and developed statements to measure the study variables, and indicated positive effect and relationship among these variables, on the other hand, the study results answered the study questions and came up with the following conclusions:

- 1- The study showed that the importance of Campaign Characteristics with all its dimensions (Scope and Targeting, Irritating, Interactive Elements, Content, Tonality and Channel) was high, which agrees with the study of (Xu, 2006) and the study of ( Sharma & Janssen, 2012). On the other hand, the results showed that Tonality and Content are considered as the most important factors for the success of the Personalized E-Marketing Campaign.
- 2- Considering the Scope and Target of a Personalized E-Marketing Campaign, Marketers turned to be concerned the most about the age, the social class and the location of the target audience.
- 3- While most previous studies showed a general negative attitude towards Marketing Campaigns, Marketers participating in this study showed that **implementing** Personalization in E-Marketing Campaigns gained a general public acceptance, thus confirms the results of the study of (Xu, 2006).
- 4- The study showed that most Marketers see that including Interactive Elements (Contact Number, Hyperlink, etc) in E-Marketing Campaigns in general directly influences the

Customers' response towards the brand and purchase intention, this also confirms the results shown in the study of (Drossos, et.al. , 2007).

- 5- The study indicated that Service and Commercial SMS Campaigns and Facebook Marketing Campaigns are more favorable to Marketers than Email and Location Based SMS Marketing Campaigns.
- 6- The results of the study highly confirmed that there is a significant direct effect of Campaign Characteristics on Return on Investment, Customer Satisfaction, Customer Loyalty, Brand Awareness and on the overall Marketing Effectiveness. This agrees with the study of (Irtaimeh, 2012).
- 7- The results also agree with the study of (Helming and Thaler, 2010) in that there is a significant effect of the personalized E-Marketing Campaign on the cognitive and emotional response of customers, indicating the awareness and acceptance of receiving these campaigns.
- 8- Conversely, the results showed that the effect Product or Service Characteristics on the cognitive and emotional response of customers is not significant, that the degree to which the product is fit to be advertised, promoted or distributed on the Internet does not affect customers' perception of Personalized E-Marketing Campaigns. This conflicts with the study of (Helming and Thaler, 2010).
- 9- The study indicated that there is a significant effect of Personal Impressions on Return on Investment, Customer Satisfaction, Customer Loyalty, Brand Awareness, and on the overall Marketing Effectiveness. This agrees with the study of (Irtaimeh, 2012).

10- Conversely, the results showed that the effect of Campaign Characteristics on Marketing Effectiveness through Personal Impressions; Cognitive and Emotional Responses, is not significant, which is still questionable and may be referred to Marketers' failure in expecting Customers' Responses to their Marketing Campaigns.

11- The results showed that there is no significant effect of Product Characteristics (Internet Fitness) on Marketing Effectiveness. This indicates that any type of product or service can use Personalized E-Marketing Channels regardless the product internet fitness. Consequently, the results showed that offering, promoting and distributing products and services on the Internet improve Brand Awareness.



## 5.1 Recommendations

- 1- Internet and Wireless Technology provided a wide range of communicating channels that can be used by all kind of business organizations in order to build profitable relationships with customers.
- 2- It is recommended to offer, promote, and/ or even distribute products and services using online channels.
- 3- The researcher recommends a stronger focus on the content and tonality of Personalized E-Marketing campaigns to improve the effectiveness of these campaigns
- 4- It is important to work by the rules of the TRC Regulations in order to avoid bothering customers with frequent annoying campaigns of no customer's interest.
- 5- It is important to send Personalized E-Marketing campaigns to individuals regarding their profile and previous behavior. Accordingly, it is recommended to firms that have no such database for customer to deal with a specialized E-Marketing Agency like JorMall.
- 6- It is recommended for future studies to implement the study model and measurements from the viewpoint of customers. In order to compare the results of the direct and indirect effect of Personalized E-Marketing on Marketing Effectiveness, and to better measure cognitive and emotional responses toward receiving.

## References

### Books

- 1- Chaffey, Dave, (2009), “E-Business and E-Commerce Management”, Prentice Hall, London-United Kingdom.
- 2- Kotler, Philip & Armstrong, Gray, (2012), “Principles Of Marketing”, Pearson, England.

### Thesis

- 3- Appelqvist, Carolina and Miller, Julie, (2008) “Smart Marketing in Smart Phones”, Unpublished Master Thesis, Stockholm School of Economics.

### Electronic Publications

- 4- JorMall, 2010, [www.JorMall.com](http://www.JorMall.com).
- 5- Department of Statistics, 2011, <http://www.dos.gov.jo>.
- 6- Exxab, 2013, [www.EXXAB.com](http://www.EXXAB.com)
- 7- Facebook, 2013, [www.Facebook.com](http://www.Facebook.com)

## Articles

- 8- Abbasi, M., Moezzi, H., Eyvazi, A. & Ranjbar, V. (2012) Entitled “Customer Satisfaction in the Outdoor Advertising Industry”, *International Journal of Academic Research in Business and Social Sciences*, Vol.2, No.1, pp460-468.
- 9- Amin, P., Amin, Z., Patel, P., (2011), "SMS Marketing: The Role of Permission and Acceptance ", *International Journal of Mobile Marketing*, Vol.6, No.2, pp5-16.
- 10- Attig, A. & Brettel, M., (2010), “Effectiveness of online advertising channels”, *Journal of Marketing Management*, Vol. 26, No.3/4, pp.343-460.
- 11- Baek, H. and Morimoto, M. (2012), “*Examining the Determinants of Consumer Avoidance of Personalized Advertising*”, *Journal of Advertising*, Vol. 41, No.1, pp.59-76.
- 12- Brookes, N., & Simkin, L., (2011), “Measuring Marketing Effectiveness”, *Marketing Review*, Vol.11, No. 1, pp.3-24.
- 13- Chowdhury, K., Parvin, N., Weitenberner, C. & Becker, M., (2006) “Consumer Attitude toward Mobile Advertising in an Emerging Market”, *International Journal of Mobile Marketing*, Vol. 1, No. 2, pp33-42. 10.

- 14- Clarck, R., Doraszelski, U. & Draganska, M., (2009), "The Effect of advertising on brand awareness and perceived quality?", *Quantitative Marketing & Economics*, Vol.7, No. 2, pp.207-236.
- 15- Dehkordi, G., Rezvani, S., Salehi, M., Eghtebasi, S., HasanAbadi, A., (2012) ," Conceptual analysis of the key success of the business in terms of Internet marketing ", *Interdisciplinary Journal of Contemporary Research in Business*, Vol. 4, No. 1, pp.811-816. 6p.
- 16- Drossos, D., Giaglis, G., Lekakos, G., Kokkinaki, F. & Stavradi, M. (2007) "Determinants of Effective SMS Advertising", *Journal of Interactive Advertising*, Vol. 7, No. 2, pp.1-23.
- 17- Drysdale, D., Bonanni, C., Shuttlewood, P., (2010), "Return on Investment for Background Screening", *International Business & Economics Research Journal*, Vol. 9, No. 11, pp.65-70.
- 18- Gyimah, R., Boohene, R., Agyapong, G. & Boohene, K., (2011) "Customer Satisfaction in the Outdoor Advertising Industry" *International Journal of Marketing Studies* , Vol.3, No.2,pp82-91.

- 19- Hasan, S., Subhani, M. & Mateen, A., (2011) "Effect of Deceptive Advertising on Consumer Loyalty in Telecommunication Industry of Pakistan", *Information Management and Business Review*, Vol.3, No.5, pp.261-264.
- 20- Helmig, B., Thaler, J., (2010), "On the effectiveness of social marketing what do we really know?" *Journal of Non-Profit and Public Sector Marketing*, Vol.22, No.4, pp264-287.
- 21- Hongyu, W., (2013), "A Study of the linkage development of Internet technology and E-Marketing", *Third International Conference on Intelligent System Design and Engineering Applications*, pp. 187 – 189.
- 22- Irtaimh, H., (2012), "The Influence of Applying Elements of E-Marketing Mix on Customer Satisfaction a Case Study on Jordan Telecom Companies", *Research Journal of Finance & Economics*, No. 95, pp.121-134.
- 23- Jose-Cabezudo, R. & Camarero-Izquierdo, C., (2012) Entitled "Determinants of Opening-Forwarding E-Mail Messages", *Journal of Advertising*, Vol.41, No.1, pp.97-112.
- 24- Leppaniemi, M. & Karjaluoto, H., (2008), "Mobile Marketing: From Marketing Strategy to Mobile Marketing Implementation", *International Journal of Mobile Marketing*, Vol.3, No.1, pp50-62.

- 25- Moon, B. & Jain, S. (2008), "Determinants and Outcomes of Internet Marketing Activities of Exporting Firms", *Journal of Global Marketing*, Vol. 20, No. 4, pp55-71.
- 26- Muzaffar, F., Kamran, S., (2012)"SMS Advertising: Youth attitude towards perceived informativeness, irritation and credibility", *Interdisciplinary Journal of Contemporary Research in Business*, Vol. 3, No.1, pp230-241.
- 27- Mohammadian, M., Mohammadreza, M., (2012), " Identify the Success Factors of Social Media ", *International Business and Management*, Vol. 4, No. 2, pp. 58-66.
- 28- Robson, C., (2002) *Real World Research: A Resource for Social Scientists and Practitioner-Researchers*. Oxford: Blackwell.Vol. No.2.
- 29- Rosenkrans, G., (2009), "The Creativeness and Effectiveness of Online Interactive Rich Media", *Journal of Interactive Advertising*, Vol. 9, No. 2, pp.66-83.
- 30- Sharma, S. & Paul, J. (2012), "Message Strength", *Global Cosmetic Industry*, Vol.180, No. 11, pp.18-21.
- 31- Shum, M., (2004), "Does Advertising Overcome Brand Loyalty?", *Journal of Economics & Management Strategy*, Vol. 13, No. 2, pp241-272.
- 32- San , R., Camarero, C., (2012), "Determinants of Opening-Forwarding E-Mail Messages", *Journal of Advertising*, Vol. 41, No. 2, pp. 97-112.

- 33- Simberova, I., & Chvatalova, Z., (2011), "Innovativeness Educational Technologies in Higher Education", *Scientific Papers of the University of Pardubice. Series D, Faculty of Economics & Administration*", Vol. 16, No. 21, pp.172-182.
- 34- Smutkupt, P., Krairit, D., Esichaikul, V., (2010), " Mobile Marketing: Implications for Marketing Strategies", *International Journal of Mobile Marketing*, Vol. 5, No. 2.
- 35- Tsuji, Y., Bennett, G. and Leigh, J., (2009), Entitled "Investigating Factors Affecting Brand Awareness of Virtual Advertising" *Journal of Sport Management*, Vol.23, No.4, pp.511-544.
- 36- Wang, A., (2007) "Branding Over Mobile and Internet Advertising" *International Journal of Mobile Marketing*, Vol. 2, No.1, pp.34-42.
- 37- Xu, D. (2006) "The Influence of Personalization in Affecting Consumer Attitude toward Mobile Advertising in China," *Journal of Computer Information Systems*, Vol.47, No. 2, pp.9-19.
- 38- Zabadi, A., Shoura, M. & Elsayed, E., (2012), "Consumer Attitudes toward SMS Advertising among Jordanian Users", *International Journal of Marketing Studies*, Vol. 4, No. 1, pp.77-94.

## Appendix - A

### Names of Arbitrators

No.	Name	Work Place
1.	Dr. Abd Al Men'em Al Shaltoni	Petra University
2.	Dr. Zahed Al Samerai	Petra University
3.	Dr. Zuhair Al Sabagh	Yarmouk University
4.	Dr. Hasan Al Issa	Yarmouk University
5.	Dr. Mahmoud Al Kilani	Yarmouk University
6.	Dr. Suod Al Mahameed	MEU
7.	Dr. Mohammad Al Nuaimi	MEU
8.	Dr. Kamel Moghrabi	MEU

## Appendix – B: Research Questionnaire in Arabic

السادة المحترمين

تحية طيبة و بعد،،،

يهدف الباحث إلى القيام بدراسة بعنوان "محددات فعالية التسويق الالكتروني الشخصي – دراسة حالة الشركة المركزية للتجارة الالكترونية"، حيث تهدف الدراسة إلى تحديد عوامل نجاح التسويق الالكتروني الشخصي من خلال دراسة تأثير خصائص الحملة التسويقية والمنتج أو الخدمة على فعالية التسويق من خلال الانطباع الشخصي كعامل وسيط من وجهة نظر مدراء التسويق في



الشركات الأردنية المزودة بالخدمة, يرجى التفضل بالإجابة على فقرات الاستبانة وذلك بوضع إشارة ( √ ) في الحقل الذي ترونه مناسباً, مؤكداً بان جميع الإجابات سيتم استخدامها لأغراض البحث العلمي فقط و ستبقى في إطار السرية التامة.

نشكركم على حسن تعاونكم و المشاركة في الإجابة على فقرات الاستبانة

المشرف

الباحثة

الدكتور ليث سلمان الربيعي

فاطمة وليد أبودية

### المعلومات الديموغرافية والتنظيمية :

- |                                                         |                          |                   |                          |                  |                          |
|---------------------------------------------------------|--------------------------|-------------------|--------------------------|------------------|--------------------------|
| 1. الجنس :                                              | <input type="checkbox"/> | ذكر               | <input type="checkbox"/> | أنثى             | <input type="checkbox"/> |
| 2. العمر :                                              | <input type="checkbox"/> | أقل من 30 سنة     | <input type="checkbox"/> | من 30 – 39 سنة   | <input type="checkbox"/> |
|                                                         | <input type="checkbox"/> | من 40 – 49 سنة    | <input type="checkbox"/> | من 50 – 59 سنة   | <input type="checkbox"/> |
|                                                         | <input type="checkbox"/> | أكثر من 60 سنة    |                          |                  |                          |
| 3. المؤهل العلمي :                                      | <input type="checkbox"/> | ثانوية عامة       | <input type="checkbox"/> | دبلوم            | <input type="checkbox"/> |
|                                                         | <input type="checkbox"/> | بكالوريوس         | <input type="checkbox"/> | ماجستير          | <input type="checkbox"/> |
|                                                         | <input type="checkbox"/> | دكتوراه           |                          |                  |                          |
| 4. المسمى (المركز) الوظيفي:                             | <input type="checkbox"/> | رئيس مجلس الادارة | <input type="checkbox"/> | مدير عام         | <input type="checkbox"/> |
|                                                         | <input type="checkbox"/> | مدير تنفيذي       | <input type="checkbox"/> | مركز اخر         | <input type="checkbox"/> |
| 5. عدد سنوات الخدمة في الوظيفة الحالية :                | <input type="checkbox"/> | 5 سنوات فأقل      | <input type="checkbox"/> | من 6 – 10 سنوات  | <input type="checkbox"/> |
|                                                         | <input type="checkbox"/> | 11 – 15 سنة       | <input type="checkbox"/> | من 16 – 20 سنة   | <input type="checkbox"/> |
|                                                         | <input type="checkbox"/> | 21 سنة فأكثر      |                          |                  |                          |
| 6. نوع النشاط الذي تمارسه المنظمة :                     | <input type="checkbox"/> | تسويق خدمة        | <input type="checkbox"/> | تسويق سلعة وخدمة | <input type="checkbox"/> |
|                                                         | <input type="checkbox"/> | تسويق سلعة        |                          |                  |                          |
| 7. القطاعات السوقية المستهدفة :                         | <input type="checkbox"/> | أفراد (مستهلكين ) | <input type="checkbox"/> | شركات            | <input type="checkbox"/> |
|                                                         | <input type="checkbox"/> | شركات وأفراد      |                          |                  |                          |
| 8. عدد سنوات الخبرة في مجال التسويق الالكتروني الشخصي : | <input type="checkbox"/> | أقل من سنة        | <input type="checkbox"/> | من 1 – 4 سنوات   | <input type="checkbox"/> |
|                                                         | <input type="checkbox"/> | أكثر من 4 سنوات   |                          |                  |                          |

الرجاء بيان الرأي بما يرد في كل عبارة من العبارات التالية

لا أتفق إطلاقاً	لا أتفق	لا أتفق الى حد ما	محايد	أتفق الى حد ما	أتفق كلياً	التسويق الإلكتروني الشخصي (Personalized E-Marketing)	
						1. الاختيار الصحيح لعمر الفئة المستهدفة يؤثر في نجاح الحملة الاعلانية الالكترونية الشخصية	
						2. الاختيار الصحيح للمستوى الاجتماعي للفئة المستهدفة يؤثر في نجاح الحملة الاعلانية الالكترونية الشخصية	
						3. الاختيار الصحيح للمكان السكني للفئة المستهدفة يؤثر في نجاح الحملة الاعلانية الالكترونية الشخصية	
						4. الاختيار الصحيح لطبيعة عمل الفئة المستهدفة يؤثر في نجاح الحملة الاعلانية الالكترونية الشخصية	
						5. الاختيار الصحيح للنوع الاجتماعي (الجنس) للفئة المستهدفة يؤثر في نجاح الحملة الاعلانية الالكترونية الشخصية	
						6. الاختيار الصحيح لحجم الفئة المستهدفة المتلقية للحملة يؤثر في نجاح الحملة الاعلانية الالكترونية الشخصية	
						7. يتقبل الزبائن عادة تلقي الحملة الاعلانية الالكترونية الشخصية	
						8. يجد الزبائن الحملة الاعلانية الالكترونية الشخصية مزجة	
						9. تكرر نفس الحملة الاعلانية الالكترونية الشخصية بشكل يزعج الزبائن	
						10. استخدام المعلومات الشخصية للزبائن لأغراض الحملات الاعلانية الالكترونية الشخصية تسيء للزبائن	
						11. وجود العناصر التفاعلية (مثل رقم هاتف أو رابط الكتروني) ضروري في الحملات الاعلانية الالكترونية الشخصية	
						12. وجود العناصر التفاعلية (مثل رقم هاتف أو رابط الكتروني) يجعل الحملات الاعلانية الالكترونية الشخصية ممتعة ومسلية	
						13. يؤثر محتوى الحملة الاعلانية الالكترونية الشخصية ايجابيا في شعور الزبائن نحو المنتج أو الخدمة	
						14. يشجع محتوى الحملة الاعلانية الالكترونية الشخصية الزبائن لمعرفة المزيد عن المنتج أو الخدمة	
						15. يزيد محتوى الحملة الاعلانية الالكترونية الشخصية من رضا الزبائن نحو العلامة التجارية للمنتج أو الخدمة	
						16. يحفز محتوى الحملة الاعلانية الالكترونية الشخصية الرغبة بشراء المنتج أو الخدمة	
						17. ينبغي على الحملات الاعلانية الالكترونية الشخصية اظهار شيء ايجابي بدلا من تجنب شيء سلبي	
						18. استخدام لغة معبرة و واضحة يحسن من أداء الحملة الاعلانية الالكترونية الشخصية	
						19. يجب استخدام مصطلحات ذات معنى وبسيطة عند تصميم الحملة الاعلانية الالكترونية الشخصية	
						20. يعتبر الزبون استخدام الرسائل القصيرة SMS(الخدمية أو الدعائية) ,طريقة مبتكرة لتواصل المنظمة مع زبائنها	
						21. يعتبر الزبون استخدام البريد الالكتروني, طريقة مبتكرة لتواصل المنظمة مع زبائنها	
						22. يعتبر الزبون استخدام الموقع الاجتماعي (facebook), طريقة مبتكرة لتواصل المنظمة مع زبائنها	
						23. يعتبر الزبون استخدام الرسائل المرسله عن طريق الابراج (location based SMS), طريقة مبتكرة لتواصل المنظمة مع زبائنها	
						24. من السهل عرض منتجاتنا وخدماتنا من خلال الانترنت	
						25. تعتمد نشاطاتنا الترويجية والإعلانية غالبا على الانترنت	
						26. تعتمد نشاطاتنا التوزيعية غالبا على الانترنت بكثرة	

27. تعتمد خدمة الزبائن لدى مؤسستنا غالبا على الانترنت						
لا أتفق إطلاقاً	لا أتفق	لا أتفق الى حد ما	محايد	أتفق الى حد ما	أتفق كلياً	الانطباع الشخصي (Personal impression)
						1. تقدم حملاتنا الاعلانية الالكترونية الشخصية عروض شرائية بما يتوافق مع احتياجات الزبائن
						2. يتفق الزبائن بحملاتنا الاعلانية الالكترونية الشخصية
						3. تعد حملاتنا الاعلانية الالكترونية الشخصية قيمة
						4. يطلب العديد من الزبائن حذف بياناتهم (رقم الهاتف أو البريد الالكتروني) وعدم تلقي حملاتنا الاعلانية الالكترونية الشخصية
						5. يتعرف الزبائن على منتجاتنا وخدماتنا بعد تلقي حملاتنا الاعلانية الالكترونية الشخصية
						6. يشعر الزبون بتميز وفردية عند استلام حملاتنا الاعلانية الالكترونية الشخصية
						7. غالبا ما يشعر الزبون بالقلق من اساءة استخدام بياناته الشخصية
						8. يزعج الزبون عند تلقي حملات اعلانية الكترونية شخصية متكررة لمنتجات أو خدمات غير مهتم بها
						9. يشعر الزبون بالخوف من تخزين بياناته الشخصية في قاعدة البيانات الخاصة بنا
						1. نسبة الى المنافسين , تعد منظمتنا ناجحة من حيث المبيعات و الارباح
						2. نسبة الى أهداف المنظمة , تعد منظمتنا ناجحة من حيث العائد على الاستثمار التسويقي
						3. تؤثر الحملات الاعلانية الالكترونية الشخصية ايجابيا على حجم المبيعات و الارباح
						4. الارتفاع في حجم المبيعات يعد مرضيا من قبل ادارة الشركة
						5. معدل نمو المبيعات المتحقق من خلال الحملات الاعلانية الالكترونية الشخصية يعد مرضيا من قبل ادارة الشركة
						6. العائد على الاستثمار المتحقق من خلال استخدام القنوات الاعلانية الالكترونية يعد مرضيا من قبل ادارة الشركة
						7. بشكل عام , يسر الزبائن من استخدام منتجاتنا وخدماتنا
						8. يشعر الزبائن بالرضا عن قرارهم بالتعامل مع منظمتنا
						9. تؤثر حملاتنا الاعلانية الالكترونية الشخصية بصورة ايجابية علي العلاقة بين المسؤولية الاجتماعية للمنظمة ووجهة نظر الزبون الايجابية عن المنظمة
						10. نسبة الي المنافسين, غالبا ما تكون منتجاتنا وخدماتنا الخيار الاول
						11. مقارنة مع المنافسين , سنكتسب منتجاتنا وخدماتنا الافضل في السنوات القليلة القادمة
						12. يوصي زبائننا الحاليين اصدقائهم ومعارفهم باستخدام منتجاتنا وخدماتنا
						13. يفضل الزبائن علامتنا التجارية عند التفكير في فئة منتجاتنا وخدمتنا
						14. يواجه الزبائن العديد من الاختيارات عند التفكير في فئة منتجاتنا وخدماتنا
						15. تعد منظمتنا القائدة في سوق عمل صناعتنا
						16. يعي زبائننا بعروضنا وخدماتنا

## Appendix - C

List of Business Participants:

1- BLOM Bank

- 2- Leaders Center
- 3- SmartBuy Electronics Megastore
- 4- E-Mart Electronics Megastore
- 5- Samsung BCI
- 6- Moda Park Shoes and Bags
- 7- Price Club Shoes and Bags
- 8- Moda Club Shoes and Bags
- 9- Tribune Fashion
- 10- Retail Group - Aldo
- 11- Retail Group – Monsoon
- 12- Retail Group – Mango
- 13- Retail Group - Gap
- 14- Farraj Group - Women's Wellness
- 15- Farraj Group – Sofa Lounge
- 16- Lytche Spa
- 17- Fitness First
- 18- Rococo Fashion
- 19- U-Casas Fashion
- 20- Tugba Fashion
- 21- The Face Shop
- 22- Tempo Dance Academy
- 23- Manasra Group – G2000 & Bossini
- 24- Manasra Group - Calliope & Terranova
- 25- Theirry's Friends
- 26- Al Alawneh For Exchange
- 27- 4ps Marketing Agency
- 28- Landmark – Home Centre
- 29- Landmark – Center Point
- 30- Landmark – Splash
- 31- Landmark - MAX
- 32- Al Kahla for Maids
- 33- The Children Museum
- 34- Al Ahli Club
- 35- Gourmet Garden
- 36- Petra Travel and Tourism
- 37- Dakkak Travel
- 38- Roberto Dance Academy
- 39- Lagoon Dead Sea
- 40- Voyage Men's Wear
- 41- O-Travel

- 42- Milano Travel & Tourism
- 43- Qattous Group
- 44- Optimal Academy
- 45- 400 Men's Wear
- 46- Couverture Home Accessories
- 47- Musk Furniture
- 48- Okkeh for Furniture
- 49- Optikos Shami
- 50- Everhome
- 51- It's Ok Shoes & Bags
- 52- Future 1 Shoes & Bags
- 53- Ifood.Jo
- 54- Al Nafees New Fashion
- 55- Planet Donut
- 56- Ammar & Fadi Beauty Center
- 57- Dirani Home Accessories
- 58- Amid East
- 59- Change Zone
- 60- Hijjawi Group – Automotive
- 61- Al Majd for Maids
- 62- Wael Beauty Center
- 63- Lavender Spa
- 64- Darwazeh for Furniture
- 65- Lebanon Sky Restaurant
- 66- Taj Mall
- 67- Al Waseet
- 68- Everest Hotel
- 69- Sara Saudi
- 70- Blush for Perfumes
- 71- Abu Khader Automotive
- 72- UAE Exchange
- 73- FreshBerry
- 74- I Care Pharmacy
- 75- Sakkab for Toys
- 76- Ward Restaurant and Café
- 77- Method Training Center
- 78- Yolanda Spa
- 79- International Sport Academy
- 80- Auto Excellence
- 81- 04 Restaurant

- 82- Abdul Hameed Shoman Foundation
- 83- Al Balora Car Trading Com.
- 84- Al Nabulsi & Al Amad
- 85- Al Sayyed Travel
- 86- Location Cafe & Restaurant
- 87- Wadi Finan For Arts
- 88- American Toys
- 89- Abu Sheikha Exchange
- 90- Al Fuad For Housing
- 91- American Language Center
- 92- Classic Car
- 93- Colors Sense
- 94- Creative Tracks for Marketing C.T.M Inst.
- 95- Darwish Khalili & Sons Co.
- 96- Fitpro Academy
- 97- Future Pioneers
- 98-Gender Location Training Center
- 99-Golden Gate Company
- 100-Jamal Sa`ad Company
- 101-Jordan National Tours
- 102-Lavie Interior Design
- 103-London Educational Centre
- 104-Nestle Waters
- 105-Diwan Al Sultan Ibrahim
- 106-16<sup>th</sup> of May Restaurant
- 107-AAT – Automative
- 108-Al Awdeh School
- 109-Al Faisaleya for Tourism
- 110-Al Hani Travel
- 111-Dakkak Holidays
- 112-Dakkak Tours
- 113-Al Sayyed Fashion
- 114-Arab Dental Center
- 115-Roberto Dance Academy
- 116-App Trainers
- 117-Mafi Metlo Restaurant
- 118-Arabian Constructions ACC
- 119-Ayman Haddad Gym
- 120-Bazar Soft
- 121-Fondant Chocolates

122-Istikan  
123-Istivanos  
124-Jordan Sariya  
125-Meriam Gallery  
126-Mathnasium  
127-Moda Villa  
128-New Decision  
129-New Hope  
130-O-Jeans Fashion  
131-O-Live Catering  
132-Point Gallery  
133-Queen Vic  
134-Salbashian Trading  
135-Sasse Jordan  
136-Senior Information Technology  
137-Sheilas' Boutique  
138-Stylish Fashion  
139-Tamweelkom  
140-The Country Club  
141-The Specialty Hospital  
142-TOT Care  
143-Tulip Accessories  
144-Velvet Events  
145-Zoom Travel and Tourism  
146-Arab Model School  
147-Tantash Tours  
148-House of Management  
149-The Little Genius Center  
150-Green Tech  
151-Giordano Fashion  
152- European Dental Center  
153-Dana Plaza  
154-Bio Energy Food Supplements  
155-Bridge International  
156-Zuwar Restaurant  
157-Domino's Pizza  
158-Adan for Water  
159-Americana  
160-Awesome Shoes and Bags  
161-Arab League Center

- 162-La Ropa Fashion
- 163-Arab Directory for Internet
- 164-Aman information Technology
- 165-Zahraa International School
- 166-Baguette Restaurant
- 167-CityMall
- 168-Dimlaj Home Accessories
- 169-Amazing Rooms Furniture
- 170-Singways Furniture
- 171-Midas Furniture
- 172-The One Furniture
- 173-Independent School
- 174-La famme Fashion
- 175-OPAL Furniture
- 176-Islamic Design
- 177-Home Pillars Office Furniture
- 178-Kitchenette
- 179-Ocean Fresh Fish
- 180-Gulf Sea Food
- 181-Lemon Restaurant & Café
- 182-Reserve Out Service
- 183-Mitsubishi Automotive
- 184-Unlimited Fashion Shoes
- 185-Ayman Al Masri Co.
- 186-Moustache Fashion
- 187-NIHAN Fashion
- 188-Alpha Optics
- 189-Al Sharif Eyes Center
- 190-Al Taif Exchange
- 191-Khazanti E-Tailer
- 192-Scoop Shoes and Bags
- 193-Lexus Automotive
- 194-Azadea – Zara Clothing
- 195-Azadea – Zara Home
- 196-Abu Shakra
- 197-Shawkat Shami Jewelry
- 198-Imseeh Jewelry
- 199-Mersh Perfumes
- 200-Damas Jewelry
- 201-Nissan Automotive



- 202-Zaki Ghoul – Sony
- 203-Doud Taycoons
- 204- Shinwani Exchange
- 205-Ittihad Schools
- 206-Orthodox Schools
- 207-Redwan Schools
- 208-Montisouri Schools
- 209-Travel One Travel and Tourism
- 210-Sun Holiday Travel and Tourism
- 211-Sleep Center
- 212-Scholl Foot Care
- 213-Al Amari Group – Arabella Mall
- 214-MaxMara Fashion
- 215-Mawasem Fashion
- 216-H&M Fashion
- 217-Sajida Islamic Fashion
- 218-Special One Ad Agency
- 219-STS IT solutions (DELL)
- 220-SMS IT Solution (HP)

## **Appendix – D**

**JorMall SMS - Annual Offer - 2012**

### **Higher Exposure for Less Cost**

JorMall SMS messaging service is the most effective advertising and communications media in Jordan today.

JorMall SMS service is fully compliant with the Telecommunications Regulatory Commission of Jordan requirements in relation to the broadcast of Bulk SMS.

Please [click on this link to view the related requirements.](#)

### **SMS Message Types:**

1. Commercial Messages which are related to promotional issues.
2. Service Messages which cover all communications between companies and their clients, transaction messages, school sms, hospital sms etc.

### **Broadcast of Messages:**

1. Through JorMall delivery platforms for JorMall Databases.
2. Through web applications that will be provided and supported for free by JorMall with any SMS order for Service Messages or for commercial messages to your customers.

### **JorMall Databases:**

Jormall Databases consist of the following:

1. JorMall Subscribers consisting of around 950 000 profiled mobile users (age, gender, location and income)
2. Location Based Messages targeting people at specific locations in Jordan. This service is provided to both Orange and Umniah subscribers and requires one working day for delivery. In this case messages will be delivered to groups of people in that location and without any profiling. This database consists of around 4 million.
3. Professional SMS Messages targeting groups of professionals such as doctors, lawyers, engineers, etc. This database consists of around 100,000.
4. Business Based Messages targeting specific businesses in Jordan such as contractors, jewelers, car dealers, banks, etc. This database consists of around 80,000.

Please note that our databases change on a daily basis. Kindly contact your sales executive when you wish to send your SMS promotions for final counts and [demographics](#).

### **Validity of the offer:**

This offer is valid for 30 days from date of issue.

### **Expiry of the SMS Messages:**

All purchased messages should be delivered within one year from order date (Unless otherwise

agreed)

#### Message Styles:

1. Normal SMS text Message.
2. Voucher Message. To learn more please [Click Here](#)
3. V Card Message.
4. Pop Up Message.
5. GPS location Message. To learn more please [Click Here](#)

#### Message Language:

1. Arabic Language consisting of 70 characters.
2. English Language consisting of 160 characters.

The system can deliver long messages (over 160 characters in English & 70 in Arabic). Long SMS are charged according to total characters as shown below:

Message	Arabic	English
Single Message	70 Characters	160 Characters
Two Messages	126 Characters	306 Characters
Three Messages	189 Characters	459 Characters

#### Sender ID:

- The Telecommunications Regulatory Commission (TRC) requires that the Sender ID of any advertising messages should contain the word ADV before the Sender ID followed by your company name or trade name example ADV CJC.
- The total characters including the word ADV should not exceed 11 characters.
- Creation of a Sender ID normally takes around 1 working hour.
- All Sender IDs have to be in the English Language.
- Sender ID should be specific and not general names.
- Numeric sender IDs are not allowed.

**Note:** JorMall can provide you with Pop Up messages that will open up immediately on your phone screen without the need of opening the message.

#### Sending Times:

In accordance to the Telecommunications Regulatory Commission (TRC) regulations

SMS should **not** be sent before 9:00 am and after 7:00 pm

## JorMall eMail Shots - Annual Offer - 2012 The Effective Exposure



Open up new horizons by using JorMall email advertising. JorMall effective email advertising puts at your fingertips the power of wider reach, higher exposure, advanced interactivity, and timely delivery.

JorMall email advertising is extremely affordable to all businesses.

### Prices

Email marketing is sold in packages and as follows:

Number of email shots	Price of one email
1-5	45.000 JD
6-10	43.000 JD
11-20	39.000 JD
21-30	36.000 JD
31-40	34.000 JD
41-50	30.000 JD

**Above prices are subject to sales tax.**

An Email shot can be sent to any of the lists in Jordan or the region.

Please note that each list chosen is considered one email shot.

### Validity of the offer:

This offer is valid for 30 days from date of issue.

Packages purchased should be delivered within one year from purchase date.

### Jordan Reach

JorMall subscribers in Jordan are divided into nine lists as follows:

List	Number of Subscribers
JorMall One	142,000
JorMall Two	131,000

JorMall Three	122,000
JorMall Four	117,210
ShosayerJo	94,500
Students	126,109
Business	83,222
Engineers	44,020
Professionals	72,111

[Click here to view our 2012 email subscribers demographics.](#)

### Regional Reach

JorMall subscribers also include regional subscribers and are segmented into the following lists:

Lists	Number of Subscribers
Iraq	220,000
Oman Qatar Bahrain	72,000
Saudi Arabia	94,000
Egypt	72,000
Lebanon & Syria	105,000
Kuwait	92,000
UAE	132,000

Payment: 100% of the order value against presentation of invoice.

### Features

1. Spam compliant services, click [here](#) to view our subscription collection activity (Recipients have subscribed to receive the service.)

2. Interactive features such as, response mechanisms, links, videos, catalogues, all of which can be integrated in the Email shot.
3. Delivery can be timed according to your needs.

## **JorMall "Plus" Social Media Marketing – 2013**

### **Join the Crowd**



### **Jormall "Plus" Creation**

#### **Claim your online place**

First impressions matter. That's why here at JorMall we can create your perfect first impression by creating your Profile, Page or group. Let us make your business shimmer and shine and stand out from the crowd by making the perfect design, adding the applications you request and prepare your whole profile to be ready to be used by you.

Social Media Channels:

- 1- Facebook
- 2- Twitter
- 3- LinkedIn

#### **JorMall helps you:**

- Create a unified identity page aligned with brand's look and feel.
- Customize your page to your business needs. This includes customizing graphics, photos, info, posts, and links.

#### **Prices**

JorMall will create your page for a yearly price of 200 JD + 39,600 JorMall Points. This includes creation and activation of your page.

## Appendix – E

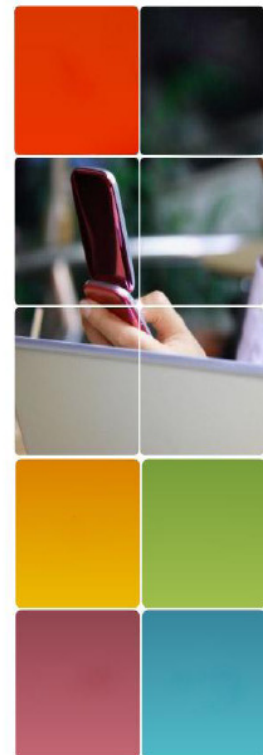
### JorMall Demographics



## JorMall Database Demographics 01 / 01 / 2013

Jormall Databases consist of the following:

1. JorMall Subscribers
2. Location Based
3. Profession Based
4. Business Based

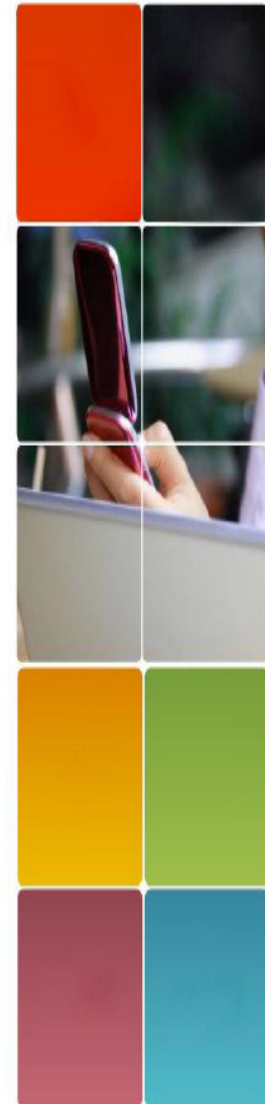




## 1. JorMall Subscribers

### JorMall SMS Subscribers by City

Amman	669,855
Aqaba	39,002
AlMafrq	840
Ajloun	350
Balqa	1,937
Irbid	56,746
Jarash	2,106
Karak	5,347
Ma'an	4,210
Madaba	15,920
Salt	4,476
Tafeleh	772
Zarqa	114,320
Total	915,882



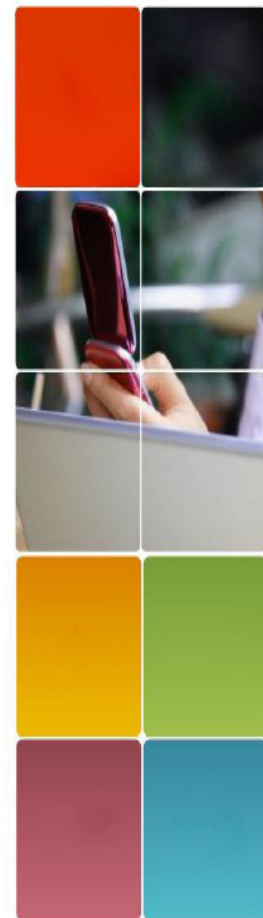




## 1. JorMall Subscribers

### Amman Subscribers Breakdown by Location

JABAL AMMAN	110,977
DEIR GUBAR	30,527
SHMEISSANI	153,726
SWEIFIEH	122,510
UM UTHAINA	30,871
6 7 8 CIRCLE	99,558
ABDOUN	25,650
JABAL HUSSEIN	21,935
HASHMI	2,831
AL MUQABLAIN	1,214
AL WIHDAT	2,986
SWEILEH	2,405
JABAL AL NUZHA	7,107
HAY NAZAL	3,219
MARJ AL HAMAM	6,308
AL BAYADER	4,506
ABU NUSSEIR	1,432
DOWN TOWN	2,306
MARKA	4,560
JBHA	8,543
DAHMET AL RASHEED	2,705
TLA3 AL ALI	9,412
AL JAMA STREET	14,567
Total	669,855





## 1. JorMall Subscribers

### West Amman Subscribers by Location

JABAL AMMAN	110,977
DEIR GUBAR	30,527
SHMEISSANI	153,726
SWEIFIEH	122,510
UM UTHAINA	30,871
6 7 8 CIRCLE	99,558
ABDOUN	25,650
Total	573,819

### Jormall Subscribers by Income

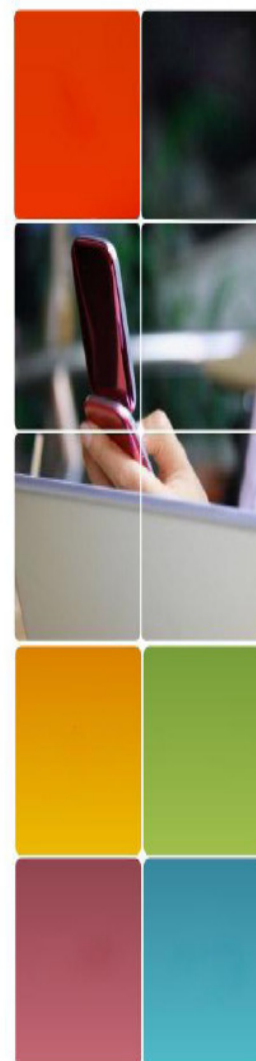
Class	
A+ Class and VIP	44,420
A Class	58,067
B+ Class	79,956
B Class	125,109
C+ Class	143,977
C Class	190,870
D Class	161,562
E Class	111,921
Total	915,882





## 1. JorMall Subscribers by Gender

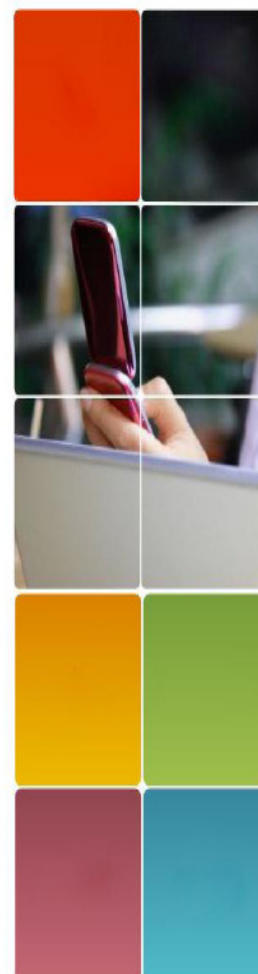
Area	Males	Females	Total
West AMMAN	304,813	269,006	573,819
JABAL HUSSEIN	11,963	9,972	21,935
HASHMI	2,028	803	2,831
AL MUQABLAIN	1,001	213	1,214
AL WIHDAT	2,358	628	2,986
SWEILEH	1,501	904	2,405
JABAL AL NUZHA	5,644	1,463	7,107
HAY NAZAL	2,657	562	3,219
MARJ AL HAMAM	4,319	1,989	6,308
AL BAYADER	2,692	1,814	4,506
ABU NUSSEIR	893	539	1,432
DOWN TOWN	1,885	421	2,306
MARKA	3,342	1,218	4,560
JBHA	5,926	2,617	8,543
DAHYET AL RASHEED	1,927	778	2,705
TLA3 AL ALI	5,166	4,246	9,412
AL JAMA STREET	7,860	6,707	14,567
Aqaba	28,405	10,597	39,002
AlMafrq	755	85	840
Ajloun	324	26	350
Balqa	1,616	321	1,937
Irbid	40,494	16,252	56,746
Jarash	1,892	214	2,106
Karak	4,258	1,089	5,347
Ma'an	3,897	313	4,210
Madaba	9,063	6,857	15,920
Salt	3,564	912	4,476
Tafeleh	731	41	772
Zarqa	70,170	44,150	114,320
Total	531,146	384,736	915,882





## 1. JorMall Subscribers by Age Group

	18 -30	31 -40	41 -50	50+	Total
West AMMAN	292,648	189,360	65,415	24674	572,098
JABAL HUSSEIN	11,187	7,239	2,501	943	21,869
HASHMI	1,444	934	323	122	2,823
AL MUQABLAIN	619	401	138	52	1,210
AL WIHDAT	1,523	985	340	128	2,977
SWEILEH	1,227	794	274	103	2,398
JABAL AL NUZHA	3,625	2,345	810	306	7,086
HAY NAZAL	1,642	1062	367	138	3,209
MARJ AL HAMAM	3,217	2,082	719	271	6,289
AL BAYADER	2,298	1,487	514	194	4,492
ABU NUSSEIR	730	473	163	62	1428
DOWN TOWN	1,176	761	263	99	2,299
MARKA	2,326	1,505	520	196	4,546
JBHA	4,357	2,819	974	367	8,517
DAHYET AL RASHEED	1,380	893	308	116	2,697
TLA3 AL ALI	4,800	3,106	1,073	405	9,384
AL JAMA STREET	7,429	4,807	1,661	626	14,523
Aqaba	19,891	12,871	4,446	1677	38,885
AlMafrag	428	278	98	36	838
Ajloun	179	116	40	15	349
Balqa	988	639	221	83	1,931
Irbid	28,940	18,726	6,469	2440	56,576
Jarash	1,074	695	240	91	2,100
Karak	2,727	1,765	610	230	5,331
Ma'an	2,147	1389	480	181	4,197
Madaba	8,119	5,254	1,815	685	15,872
Salt	2,283	1477	510	192	4,462
Tafeleh	394	255	88	33	770
Zarqa	58,303	37,726	13,032	4916	113,977
Total	467,100	302,241	104,411	39383	913,134





## 2. Location Based Messages

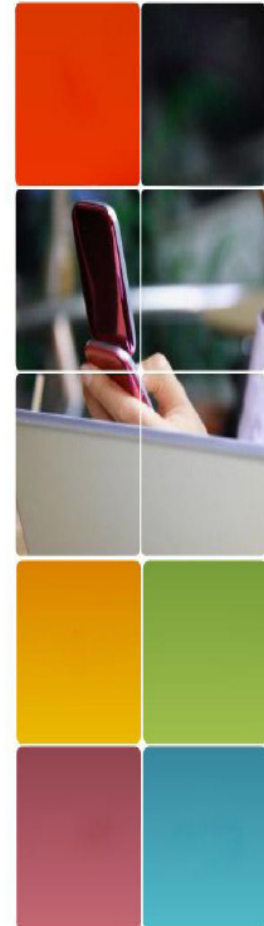
- 1- Location based messages go only to Orange and Umniah Networks.
- 2- There is no profiling what so ever, anyone in the area receives the message.
- 3- The estimate number of Location Based messages are as follows:





### 3. Profession Based Messages

Profession	Estimate Number
Doctors & Dentists	7,000
Engineers	30,000
Nurses	6,000
Pharmacists	4,000
Lawyers	10,000





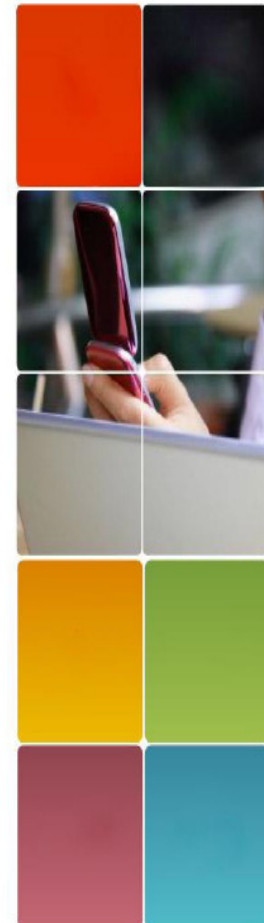
## 4. Business Based Messages



Our Business database consists of listing of about 100,000 decision makers in the following sectors of Jordan:

- 1- Agriculture
- 2- Tourism
- 3- Banking & Finance
- 4- Industry
- 5- Trade
- 6- Service
- 7- Medical

Due to the fact that this data is updated daily and consists of a very wide variety of sub categories we suggest you contact your sales executive to provide you with the final count.





## JorMall email Demographics 2012

2012

	JorMall One	JorMall Two	JorMall Three	JorMall Four	Shosayer Jo	Students	Business	Engineers	Professional
<b>Subscribers</b>	142,000	131,000	122,000	117,210	94,500	126,109	83,222	44,020	72,111

## Gender

Male	81,520	72,050	63,440	59,880	46,509	64,759	58,930	36,440	54,101
Female	60,480	58,950	58,560	57,330	47,991	61,350	24,292	7,580	18,010
<b>Total</b>	142,000	131,000	122,000	117,210	94,500	126,109	83,222	44,020	72,111

## Age Groups

18-24	31,180	35,610	32,930	32,760	22,420	98,522	7,430	2,220	6,480
25-34	36,920	40,370	35,390	32,552	28,840	27,587	31,532	11,680	32,495
35-44	42,660	24,890	25,622	30,500	25,380	0	23,620	19,200	13,673
45-54	26,980	22,270	21,960	19,897	14,860	0	14,400	9,400	12,963
55+	4,260	7,860	6,098	1,501	3,000	0	6,240	1,520	6,500
<b>Total</b>	142,000	131,000	122,000	117,210	94,500	126,109	83,222	44,020	72,111

## Occupation

Student	18,340	18,000	11,160	31,600	15,380	126,109	0	0	0
Business Owner	29,900	34,410	35,860	16,480	31,920	0	23,462	7,880	16,633
Employee	66,864	60,850	50,360	40,390	26,700	0	59,760	36,140	55,478
Housewife	13,781	12,000	13,420	16,380	18,860	0	0	0	0
Un employed	12,125	3,500	8,540	5,360	1,640	0	0	0	0
Retierd	990	2,240	2,660	7,000	,880	0	0	0	0
<b>Total</b>	142,000	131,000	122,000	117,210	94,500	126,109	83,222	44,020	72,111

Contact

Join us on





## Appendix – F

### TRC Regulations

المملكة الأردنية الهاشمية



هيئة تنظيم قطاع الاتصالات

تعليمات تنظيم إرسال رسائل الجملة

قرار مجلس مفوضي الهيئة رقم (٢٠١١/١-٣) تاريخ (٢٠١١/١/٤)

هيئة تنظيم قطاع الاتصالات

ص.ب ٨٥٠٩٦٧ عمان ١١١٨٥ الأردن  
هاتف: ٦٠٥٥٠١١٢ (٩٦٢)  
فاكس: ٦٠٥٨٦٣٦٤١ (٩٦٢)

## تعليمات تنظيم إرسال رسائل الجملة

صدرت بموجب المادة (٦/أ) والمادة (٦/ب) والمادة (٥٨)  
من قانون الاتصالات رقم ١٣ لسنة ١٩٩٥ وتعديلاته

### ١. التسمية

تسمى هذه التعليمات (تعليمات تنظيم إرسال رسائل الجملة) ويعمل بها اعتباراً من تاريخ إقرارها من قبل مجلس مفوضي الهيئة.

### ٢. نطاق التطبيق

تنظم هذه التعليمات الأمور المتعلقة بإرسال رسائل الجملة. ولا يندرج ضد من نطاق تطبيقها القواعد والإجراءات التي يجب إتباعها عند تلقي المرخص له لشكاوي الإزعاج، أو أية إجراءات للتحقق من هذه الشكاوي أو أية قواعد لتقليل اتصالات الإزعاج.

### ٣. التعاريف

يكون للكلمات والعبارات الواردة في هذه التعليمات حيثما وردت المعاني المخصصة لها أذناه مالم تدل القرينة على غير ذلك، ويكون للكلمات والعبارات غير المعرفة أذناه المعاني المخصصة لها في القانون والأنظمة والتعليمات الصادرة بمقتضاه:

القانون: قانون الاتصالات رقم (١٣) لسنة ١٩٩٥ وتعديلاته.

الهيئة: هيئة تنظيم قطاع الاتصالات.

رسائل الجملة: هي أي رسالة نصية قصيرة أو رسالة متعددة الوسائط تُرسل إلى المستخدمين عامّة أو لفئة معينة منهم وتقسّم لخايات هذا القرار إلى رسائل دعائية ورسائل خدمية.

الرسائل الدعائية: هي رسائل الجملة المعنون اسم المرسل (Sender ID) الخاص به بالرمز "ADV" وتتوفر فيها واحدة أو أكثر من الصفات التالية:

١. ذات طابع دعائي،

٢. تروج لخدمات التكاليف المضافة.

الرسائل الخدمية: هي رسائل الجملة التي تُرسل إلى فئة من المستخدمين تجميعهم صفة مشرّكة و/أو تتعلّق بخدمات مقدمة للمستخدم و/أو تتعلّق بخدمات معينة قام المستخدم بالاشتراك فيها، كالرسائل المرسلّة من الشركات إلى مشتركيها والناجئة عن الاشتراك في خدماتها بحيث تستثني من ذلك الرسائل الدعائية، أو كتلك المرسلّة من النقابات إلى منتسبيها أو البنوك إلى عملائها أو النوادي إلى مشتركيها أو الجمعيات إلى أعضائها

أو من السفارات إلى رعايا دولها أو الجامعات لطلابها أو رسائيل خدمات التليفون المُنذرة المُرسلة للمشاركين فيها.. الخ.

الشركة: مشغلي خدمات الاتصالات اللاسلكية المتنقلة العامة ومشغلي الشبكة الافتراضية للاتصالات المتنقلة.

#### ٤. الأحكام التنظيمية

١/٤ يتوجب على الشركة القيام بما يلي:

١/١/٤ توفير آلية سهلة ومبسرة ومجانبة تمكن المستخدمين من طلب وفاء رسائيل الدعائية.

الدعائية.

٢/١/٤ عدم إرسال أو إتاحة إرسال الرسائيل الدعائية للمستخدمين غير الراغبين باستلامها.

٣/١/٤ عدم تمرير الرسائيل الدعائية المرسله إلى المستخدمين غير الراغبين باستلامها والتي يكون مصدرها شبكة شركة أخرى.

٤/١/٤ تركيب وتشغيل حلول فنية و/أو اتخاذ إجراءات تكفل تنفيذ المطلب بموجب البنود (٢/١/٤) والبنود (٣/١/٤).

٥/١/٤ تركيب وتشغيل الحلول الفنية اللازمة للتخفيف من استقبال رسائيل الجملة المُرسلة من خارج المملكة.

٦/١/٤ عدم إرسال أو إتاحة إرسال الرسائيل الدعائية خلال أيام العطل وفي الفترة من الساعة التاسعة مساءً وحتى الساعة صباحاً خلال أيام الأسبوع، مع ضرورة الأخذ بعين الإعتبار بأن لا يتعدى وقت استلام الرسالة الحدود المبينة في مطلع هذه المادة.

٧/١/٤ إبرام عقود اشتراك بخدمه إرسال رسائيل الجملة باستخدام أجهزتها ومعداتنا لضبط العلاقة فيما بينها وبين المستخدمين مصدر رسائيل الجملة تحدد فيها ترتيبات إرسال تلك الرسائيل، وتزويد الهيئة بنسخة منها للموافقة عليها وفقاً لاتفاقية ترخيصها على أن تراعى فيها كافة بنود هذه التعليمات بما في ذلك ما يلي:

١/٧/١/٤ التزام مصدر رسائيل الجملة بعدم إرسال أي رسائيل دعائية غير معنونة بالرمز (ADV).

٢/٧/١/٤ مسؤولية مصدر رسائيل الجملة في وقف إرسال الرسائيل الدعائية لأي مستفيد طلب وقف استلامها.

٣/٧/١/٤ عدم إرسال أو إتاحة إرسال رسائيل جملة مخالفة للنظام العام أو الآداب العامة أو أي تشريع ساري المفعول في المملكة.

٤/٧/١/٤ اشتراط توفر سجلات لدى مصدر رسائيل الجملة المتعاقد معه بين جميع رسائيل الجملة المرسله باستخدام أجهزته ومعداتة، وتاريخ إرسالها،

ولمصلحة من تم إرسالها، ومحتواها، وقائمة المستفيدين الذين أرسلت لهم  
وذلك حتى يسهل تتبعها والاستعانة بها في تنفيذ أية أوامر إدارية أو قضائية  
ذات علاقة، وبأن يحتفظ مصدر رسائل الجملة بتلك المعلومات لمدة لا تقل  
عن ثلاثة أشهر.

٥/٧/١/٤ اشتراط توفر الموافقات القانونية اللازمة لدى مُصدّر رسائل الجملة أو أي  
طرف ثالث يستخدم أجهزة ومعدات مصدر رسائل الجملة في إرسال تلك  
الرسائل حسب واقع الحال.

٦/٧/١/٤ فرض الجزاءات المنصوص عليها في عقود الاشتراك المبرمة ما بين  
مصدر رسائل الجملة والشركة على مُصدّر رسائل الجملة في حال مخالفته  
لأي من التزاماته بموجب التشريعات النافذة أو عقد الاشتراك.

٧/٧/١/٤ يجب أن تتصف الجزاءات المبينة في البند (٦/٧/١/٤) أعلاه بالجديّة  
والردع وأن تكون من بين تلك الجزاءات حق الشركة بإيقاف تقديم الخدمة  
من خلال شبكتها عن مُصدّر رسائل الجملة في حال تكرار المخالفة.

٨/١/٤ تصويب أوضاع كافة العقود القائمة فيما بينها وبين مُصدري رسائل الجملة وتعديلها بما  
يتفق مع بنود هذه التعليمات وذلك خلال مدة أقصاها شهرين تلي تاريخ إقرار هذه  
التعليمات.

٢/٤ يتوجب على جميع الشركات توعية المستفيدين من خدماتها بشكل واضح وبالوسيلة المناسبة بما يلي:  
١/٢/٤ الممارسات التي تؤدي إلى إدراج أرقام هواتفهم الخلوية ضمن الأرقام التي تستلم رسائل  
الجملة.

٢/٢/٤ الخيار متاح أمامهم لوقف استلام الرسائل الدعائية وكيفية الاستفادة من هذا الخيار.

#### ٥. أحكام عامة

١/٥ لا تطبق النصوص الواردة في هذه التعليمات على رسائل الجملة المُرسلة من الجهات الحكومية أو  
المؤسسات والجهات الرسمية.

٢/٥ تنتظر الهيئة في أي شكوى تردّها حول عدم التزام أي من الشركات في معالجة وإيقاف استقبال  
المستفيدين للرسائل الدعائية.

٣/٥ في حال مخالفة أي من الشركات لأحكام هذه التعليمات، تطبق العقوبات المنصوص عليها في القانون  
واتفاقيات الترخيص.

٤/٥ بيت المجلس في أي حالات لم يرد عليها نص في هذه التعليمات.

## Appendix – G

### MEU's Letter to JorMall

**MEU** جامعة الشرق الأوسط  
MIDDLE EAST UNIVERSITY

Date: كلية الأعمال – مكتب العميد  
Number: Dean Office - Faculty of Business

Date: 2/4/2013

Number:

لمن يهمه الأمر

الشركة المركزية للتجارة الإلكترونية المحترمون

أرجو التكرم بالتلطف لتسهيل مهمة الطالب / الطالبة:

فاطمة وليد أبو دية

الرقم : 401110129 التخصص: إدارة الأعمال الإلكترونية

في الحصول على المعلومات الخاصة حول موضوع :

محددات فعالية التسويق الإلكتروني الشخصي – دراسة حالة الشركة المركزية للتجارة الإلكترونية

وذلك استكمالاً للحصول على درجة الماجستير، علماً بأن المعلومات ستكون سرية ولغايات البحث العلمي.

مع قبول فائق الاحترام والتقدير

د. عميد كلية الأعمال

أ.د. عبد الناصر نور



هاتف: +9626 4790222 فاكس: +9626 4129613 ص.ب: 383، عمان 11831، الأردن  
Tel: +9626 4790222 Fax: +9626 4129613 P.O. Box 383, Amman 11831, Jordan  
e-mail: info@meu.edu.jo website: www.meu.edu.jo