The Influence of Using Innovative Marketing Tools on Real Estate Development Companies Performance in Jordan

تأثير استخدام أدوات التسويق المبتكرة على أداء شركات التطوير العقاري في الأردن

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Thesis Proposal Submitted in Partial Fulfillment of the Requirements for Master's Degree in MBA.

Business Administration Department

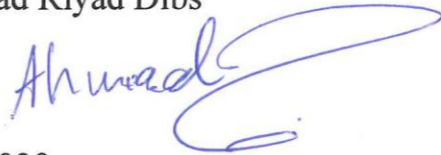**Business Faculty**

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June, 2020

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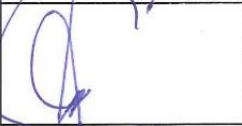
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Examination Committee's Decision

This thesis by student Ahmad Riyad Dibs which studies "The Influence of Using Innovative Marketing Tools on Real Estate Development Companies Performance in Jordan" has been defined, accepted and approved on 24/6/2020.

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Ahmad Riyad Dibs

Dedication

إلهي لا يطيب الليل إلا بشكرك ولا يطيب النهار إلى بطاعتك.. و لا تطيب اللحظات إلا بذكرك.. ولا تطيب الآخرة إلا بعفوك.. ولا تطيب الجنة إلا برؤيتك.

إلى من بلغ الرسالة وأدى الأمانة.. ونصح الأمة.. إلى نبي الرحمة ونور العالمين "سيدنا محمد صلى الله عليه وسلم".

إلى من كلله الله بالهيبة والوقار.. إلى من علمني العطاء بدون انتظار.. إلى من أحمل أسمه بكل افتخار.. أرجو من الله أن يمد في عمرك لترى ثماراً قد حان قطافها بعد طول انتظار وستبقى كلماتك نجوم أهتدي بها اليوم وفي الغد وإلى الأبد.. والدي العزيز و مثلي الأعلى.

إلى ملاكي في الحياة.. إلى معنى الحب وإلى معنى الحنان و التفاني.. إلى بسمة الحياة وسر الوجود إلى من كان دعائها سر نجاحي وحنانها بلسم جراحي إلى أغلى الحبايب.. أمي الحبيبة.

إلى إخوتي، معكم أكون أنا وبدونكم أكون مثل أي شيء، إلى من أرى التفاؤل بعينهم والسعادة في ضحكتهم.. في نهاية مشواري أريد أن أشكركم.

إلى من رافقتني منذ بداية الطريق ومعها سرت الدرب خطوة بخطوة.. إلى شمعة متقدة تنير ظلمة حياتي.. حبيبتي: نور.

إلى الإخوة و الأخوات، إلى من تحلو بالإخاء وتميزوا بالوفاء والعطاء إلى ينابيع الصدق الصافي إلى من معهم سعدت، وبرفقتهم في دروب الحياة الحلوة والحزينة سرت إلى من كانوا معي على طريق النجاح والخير إلى من عرفت كيف أجدهم وعلموني أن لا أضيعهم.. أصدقائي.

Ahmad Riyad Dibs

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The Influence of Using Innovative Marketing Tools on Real Estate Development Companies Performance in Jordan

Prepared by: Ahmad Riyad Dibs

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Abstract

Purpose: Innovative Marketing Tools has emerged as a key tool for real estate development marketing, which attempt to use new marketing activities to develop real estate development companies' performance (Digital Marketing, Green Marketing, Emotional Marketing). Therefore, this study aims to investigate the influence of using innovative marketing tools on real estate development companies' performance in Jordan.

Methodology: To actualize this study the data was collected from 84 real estate development companies in Jordan by a questionnaire. After confirming the normality, validity and reliability of the tool, descriptive analysis was carried out, and correlation between variables was checked. Finally, the influence was tested by multiple regressions.

Findings: The results show that the real estate development companies in Jordan need to implement innovative marketing tools in order to develop their business and gain a competitive advantage over their competitors. It also shows that there is a significant and positive impact of using innovative marketing tools on developing real estate development companies in Jordan.

Limitations/Recommendations: The current study was conducted on real estate development companies in Amman, Jordan. Therefore, it recommends the future researches to collect more data over a longer time to check the current model validity and measuring instrument. It also recommends carrying out similar studies on other industries in Jordan and same industry outside Jordan to test its results generalizability.

Originality: This study is considered as one of a few studies that discusses the issue of using innovative marketing tools, and investigates its influence on Real Estate Development companies' performance in Jordan.

Keywords: Marketing, Innovative Marketing Tools, Real Estate Development, Real Estate Development Companies in Jordan.

تأثير استخدام أدوات التسويق المبتكرة على أداء شركات التطوير العقاري في الأردن

إعداد: أحمد رياض الدبس

إشراف: الدكتور سمير الجبالي

الملخص

الغرض: برزت أدوات التسويق المبتكرة كأداة رئيسية لتسويق التطوير العقاري، والتي تحاول استخدام أنشطة تسويقية جديدة لتطوير أداء شركات التطوير العقاري (التسويق الرقمي، التسويق الأخضر، التسويق العاطفي). لذلك، تهدف هذه الدراسة إلى التحقق من تأثير استخدام أدوات التسويق المبتكرة على أداء شركات التطوير العقاري في الأردن.

المنهجية: لإنجاز هذه الدراسة، تم جمع البيانات من 84 شركة تطوير عقاري في الأردن عن طريق الاستبيان. بعد التأكد من التوزيع الطبيعي للأداة وصدقها وثباتها، تم إجراء التحليل الوصفي والتحقق من الارتباط بين المتغيرات، وأخيرا تم اختبار الاثر بواسطة الانحدار المتعدد.

النتائج: أظهرت النتائج أن شركات التطوير العقاري في الأردن بحاجة إلى تطبيق أدوات تسويقية مبتكرة من أجل تطوير أعمالها واكتساب ميزة تنافسية على منافسيها. كما يظهر أن هناك تأثيراً هاماً وإيجابياً لاستخدام أدوات تسويق مبتكرة في تطوير شركات التطوير العقاري في الأردن.

المحددات / التوصيات: أجريت الدراسة الحالية على شركات التطوير العقاري في عمان−الأردن. لذلك توصي هذه الدراسة الأبحاث المستقبلية بجمع المزيد من البيانات على مدار فترة زمنية أطول للتحقق من صدق وثبات نموذج الدراسة الحالي وأداة القياس. كما توصي بإجراء دراسات مماثلة حول قطاعات أخرى في الأردن ونفس القطاع خارج الأردن للتأكد من إمكانية تعميم النتائج.

الأصالة / القيمة: تعتبر هذه الدراسة واحدة من الدراسات القليلة التي تناقش قضية استخدام أدوات التسويق المبتكرة، وتحقق من تأثيرها على أداء شركات التطوير العقاري في الأردن.

الكلمات المفتاحية: التسويق، أدوات التسويق المبتكرة، التطوير العقاري، شركات التطوير العقاري في الأردن.

Chapter One: Introduction

Jordan Times published on August (2019) that despite several recent actions taken by the government to rescue the ailing sector, the real estate's trade volume continues to drop, falling by 21 percent during the first seven months of 2019, compared with the same period last year, according to figures issued by the Department of Statistics (DoS). The trade volume stood at 2.445 billion JD in the first seven months of 2019, according to the DoS, while revenues decreased by 19 percent compared with the same period in 2018, standing at 127.174 million JD. The total revenues on apartments during the first seven months of 2019 dropped by 21 percent, compared with the same period in 2018, amounting to 32.5 million JD, according to the DoS.

Jordan Housing Developers Association (JHDA) President said that the sector has been witnessing a steep regression since 2015, citing the drop in Jordanians' purchasing power as the main cause for the market's troubles.

At a workshop held by the Justice Ministry at the end of July, Prime Minister Omar Razzaz said that the real estate sector comprises 60 percent of assets in Jordan, adding that any hindrances facing the real estate sector would have implications on the national economy.

1.1 Background:

In today's world, businesses face rapid changes both in customer needs and want as well as in the markets. For companies to gain a competitive advantage and improve their performance, they have to develop new marketing tools and strategies to attract new customers and satisfy existing ones. That is why the concept of using innovative marketing tools, which moves a company forward, is now becoming more important.

Consoli (2010) said that for real estate agents, to show and sell apartments, they should focus on emotional marketing as a way to create better relationships

with potential customers to improve communication, quality, and create a positive experience. Jeanine & Harmeling (2011) stated that for real estate development companies to differentiate themselves in the marketplace from competitors, they need to use new innovative and communicative marketing tools, such as digital, green, and emotional marketing which will help contribute to the company's success. Eerikäinen & Sarasoja (2013) discussed that companies that actively implementing environmental management and green marketing will be able to minimize waste production, increase profitability, and it could also improve its reputation. Rahmawati & Hadi (2014) argued that real estate developers who implemented an environmentally oriented marketing strategy may gain, as well as improve, their competitive advantage when operated in a high competition of property businesses. Vinod (2015) pointed out that green marketing practice plays an important role in building the company reputation and it does contribute much to buying decisions in the real estate sector.

Kaur (2017) said that the digital revolution has significantly impacted real estate by reducing the gap between retailers and sellers so real estate development companies must ensure their valuable position in the industry via responding to the new advancements in technology. Maina (2017) stated that real estate companies should use online marketing to reach their desired target audience. Yuvraj et al. (2018) discussed that if real estate companies improve their digital marketing tools it could gain more profit and achieve more target audiences as compared to other companies in the future. Bishen (2019) argued that an effective and honest form of emotional marketing will lead to brand loyalty for the long term, ultimately helping real estate companies to improve their growth chart and gain more loyal customers. Halim & Wadie (2019) pointed out that real estate companies need to create an emotional link with buyers and establish a deep relationship and experience.

Kauškale & Geipele (2019) said that more attention is being paid to the country's economic development, for which sustainable development of the real estate market is necessary. Likos et al. (2019) stated that the real estate market has been continuously changing, competition increases, and consumer expectations have become more sophisticated, therefore, it is the responsibility of real estate agents to implement new real estate marketing methods to improve the real estate market. Marmolejo et al. (2019) discussed that due to energy savings and environmental conservation, it is expected that efficient and green buildings do influence customers willing to pay more. Meng (2019) argued that in China the competition among enterprises has become increasingly aggressive in the real estate industry, therefore, these enterprises must give high priority to the importance of marketing and always looking for new marketing strategies. Molla & Haq (2019) pointed out that using innovative marketing tools in real estate business will help to make and fulfilling the promises to the essential stakeholders.

Solomon (2019) said that marketing communication practices impact the performance of real estate companies to a great extent, therefore, every real estate company must have proper promotional activities and must be able to tailor it in such a way that it will increase its sales levels. Kung (2020) stated that using innovative marketing and entrepreneurship in the housing sector can relate to more economic growth and productivity. Liu et al. (2020) discussed that the real estate industry is going through considerable change as a result of fast urbanization and rapid technological change, so real estate companies need to develop new solutions for a better understanding of innovation and sustainability. Solosichenko & Goncharova (2020) argued that it is important to introduce a new system of marketing management in real estate markets so that real estate companies can outcome its competitor's performance. Zhu & Yang (2020) pointed that the use of digital marketing can enable real estate companies to

strengthen communication with customers and timely grasp the personalized needs of them, which helps adapt a fast response strategy to meet their needs.

Based on the mentioned above, this study will discuss the influence of using innovative marketing tools on real estate development companies' performance in Amman, Jordan and how it will help to improve the real estate sector. The key objective of this study is to recognize the role of innovative marketing tools (digital marketing, green marketing, emotional marketing) in improving the real estate business.

1.2 Study Purpose and Objectives:

The purpose of this study seeks to identify the influence of innovative marketing tools (digital marketing, green marketing, emotional marketing) on real estate development companies' performance in Amman, Jordan. The main objectives of the study are:

1. Provide a theoretical framework about the influence of using innovative marketing tools on real estate development companies' performance that will support academics and researches.
2. Develop an understanding of the best innovative marketing tools used by real estate firms that can be translated into successful marketing techniques, to increase sales and profitability.
3. Evaluate the level of innovative marketing tools used in real estate development companies in Amman, Jordan.
4. Develop policies that promote using new marketing tools from real estate development companies' perspectives to enhance business and maintain market share against competitors.

Finally, to provide sound recommendations to real estate development companies and other related industries, as well as, for decision-makers who concern about improving their company's performance.

1.3 Study Significance and Importance:

The current study may provide advice to real estate development companies to benefit from these tools in developing their marketing strategies. The results might be appropriate to other industries that have similarities within the same business sphere. Therefore, the value of this study arises from the following scientific and practical considerations:

1. Drive attention to innovative marketing tools and their influence on real estate development companies' performance in Amman, Jordan.

2. The results may be appropriate to other industries that have similarities within the same business scope; also, it can be a base for other studies in the future.

3. There are few studies discuss the influence of using new marketing tools in business from a company's perspective. Therefore, this study will have a contribution to building further studies on this topic that can be used in other businesses.

4. The researcher is working in a company that has started to consider new marketing tools, like green marketing, to increase their sales and profitability, the results of this study can be helpful to give some recommendation to the business owner on the influence of using these tools on real estate development companies' performance.

1.4 Study Problem Statement:

The problem of the study is based on unstructured interviews with some of the CEO of the largest real estate companies in Amman, Jordan and the issues that they are facing in marketing their properties, such as, how to increase sales and profitability, improve their reputation, and gain more market share.

This study examines the influence of using innovative marketing tools on real estate development performance, as discussed in the previous studies.

Kotler (1991) said that a positive and direct relationship between innovative marketing tools and firm performance, and returns on innovation have been documented to account for over half of the revenue for some corporations. Sorescu & Spanjol (2008) stated that innovative marketing has been demonstrated to have statistically and practically significant impacts on firm profits. Cascio (2011) discussed that real estate development companies encourage their agents to think creatively about marketing their properties and strive for solutions that can increase market share and gain more profit. Suraksha (2016) argued that there is a positive relationship between marketing innovation in real estate enterprise and its reputation. Kamp & Parry (2017) proved that modern innovative marketing tools have a beneficial impact on boosting sales and reducing costs, thus improving competitiveness. KPMG (2019) found that any real estate company that does not explore and exploit property technology and innovation should question its strategy.

Therefore, this study aims to investigate the influence of using innovative marketing tools on real estate development companies' performance in Amman, Jordan. As well as, to see to what extent using innovative marketing tools will affect the real estate development sector.

1.5 Problem Questions and Study Hypotheses:

1.5.1 Problem Questions

Based on the arguments above, this study aims to answer the main following research question:

1. What innovative marketing tools dimensions (digital marketing, green marketing, emotional marketing) influence real estate development companies' performance in Amman, Jordan?

Based on innovative marketing tools dimensions above, the researcher divided the main question into the following sub-questions:

1.1. Do digital marketing tools influence real estate development companies' performance in Amman, Jordan?

1.2. Do green marketing tools influence real estate development companies' performance in Amman, Jordan?

1.3. Do emotional marketing tools influence real estate development companies' performance in Amman, Jordan?

1.5.2 Study Hypotheses

The previous questions will be answered by testing the following hypothesis:

Main Hypothesis:

H01: There is no influence of using innovative marketing tools: digital marketing, green marketing, and emotional marketing on real estate development companies' performance in Amman, Jordan, at ($\alpha \leq 0.05$).

Sub Hypothesis:

Based on innovative marketing tools, the main hypothesis will be divided into the following sub-hypotheses:

H01.1: There is no influence of using digital marketing tools on real estate development companies' performance in Amman, Jordan, at ($\alpha \leq 0.05$).

H01.2: There is no influence of using green marketing tools on real estate development companies' performance in Amman, Jordan, at ($\alpha \leq 0.05$).

H01.3: There is no influence of using emotional marketing tools on real estate development companies' performance in Amman, Jordan, at ($\alpha \leq 0.05$).

1.6 Study Model:

Based on the problem statement above and its questions the following model has been formed to study the influence of using innovative marketing tools on real estate development companies' performance, as shown in Model (1-1).

Model (1-1): Study Model

Independent Variable		Dependent Variable
Innovative Marketing Tools: H_{01}		**Real Estate Development Companies Performance:**
1. Digital Marketing. $H_{01.1}$		
2. Green Marketing. $H_{01.2}$		(Sales, Market Share, Reputation)
3. Emotional Marketing. $H_{01.3}$		
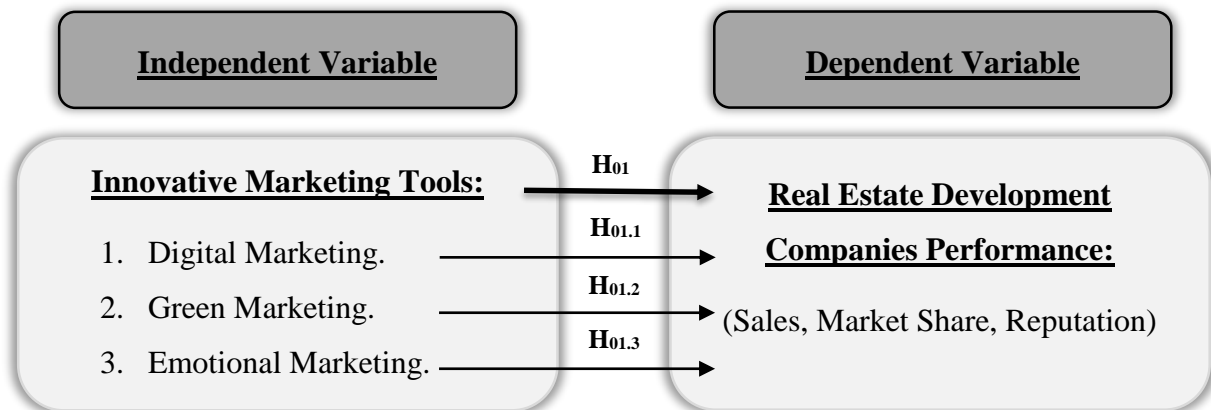
Sources: This model is developed by the researcher based on the following studies: For independent variables: (Cascio 2011 and Abzari et al. 2013). For the dependent variable: (Lee et al. 2010 and Haery et al. 2013).

1.7 Procedural Definitions of Terms:

Innovative marketing tools: is the implementation of new marketing methods and ideas such as, digital marketing, green marketing, and emotional marketing which have a positive influence on developing real estate companies' performance.

Digital marketing: is the activities and processes describing the marketing of products and services using digital channels to acquire new customers and build customer preferences, promote brands, increase sales and gain more market share.

Green marketing: is the holistic management process to generate and simplify any exchanges intended to satisfy human needs or wants profitably and sustainably with a minimal harmful impact on the natural environment.

Emotional marketing: is the advertising activities that mainly use emotions to make customers notice and buy the product by building a strong relationship with them, which will benefit the company's performance.

Real estate development: is the improvement and construction of land to create value. It is a business process, encompassing activities that range from the

renovation and re-lease of existing buildings to the purchase of raw land and the sale of developed land to others.

Performance: is how well an organization is doing in terms of sales, market share, and reputation to meet its objectives.

Sales: is the net income that a business earns from its normal business activities, usually from the sale of goods and services to different customers.

Market share: is the percentage of an industry, or a market's total sales, that is earned by a particular company over a specific period. In other words, it is how large a company can be compared to its market and its competitors.

Reputation: is the admiration and respects a person hold of an organization over some time.

1.8 Study Limitations and Delimitations:

1.8.1 Study Limitation:

Human Limits: This research was applied to real estate development companies in Amman, Jordan.

Place Limits: The research was applied in Amman, Jordan.

Time Limits: This research was applied during the half-year semester of 2020.

1.8.2 Study Delimitations:

The purpose of this research is to investigate the influence of using innovative marketing tools on real estate development companies' performance in Amman, Jordan. Generalizing its results on other sectors is not necessary, so this research is limited for real estate development companies in Amman, Jordan.

Extending the analyses to other sectors and countries represent future research opportunities, which can be done by testing with larger samples within the same

sector, and including other sectors will help reduce the issue of generalizing conclusions.

Chapter Two: Theoretical and Conceptual Framework and Literature Review

2.1 Introduction:

This chapter contains variables definition, previous studies, previous models and what differentiates the study from other studies.

2.2 Theoretical and Conceptual Framework:

2.2.1 Definitions and Components of the Independent Variable (Innovative Marketing Tools):

Innovative Marketing: Kleindl et al. (2014) defined innovative marketing as doing something new with ideas, goods, services, or technology and refining these ideas to a market opportunity to meet the market demand in a new way. Gardner (2015) said that innovative marketing is the concepts, tools, and infrastructure used to close the gap between innovation and market positioning to achieve sustainable competitive advantage. Levkina & Petrenko (2019) agreed that innovative marketing is covering all innovation management activities that contribute to the promotion of the market success of new products and services. Xu (2019) defined innovative marketing as a set of innovative processes and activities that communicate new products and services to a targeted group of consumers. Waral (2020) referred to innovative marketing as a process where a product or service is promoted and communicated to a target group by the help of ideas and process which were not used before.

Digital Marketing: Roberts et al. (2014) defined digital marketing as the activities and processes facilitated by digital technologies for creating, communicating and delivering value for customers and other stakeholders. Kannan (2017) said that digital marketing is the marketing of products and services using digital channels to an umbrella term describing the process of using

digital technologies to acquire new customers and build customer preferences, promote brands and increase sales. Jahan (2019) agreed that digital marketing is the way of marketing products and services using technologies such as the internet, mobile or any other digital medium. Yu (2019) defined digital marketing as all marketing efforts that apply an electronic device or the internet. Kumar & Singh (2020) referred to digital marketing or e-marketing as marketing or promotion of one's product through the internet and social media

Green Marketing: Peattie & Charter (2003) defined green marketing as the holistic management process responsible for identifying, anticipating and satisfying the needs of customers and society, profitably and sustainably. Martínez (2015) said that green marketing is all the activities designed to generate and facilitate any exchanges intended to satisfy human needs or wants with a minimal detrimental impact on the natural environment. Papadas et al. (2017) agreed that green marketing is the extent to which an organization engages in strategic, tactical, internal processes and activities that holistically aim at creating, communicating and delivering products and services with minimal environmental impact. Carrigan (2019) defined green marketing as the process for formulating and implementing entrepreneurial and environmentally beneficial activities to create revenue by providing exchanges that satisfy the firm's economic and social performance objectives. Purwanti (2020) referred to green marketing as the marketing of products and services based on its environmental benefits.

Emotional Marketing: Consoli (2010) defined emotional marketing as the marketing and advertising efforts that primarily use emotion to make customers notice, remember, share, and buy the product. Mandina et al. (2014) said that emotional marketing is the quest by companies to create an emotional link with customers and the establishment of a deep relationship with them as they acquire their products or services. Khuong & Tram (2015) agreed that emotional marketing can be defined as a new paradigmatic approach or a new marketing

shift, where management of the emotional link between the company and the consumer becomes the key exchange-stimulating feature. Bishen (2019) defined emotional marketing as a medium through which companies are building their brand by directly appealing to customers through their emotional states. Young et al. (2019) referred to emotional marketing as the strategy of linking a product with human emotions through marketing and positioning of the product.

2.2.2 Definitions and Components of the Dependent Variable (Performance):

Performance: Tischler et al. (2002) defined performance as the accomplishment of a given job measured by known standards of differentiation, cost, and speed. Cooper (2017) said that performance is how successful a company can be, and how much profit it does make. Taouab & Issor (2019) agreed that performance is how well an organization is doing related to its goals and objectives. Cacciolatti et al. (2020) defined performance as the fulfillment of a task assigned to a department by the top management to achieve the company's objectives. Saif & Yeop (2020) referred to the organizational performance as the process of making sure that company resources are being used in pursuit of its objectives.

Sales: Faccio et al. (2015) defined sales as the business between a buyer and seller where the seller provides the goods and services in return for money from the buyer. Yücesan (2016) said that sales are the operating revenues earned by a company by selling their products or services. Pontikes & Sharkey (2019) agreed that sales are the functions of an enterprise charged with generating the revenue to fund ongoing operations. Pearson (2019) defined sales as the income that a business has from its normal business activities, usually from the sale of goods and services to customers. O'Hara & Low (2020) referred to sales as the process of selling a product or service in exchange for money or compensation.

Market Share: Edeling & Himme (2018) said that market share is calculated by taking the company's sales over the period and dividing it by the total sales of the industry over the same period. Romaniuk et al. (2018) defined market share as, the percentage of an industry, or a market's total sales, that is earned by a particular company over a specified period. Davcik & Grigoriou (2019) agreed that market share is the metric used to give a general idea of the size of a company concerning its market and its competitors. Kotler (2019) appointed that market share can be defined as the percentage of a market (defined in terms of either units or revenue) accounted for by a specific entity, it is a key metric in understanding performance relative to the growth of the market as a measurement of internal sales growth or decline. Drake et al. (2020) referred to market share as the percentage of the entire market accounted for by a company vs. its competitors.

Reputation: Chun (2005) defined the company reputation as the accumulated impression that stakeholders form the company, resulting from their interactions with and communications received about it. Dowling (2016) said that company reputation is the admiration and respect a person hold of a firm at a period in time. Gomulya et al. (2019) agreed that company reputation is a perceptual representation of a company's past actions and prospects that define the corporate's overall appeal to all its key constituents when compared to other competitors. Parker et al. (2019) defined company reputation as the collective assessments of the firm past actions and its ability to deliver improving business results to its stockholders over time. Wikaningrum et al. (2020) referred to company reputation as to how a company or business presents itself to the public.

2.3 Previous Studies:

Consoli (2010) study titled **"A New Concept of Marketing: The Emotional Marketing"** aimed to discuss how to arouse emotions in people to induce them to buy a particular product, service or property. Data collected from previous

studies and specialty journals. The results showed that a unique emotional experience influences the decision-making processes of customers purchasing a product or property.

Jeanine & Harmeling (2011) study titled **"Best Address: The Use of Innovative Marketing in The Real Estate Industry"** aimed to develop an understanding of best practices used by real estate firms that can translate into marketing tactics used by other small businesses. Qualitative research was conducted to investigate the tactics used by firms along with a wide academic literature search to provide support for the study's findings. The results indicated that there is a significant relationship between using innovative marketing tools and the real estate industry.

Eerikäinen & Sarasoja (2013) study titled **"Marketing Green Buildings-Well-Structured Process or Forgotten Minor Detail? Evidence from Finland"** aimed to examine the present marketing situation of sustainable buildings from a Finnish real estate developer's perspective and develop the market's understanding of this topic. The theoretical part of the study is conducted through a literature study, and for the empirical part, four different green building development projects were examined. The results found that the environmentally efficient features of the buildings are not considered to be their major selling arguments but simply something that is expected in today's market.

Rahmawati & Hadi (2014) study titled **"Green Marketing Mix as Strategy to Improve Competitive Advantage in Real Estate Developer Companies"** aimed to examine the relationships among environmental orientation, green marketing mix strategy, and improving competitive advantage in real estate companies. Data collected from 72 real estate developer companies in East Java, Indonesia. The results concluded that environmental orientation has a positive influence on enhancing real estate firm's competitive advantage and it has a significant impact on the implementation of green marketing mix strategy.

Vinod (2015) study titled **"Green Marketing and its Impact on Brand Equity in Real Estate Sector"** aimed to study green marketing in real estate and its contribution towards building brand equity. A sample of 45 respondents has been selected from different real estate companies, and a survey was used to collect the data. The results revealed that green marketing practices do play an important role to build brand equity but it does not contribute much to buying decisions.

Kaur (2017) study titled **"Digital Marketing and Its impulsiveness in Real Estate"** aimed to discuss the impact of online and digital marketing on the real estate industry. Data collected from previous studies and specialty journals. The results showed that the digital revolution has significantly impacted real estate by reducing the gap between retailers and sellers, and it is necessary for corporations to ensure their valuable position in the industry via responding to the new advancements promptly and accordingly making the future strategies.

Maina (2017) study titled **"Effect of Digital Marketing Tools on Performance of Businesses in Real Estate Sector in Nairobi"** aimed to establish the impact of digital marketing tools on the performance of businesses in the real estate sector. A survey was used by the researcher as an instrument of collecting primary data, the population included 145 employees, who represented the total number of employees found in real estate investors, from the real estate in Kenya. The results indicated that digital marketing tools affect the performance of the company greatly and positively.

Yuvraj et al. (2018) study titled **"A Study on The Impact of Online Marketing on Indian Real Estate Business"** aimed to investigate the impact of online marketing on the Indian real estate business, and what is its impact on firms who now face fierce competition from Internet-based entrants with focused offerings. The analysis is based on data collected from personal interviews with local companies' CEO. The results found that there is a great competition

between online and offline real estate agencies, but if the online real estate agencies improve their advertisement for properties, they can gain more profit and achieve more target audience as compared to offline real estate agencies shortly.

Bishen (2019) study titled **"A Study on Emotional Marketing Practices in Real Estate"** aimed to study how to stimulate emotions in people successfully to influence their purchasing decisions and brand loyalty. A survey conducted to collect the primary data, and the data processed using confirmatory factor analysis. The results concluded that there is a significant effect of emotional marketing among firms in the real estate sector.

Halim & Wadie (2019) study titled **"The Relationship between Emotional Intelligence and Marketing Effectiveness and its Impact on Market Spread (Loyalty, Product Positioning, and Mental Image) For Multi-national Companies"** aimed to investigate the relationship between emotional intelligence of executive managers in multinational companies and marketing effectiveness. Multi-stage random sampling used in this study. The results revealed that there is a positive correlation between variables of emotional intelligence and all the variables of marketing effectiveness.

Kauškale & Geipele (2019) study titled **"Sustainable Development of Real Estate Market and its Assessment Opportunities: Case Study of Latvia"** aimed to analyze important features of sustainable development of the real estate market, and to make its assessment in Latvia. Research methods included quantitative and qualitative methods, such as analysis, statistical data processing, focus group, and expert survey. The results showed that the sustainable development of the real estate business can positively affect the awareness of the customer's decision-making.

Likos et al. (2019) study titled **"Real Estate Marketing and Factors Impacting Real Estate Purchasing: An Application on Turkey"** aimed to

introduce factors that impact purchasing behavior in the real estate market. Data collected by a survey that applied to 235 randomly selected people and the data were analyzed by variance analysis method. The results indicated that factors such as location and advertising affect the purchasing behavior of the real estate, and it is observed that the reference groups do not affect the buying decision.

Marmolejo et al. (2019) study titled **"How Relevant is Energy Efficiency in The Marketing of Homes? Evidence from Real Estate Agents in Spain"** aimed to investigate whether energy performance drives market value and the marketing of homes in Spain. Data collected by applying a survey to real estate companies across Spain. The results found that energy efficiency has a huge effect on the price of homes and properties.

Meng (2019) study titled **"A Study on Real Estate Marketing Strategy in The Background of The New Era"** aimed to discuss the impact of using new marketing strategies and how it will affect the real estate sector in the new era. Data collected from expounding the 4C and the 4R theory. The results concluded that real estate companies have some problems, such as the single marketing method, so it must start to market their properties in a new way.

Molla & Haq (2019) study titled **"Real Estate Marketing: A Study on Purbachal Famaq City"** aimed to study the uses of various marketing mix tools, such as the product, the price, the place, the promotion, and other tools and how it will affect the real estate business. The researcher collected data during his training period with the company. The results revealed that the use of marketing mix strategies will help the company's performance, but it must also focus on digital marketing.

Solomon (2019) study titled **"The Effect of Marketing Communications on Sales Performance in Real-Estate Industry in Addis Ababa"** aimed to discuss the impact of marketing communication mix on the sales performance of real estate companies. The study used the AIDA model and implemented

explanatory and descriptive research methods. The study population was 56 real estate firms in Addis Ababa. The results showed that the marketing communication mix positively affects sales performance.

Kung (2020) study titled **"Innovation and Entrepreneurship in Housing"** aimed to discuss the impact of innovative marketing and entrepreneurship as a driver of productivity and development in the real estate business. Data collected from previous studies and journals. The results indicated that there is growing entrepreneurial interest in firms that use innovative marketing tools to the real estate industry, and in firms that use technology to compete with competitors.

Liu et al. (2020) study titled **"A System Model and An Innovation Approach toward Sustainable Housing Renovation"** aimed to develop a model for understanding sustainable housing renovation as a system that has multiple sustainability goals and complicated dynamic processes. Data collected from previous studies and journals. The results found that developing an innovative sustainable housing renovation system model will positively affect the housing sector.

Solosichenko & Goncharova (2020) study titled **"Marketing Management of Competitiveness in the Residential Real Estate Market"** aimed to discuss the marketing management of the competitiveness of companies in the real estate sector. An instrument for assessing competitiveness based on a marketing method with the use of current methods is traced. The results revealed that marketing management, good and flexible pricing policy and sustainable buildings enhance the firm's competitive advantage.

2.4 Previous Models

After reviewing related literature, it has been found that not only the definitions but also the classifications of each dimension were not clear nor united. Therefore, the following section will briefly discuss some of the literature

and models that studied the innovative marketing tools dimensions and the relationship with one or more of performance dimensions.

Lee et al. (2010) Model:

This model shows the influence of knowledge management and innovative marketing strategies on marketing performance. The results found that both knowledge management and innovative marketing strategies have a significant positive impact on marketing performance.

Model (2-1): Lee et al. (2010) Model
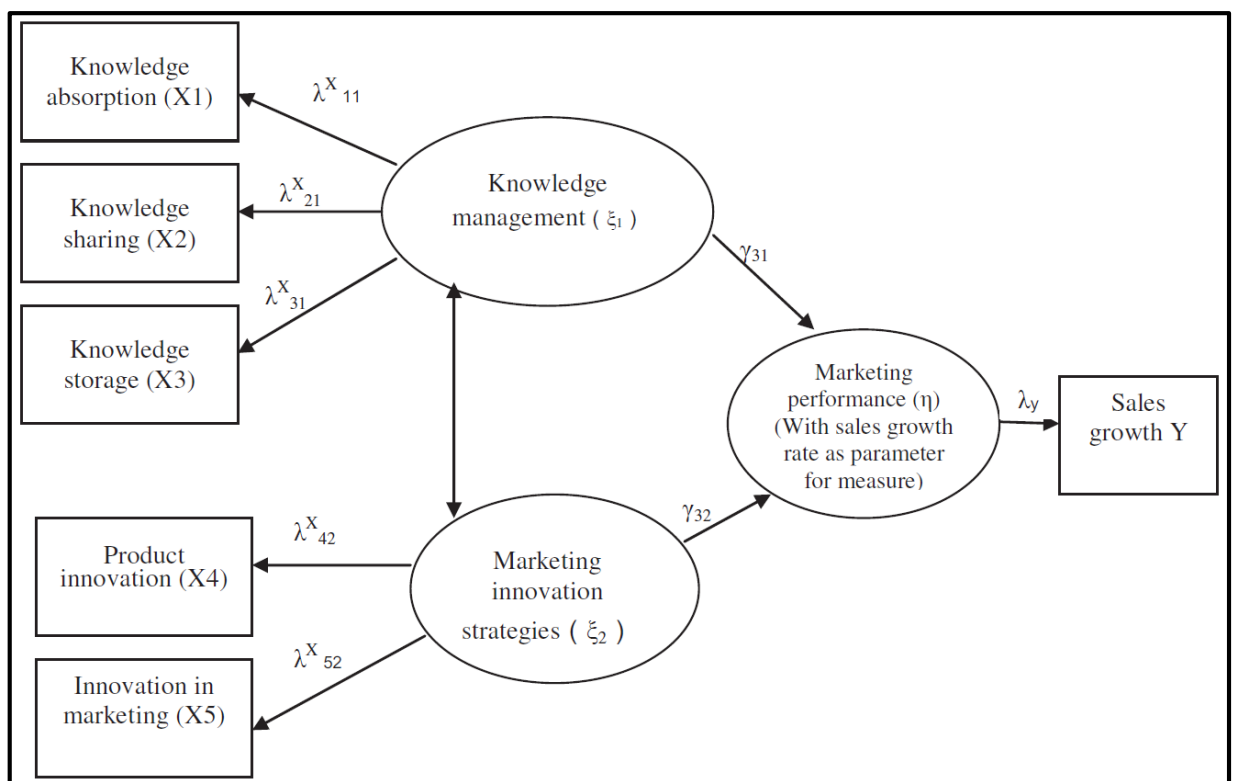
Cascio (2011) Model:

This model studies the relationship between marketing innovation and corporate performance. The results showed that there is a significant positive relationship between marketing innovation and corporate performance that contributions to the literature for researchers and managers.

Model (2-2): Cascio (2011) Model
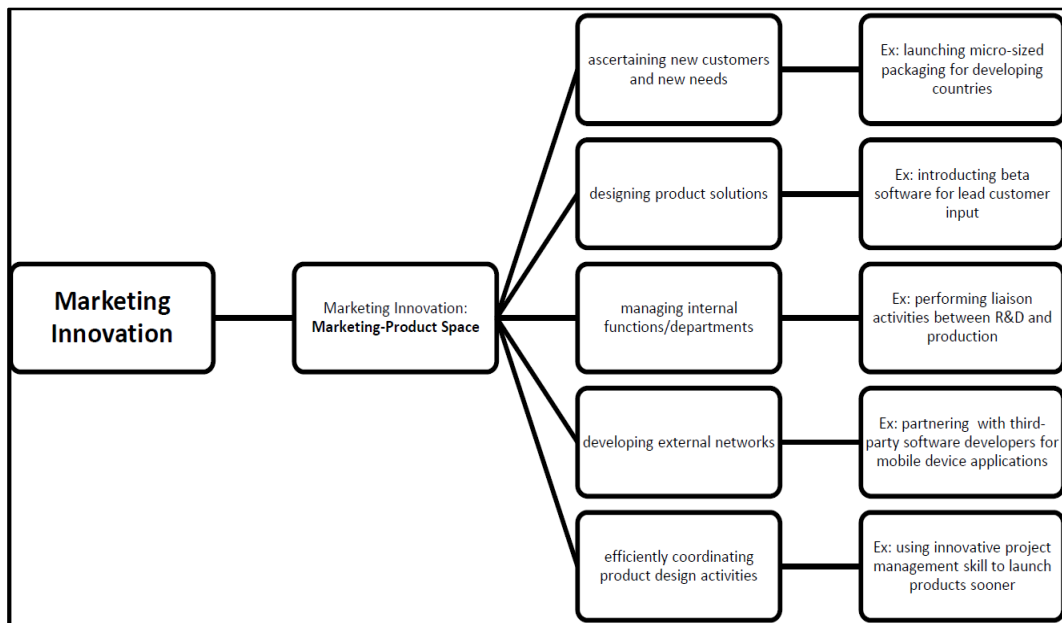
Haery et al. (2013) Model:

This model studies the effect of green marketing on consumer's intention to purchase in retail-sale stores. The results indicated that green marketing has a significant positive effect on social responsibility and product image but does not affect corporate reputation. In general, green marketing has a significant effect on the consumer's intention to purchase in retail-sale stores.

Model (2-3): Haery et al. (2013) Model
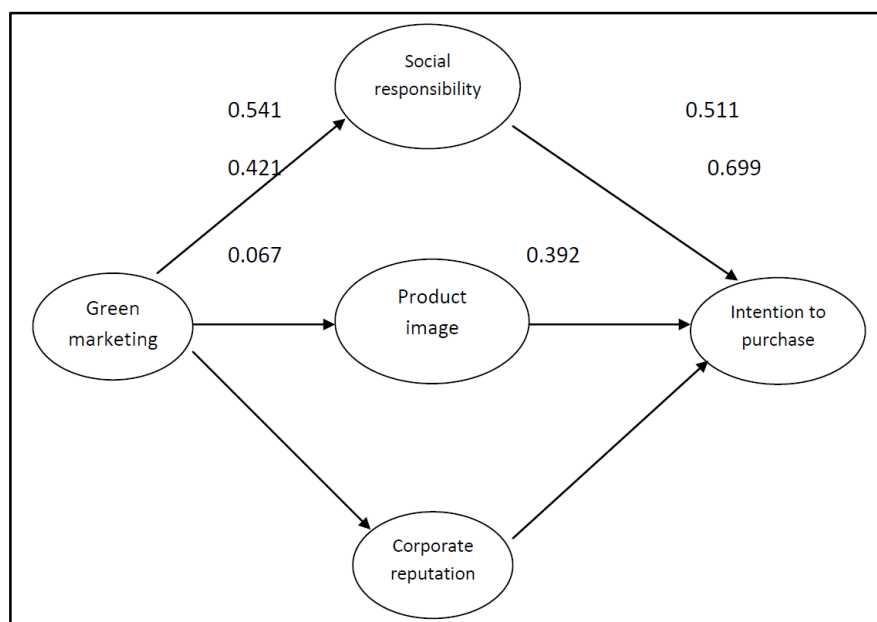
Abzari et al. (2013) Model:

This model discusses the effect of green marketing mix on market share increase. The results concluded that there is a significant positive relationship between green marketing mix and market share increase.

Model (2-4): Abzari et al. (2013) Model
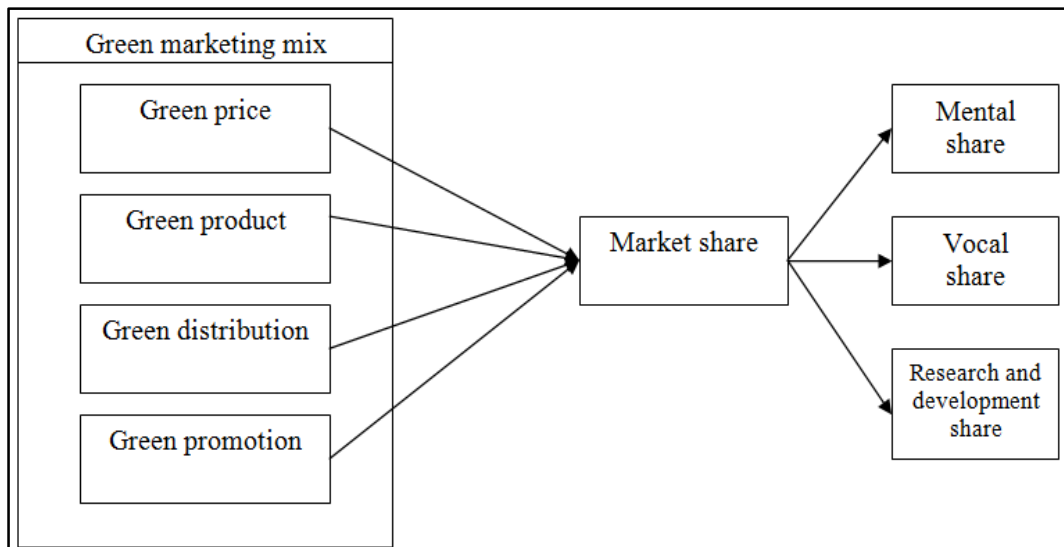
Oluwatofunmi & Amietsenwu (2019) Model:

This model summarizes how emotional intelligence contributes to the performance of real estate companies. The results indicated that the adoption of emotional intelligence by real estate agents would improve their performance.

Model (2-5): Oluwatofunmi & Amietsenwu (2019) Model
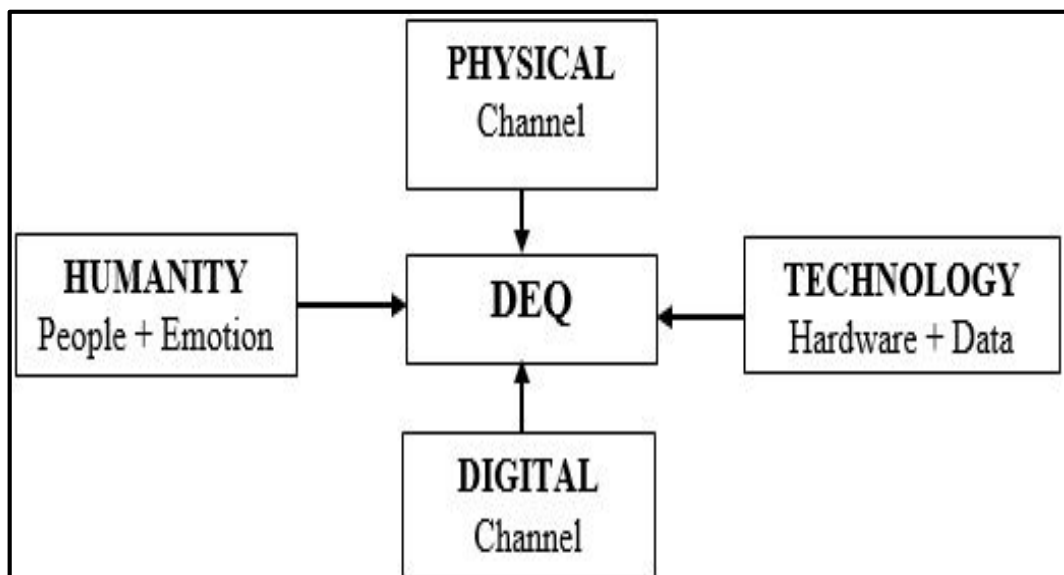
2.5 What Differentiates this Current Study from Previous Studies?

This study might be considered the first study to investigate the influence of using innovative marketing tools on real estate development companies' performance in Amman, Jordan, so what distinguishes the study from other studies is listed below:

1. This is one of the few studies, which considers innovative marketing tools. Therefore, it aims to increase awareness about the role of innovative marketing tools for real estate companies' performance.

2. Most of the previous studies were conducted to test the impact of traditional marketing tools on real estate companies' performance, this study is carried out to study the influence of using innovative marketing tools on real estate companies' performance.

3. Most of the previous studies have been carried out in different countries outside the Arab region. This study is carried out in Jordan, as one of the Arab-World countries.

4. Most of the previous studies were based on annual reports of different organizations and industries. This study is based on managers' perceptions related to actual implementation.

5. The findings of this study could be helpful to be applied immediately in Jordan.

Chapter Three: Study Methodology (Methods and Procedures)

3.1 Introduction:

This chapter describes the methodology of the current study used, the study population and sample, study tools and data collections, the validity of the survey and reliability analysis that have been stated and applied. Finally, a discussion of statistical treatment used in the analysis of the collected data was addressed.

3.2 Study Design:

This study is deemed as a descriptive-analytical study. It aims to study the influence of using innovative marketing tools dimensions (Digital Marketing, Green Marketing, Emotional Marketing) on real estate development companies' performance (Sales, Market Share, Reputation) in Jordan. It started with a literature review and an expert's interviews to develop a survey, which used to gather the data. The gathered data was checked and coded on SPSS. Then normality, validity, and reliability were tested and the correlation between variables was checked. Finally, multiples regressions were used to test the hypotheses.

3.3 Study Population, Sample and Unit of Analysis:

Population and Sample: The study population consists of (112) real estate development company classified A class and with a capital of 5000 Jordanian dinars and registered in the Amman chamber of industry and commerce. The sample consists of owners and CEOs from different companies.

3.4 Data Collection Methods (Tools):

For fulfilling the purposes of this study, data was collected from two sources: secondary and primary data.

3.4.1 Primary and Secondary Data

Secondary Data:

Secondary data was collected from different sources such as journals, research, thesis, articles, and the Internet.

Primary Data:

To actualize this study primary data was collected from owners, CEOs, and employees from different real estate development companies in Jordan by a survey, which was built for this purpose.

3.4.2 Study Tool:

A survey was used as the main tool to actualize this study, which discusses the influence of using innovative marketing tools on real estate development companies' performance in Jordan. This survey was addressed to owners, CEOs, and employees from different real estate development companies, and it consisted of three sections. These are:

1. Section one: demographic variables, containing (gender, age, education, and experience).

2. Section two: innovative marketing tools, containing three dimensions: Digital Marketing, which contains (5) statements. Green Marketing, which contains (5) statements. Emotional Marketing, which contains (5) statements.

3. Section three: performance, containing three dimensions: Sales, which contains (5) statements. Market Share, it contains (5) statements. Reputation, which contains (5) statements.

All statements measured by a five-point Likert-type scale to rate the respondent's real perceptions regarding each item as follows: 1 (strongly don't agree) to 5 (strongly agree).

3.5 Data Analysis Methods:

The researcher distributed (160) surveys to participants, (127) surveys were returned from the sample, and the researcher excluded (16) surveys due to unfinished information, so the surveys that valid for analysis were (111). The response rate was (69.4%) from the original sample.

3.5.1. Validity Test:

To test the survey for clarity and to provide a coherent research survey, two methods were used. First, the content validity was established by collecting the data from different literature resources such as articles, thesis, journals, research, and the Internet. Second, face validity was performed by academic reviewers from Middle East University, and other universities. Some statements were added, while others were eliminated based on their valuable recommendations. Some other statements were reformulated to become more precise to enhance the research instrument.

3.5.2 Construct Validity (Factor Analysis):

The construct validity was established using Principal Component Factor Analysis with Kaiser Meyer Olkin (KMO). The data explanatory and conformity were considered using Principal Factor Analysis. Factor loading more than 0.50 is accepted if it surpasses 0.40 (Hair, et. al. 2014). However, Kaiser Meyer Olkin (KMO) is used to measure sampling adequacy, harmony and inter-correlations, KMO values between 0.8 and 1 indicate that a high sampling is adequate, and accepted if it is surpassing 0.6. Another indicator is Bartlett's of Sphericity that was used for the determination of the suitability of data and correlation, whereby if the significant value of data is less than 0.05 at a 95% confidence level, it indicates useful factor analysis. Variance percentage reveals the explanation power of factors (Cerny & Kaiser, 1977).

Digital Marketing:

Table (3-1): Principal Component Analysis Digital Marketing

No.	Item	F1	KMO	Chi²	BTS	Var%	Sig.
1	The company uses its website to market properties.	.760	.796	189.842	10	58.848	.000
2	The company uses direct marketing to acquire new clients.	.788					
3	The company uses digital channels to determine the client's preferences.	.760					
4	The company uses social media to market properties.	.813					
5	The company uses Google ads to raise awareness about the brand.	.710					

Table (3-1) shows that the loading factor of digital marketing statements scored between 0.710 and 0.813. Therefore, construct validity is assumed. KMO has rated 79.6%, which reveals meritorious adequacy, and the Chi² is 189.842, which reveals the fitness of the model. Moreover, the variance percentage is 58.848, so it can explain 58.84% of the variation. Finally, the significance of Bartlett's Sphericity is less than 0.05, which reveals that the factor analysis is useful.

Green Marketing

Table (3-2): Principal Component Analysis Green Marketing

No.	Item	F1	KMO	Chi²	BTS	Var%	Sig.
1	The company adheres to environmentally friendly building regulations.	.656	.714	303.279	10	63.402	.000
2	The company markets properties in an environmentally friendly manner.	.718					
3	The company uses resources efficiently.	.897					
4	The company uses solar energy panels.	.771					
5	The company builds properties with negligible waste.	.909					

Table (3-2) shows that the loading factor of green marketing statements scored between 0.656 and 0.909. Therefore, construct validity is assumed. KMO has rated 71.4%, which reveals middling adequacy, and the Chi^2 is 303.279, which reveals the fitness of the model. Moreover, the variance percentage is 63.402, so it can explain 63.40% of the variation. Finally, the significance of Bartlett's Sphericity is less than 0.05, which reveals that the factor analysis is useful.

Emotional Marketing

Table (3-3): Principal Component Analysis Emotional Marketing

No.	Item	F1	KMO	Chi^2	BTS	Var%	Sig.
1	The company arouses customer emotions to purchase the property.	.494					
2	The company builds strong relationships with clients.	.786					
3	The company links the property with the client's needs.	.796	.693	128.614	10	47.702	.000
4	The company connects clients with the property.	.821					
5	The company influences the client's perspective about the property.	.464					

Table (3-3) shows that the loading factor of emotional marketing statements scored between 0.464 and 0.821. Therefore, construct validity is assumed. KMO has rated 69.3%, which reveals mediocre adequacy, and the Chi^2 is 128.614, which reveals the fitness of the model. Moreover, the variance percentage is 47.702, so it can explain 47.70% of the variation. Finally, the significance of Bartlett's Sphericity is less than 0.05, which reveals that the factor analysis is useful.

Sales

Table (3-4) shows that the loading factor of sales statements scored between 0.622 and 0.798. Therefore, construct validity is assumed. KMO has rated 70.3%,

which reveals middling adequacy, and the Chi^2 is 137.756, which reveals the fitness of the model. Moreover, the variance percentage is 50.811, so it can explain 50.81% of the variation. Finally, the significance of Bartlett's Sphericity is less than 0.05, which reveals that the factor analysis is useful.

Table (3-4): Principal Component Analysis Sales

No.	Item	F1	KMO	Chi^2	BTS	Var%	Sig.
1	The company achieves high sales revenue.	.757					
2	The company uses innovative marketing tools to sell their properties.	.622					
3	The company achieves its objectives.	.798	.703	137.756	10	50.811	.000
4	The company speeds its operations.	.664					
5	The company fulfills its tasks.	.710					

Market Share

Table (3-5): Principal Component Analysis Market Share

No.	Item	F1	KMO	Chi^2	BTS	Var%	Sig.
1	The company gains more clients.	.644					
2	The company outperforms competitors.	.793					
3	The company reduces the cost.	.680	.763	229.254	10	60.053	.000
4	The company sells more properties.	.896					
5	The company increases its percentage of the market.	.833					

Table (3-5) shows that the loading factor of market share statements scored between 0.644 and 0.896. Therefore, construct validity is assumed. KMO has rated 76.3%, which reveals middling adequacy, and the Chi^2 is 229.254, which reveals the fitness of the model. Moreover, the variance percentage is 60.053, so it can explain 60.05% of the variation. Finally, the significance of Bartlett's Sphericity is less than 0.05, which reveals that the factor analysis is useful.

Reputation

Table (3-6): Principal Component Analysis Reputation

No.	Item	F1	KMO	Chi^2	BTS	Var%	Sig.
1	The company earns clients' respect.	.854					
2	The company has a good reputation.	.893					
3	The company has social responsibility practices.	.770	.715	448.067	10	73.009	.000
4	The company generates a positive experience for clients.	.910					
5	The company have a good relation with the clients.	.838					

Table (3-6) shows that the loading factor of reputation statements scored between 0.770 and 0.910. Therefore, construct validity is assumed. KMO has rated 71.5%, which reveals middling adequacy, and the Chi^2 is 448.067, which reveals the fitness of the model. Moreover, the variance percentage is 73.009, so it can explain 73.00% of the variation. Finally, the significance of Bartlett's Sphericity is less than 0.05, which reveals that the factor analysis is useful.

Innovative Marketing Tools

Table (3-7): Principal Component Analysis Innovative Marketing Tools

No.	Item	F1	KMO	Chi^2	BTS	Var%	Sig.
1	Digital Marketing	.829					
2	Green Marketing	.945	.633	180.579	3	78.269	.000
3	Emotional Marketing	.876					

Table (3-7) shows that the loading factor of innovative marketing tools statements scored between 0.829 and 0.945. Therefore, construct validity is assumed. KMO has rated 63.3%, which reveals mediocre adequacy, and the Chi^2 is 180.579, which reveals the fitness of the model. Moreover, the variance percentage is 78.269, so it can explain 78.26% of the variation. Finally, the

significance of Bartlett's Sphericity is less than 0.05, which reveals that the factor analysis is useful.

Performance

Table (3-8): Principal Component Analysis Performance

No.	Item	F1	KMO	Chi²	BTS	Var%	Sig.
1	Sales	.901					
2	Market Share	.903	.642	132.869	3	72.079	.000
3	Reputation	.731					

Table (3-8) shows that the loading factor of performance statements scored between 0.731 and 0.903. Therefore, construct validity is assumed. KMO has rated 64.2%, which reveals mediocre adequacy, and the Chi^2 is 132.869, which reveals the fitness of the model. Moreover, the variance percentage is 72.079, so it can explain 72.07% of the variation. Finally, the significance of Bartlett's Sphericity is less than 0.05, which reveals that the factor analysis is useful.

3.5.3 Reliability Test:

Table (3-9): Reliability of The Study Variables

Variables	Cronbach Alpha
Digital Marketing	.813
Green Marketing	.846
Emotional Marketing	.703
Innovative Marketing Tools	**.848**
Sales	.751
Market Share	.820
Reputation	.904
Performance	**.797**

To calculate the stability of the study instrument, the researcher used the equation of internal consistency using Cronbach's alpha test shown in Table (3-9). The results of the Cronbach alpha test for all variables of the study and identification are generally higher than (60%) which is acceptable in the research and studies (Hair et. al., 2010). Table (3-9) shows that the reliability coefficient for Innovative Marketing Tools dimensions ranges between 0.703 and 0.846, and for Performance dimensions is between 0.751 and 0.904.

3.5.4 Demographic Analysis:

The demographic analysis presented below is based on the characteristics of the valid respondent frequency and percentage of participants such as gender, age, education, and experience.

Gender: Table (3-10) shows that the majority of respondents are males, where 93 (83.8%) were males, and only 18 (16.2%) are females. This is justified since the female's proportion is low in the real estate sector.

Table (3-10): Respondents Gender

		Frequency	Percent
Gender	Female	18	16.2
	Male	93	83.8
	Total	**111**	**100.0**

Age: Table (3-11) shows that the majority of respondents ages are between (25-35 years) 56 (50.5%) out of the total sample. Those who aged between (36-45 years) are 31 (27.9%), respondents above 45 years are 14 (12.6%), and finally, those younger than 45 years are 10 (9%).

Table (3-11): Respondents Age

		Frequency	Percent
Age	Younger than 25 years	10	9.0
	25-35 years	56	50.5
	36-45 years	31	27.9
	Above 45 years	14	12.6
	Total	**111**	**100.0**

Education: Table (3-12) shows that more than half of the sample count (88) have a bachelor degree with a percentage of (79.3%), while (21) members have a higher education with a percentage of (18.9%), and finally (2) are holding diploma degree with a percentage of (1.8%).

Table (3-12): Respondents Education

		Frequency	Percent
Education	Diploma	2	1.8
	Bachelor	88	79.3
	Higher Education	21	18.9
	Total	**111**	**100.0**

Experience: Table (3-13) shows that the majority of respondents have an experience between (11-15 years) 49 (44.1%), then respondents experience above 45 years are 26 (23.4%), followed by those with experience between (5-10) years 24 (27.6%). Finally, respondents who have less than 5 years' experience are 12 (10.8%).

Table (3-13): Respondents Experience

		Frequency	Percent
Experience	Less than 5 years	12	10.8
	5-10 years	24	21.6
	11-15 years	49	44.1
	Above 15 years	26	23.4
	Total	**111**	**100.0**

Chapter Four: Data Analysis

4.1 Introduction:

Based on the research framework offered in the previous chapter, this chapter describes the results of the statistical analysis for the data collected according to the research questions and research hypotheses. Data analysis contains Pearson Bivariate Correlation matrix, a descriptive analysis of the Means and Standard Deviations for the questions, and Multiple Regressions were used.

4.2 Descriptive Analysis of Study Variables:

The research included a Likert scale as shown below:

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	2	3	4	5

In order to know the importance of the variable from the respondent point of view, equation of class length has been used and in order to determine the importance level a statistical standard has been used to divide the importance into three levels (low, medium, and high) as shown in the equation below:

Relative importance, assigned due to:

$$\text{Class Interval} = \frac{\text{Maximum Class} - \text{Minimum Class}}{\text{Number of Level}} = \frac{5 - 1}{3} = \frac{4}{3} = 1.33$$

The low-level ranges from (1.00- 2.33), the medium-level ranges from (2.34- 3.67), and the high-level ranges from (3.67 – 5.00).

4.2.1 Level of Innovative Marketing Tools in Real Estate Development Companies:

The researcher used arithmetic mean, standard deviation, t value, item importance, and importance level to show the level of innovative marketing tools in real estate development companies in Jordan.

Table (4-1): Arithmetic Mean, Std. Deviation, T value, Item Importance and Importance level for Innovative Marketing Tools

No.	Dimensions	M.	S.D.	t	Sig.	Rank	Level
1	Digital Marketing	3.60	.853	7.49	0.000	2	Medium
2	Green Marketing	3.71	.708	10.58	0.000	1	High
3	Emotional Marketing	3.54	.639	8.96	0.000	3	Medium
Total		**3.62**	**.647**	**10.10**	**0.000**		**Medium**

(T-tabulated value = 1.96)

Table (4-1) shows that the mean values of innovative marketing tools in real estate development companies in Jordan, ranged from (3.54-3.71), where the total mean was (3.62), with a standard deviation between (0.639-0.853), which is a medium level.

This points out that the respondents agree on a medium level of using innovative marketing tools dimensions which is backed by a high t-value related to T-tabulated. The average mean is (3.62) with a standard deviation of (0.647), which points out that the respondents are medium aware and concerned about using innovative marketing tools, where the t-value is 10.10>T-tabulated = 1.96.

(Level of Digital Marketing)

The researcher used arithmetic mean, standard deviation, item importance, and importance level to show the level of digital marketing in real estate development companies in Jordan.

Table (4-2) shows that the mean values of digital marketing statements ranged from (3.00-4.18), with a standard deviation between (0.792-1.347). This points out that the respondents agree on a medium level of digital marketing statements. This is backed by a high t-value related to T-tabulated value for items from 1 to 5. The average mean is (3.60) with a standard deviation of (0.853), indicating that the respondents are medium aware and concerned about using digital marketing, where the t-value is 7.49>T-tabulated = 1.96.

The researcher used arithmetic mean, standard deviation, item importance, and importance level to show the level of green marketing in real estate development companies in Jordan.

Table (4-3) shows that the mean values of green marketing statements ranged from (3.29-4.25), with a standard deviation between (0.814-1.027). This points out that the respondents agree on a medium level of green marketing statements. This is backed by a high t-value related to T-tabulated value for items from 1 to 5. The average mean is (3.71) with a standard deviation of (0.708), indicating that the respondents are high aware and concerned about using green marketing, where the t-value is 10.58>T-tabulated = 1.96.

(Level of Emotional Marketing)

The researcher used arithmetic mean, standard deviation, item importance, and importance level to show the level of emotional marketing in real estate development companies in Jordan.

Table (4-4): Arithmetic Mean, Std. Deviation, T value, Item Importance and Importance level for Emotional Marketing

No.	Dimensions	M.	S.D.	t	Sig.	Rank	Level
1	The company arouses customer emotions to purchase the property.	3.28	.877	3.46	0.001	4	Medium
2	The company builds strong relationships with clients.	4.01	.934	11.48	0.000	1	High
3	The company links the property with the client's needs.	3.56	.949	6.29	0.000	3	Medium
4	The company connects clients with the property.	3.67	.885	8.03	0.000	2	High
5	The company influences the client's perspective about the property.	3.17	1.069	2.68	0.005	5	Medium
	Total	**3.54**	**.639**	**8.96**	**0.000**		**Medium**

(T-tabulated value = 1.96)

Table (4-4) shows that the mean values of emotional marketing statements ranged from (3.17-4.01), with a standard deviation between (0.877-1.069). This

points out that the respondents agree on a medium level of emotional marketing statements. This is backed by a high t-value related to T-tabulated value for items from 1 to 5. The average mean is (3.54) with a standard deviation of (0.639), indicating that the respondents are medium aware and concerned about using emotional marketing, where the t-value is 8.96>T-tabulated = 1.96.

4.2.2 Level of Performance in Real Estate Development Companies:

The researcher used arithmetic mean, standard deviation, t value, item importance, and importance level to show the level of performance in real estate development companies in Jordan.

Table (4-5): Arithmetic Mean, Std. Deviation, T value, Item Importance and Importance level for Real Estate Development Companies' Performance

No.	Dimensions	M.	S.D.	t	Sig.	Rank	Level
1	Sales	3.63	.731	9.10	0.000	2	Medium
2	Market Share	3.54	.903	6.32	0.000	3	Medium
3	Reputation	4.02	.822	13.18	0.000	1	High
	Total	**3.73**	**.693**	**11.15**	**0.000**		**High**

(T-tabulated value = 1.96)

Table (4-5) shows that the mean values of real estate development companies' performance in real estate development companies in Jordan, ranged from (3.54-4.02), where the total mean was (3.73), with a standard deviation between (0.731-0.903), which is a high level.

This points out that the respondents agree on a high level of performance dimensions that is backed by a high t-value related to T-tabulated. The average mean is (3.73) with a standard deviation of (0.693), which points out that the respondents are high aware and concerned about real estate development companies' performance, where the t-value is 11.15>T-tabulated = 1.96.

(Leve of Sales)

The researcher used arithmetic mean, standard deviation, item importance, and importance level to show the level of sales in real estate development companies in Jordan.

Table (4-6): Arithmetic Mean, Std. Deviation, T value, Item Importance and Importance level for Sales

No.	Dimensions	M.	S.D.	t	Sig.	Rank	Level
1	The company achieves high sales revenue.	3.77	.959	8.50	0.000	3	High
2	The company uses innovative marketing tools to sell their properties.	3.39	1.122	3.72	0.000	4	Medium
3	The company achieves its objectives.	3.87	.991	9.28	0.000	1	High
4	The company speeds its operations.	3.31	1.035	3.20	0.002	5	Medium
5	The company fulfills its tasks.	3.80	1.051	8.03	0.000	2	High
Total		**3.63**	**.731**	**9.10**	**0.000**		**Medium**

(T-tabulated value = 1.96)

Table (4-6) shows that the mean values of sales statements ranged from (3.31-3.87), with a standard deviation between (0.959-1.122). This points out that the respondents agree on a medium level of sales statements. This is backed by a high t-value related to T-tabulated value for items from 1 to 5. The average mean is (3.63) with a standard deviation of (0.731), indicating that the respondents are medium aware and concerned about real estate development companies' sales, where the t-value is 9.10>T-tabulated = 1.96.

(Level of Market Share)

The researcher used arithmetic mean, standard deviation, item importance, and importance level to show the level of market share in real estate development companies in Jordan.

Table (4-7): Arithmetic Mean, Std. Deviation, T value, Item Importance and Importance level for Market Share

No.	Dimensions	M.	S.D.	t	Sig.	Rank	Level
1	The company gains more clients.	3.65	1.217	5.692	0.000	3	Medium
2	The company outperforms competitors.	3.74	1.139	6.911	0.000	2	High
3	The company reduces the cost.	3.08	1.308	4.653	0.000	5	Medium
4	The company sells more properties.	3.83	.995	8.864	0.000	1	High
5	The company increases its percentage of the market.	3.38	1.244	3.280	0.001	4	Medium
Total		**3.54**	**.903**	**6.32**	**0.000**		**Medium**

(T-tabulated value = 1.96)

Table (4-7) shows that the mean values of market share statements ranged from (3.08-3.83), with a standard deviation between (0.995-1.308). This points out that the respondents agree on a medium level of market share statements. This is backed by a high t-value related to T-tabulated value for items from 1 to 5. The average mean is (3.54) with a standard deviation of (0.903), indicating that the respondents are medium aware and concerned about real estate development companies' market share, where the t-value is 6.32>T-tabulated = 1.96.

(Level of Reputation)

The researcher used arithmetic mean, standard deviation, item importance, and importance level to show the level of reputation in real estate development companies in Jordan.

Table (4-8) shows that the mean values of reputation statements ranged from (3.65-4.21), with a standard deviation between (0.857-1.057). This points out that the respondents agree on a high level of market share statements. This is backed by a high t-value related to T-tabulated value for items from 1 to 5. The average mean is (4.02) with a standard deviation of (0.822), indicating that the

respondents are high aware and concerned about real estate development companies' reputation, where the t-value is 13.18>T-tabulated = 1.96.

Table (4-8): Arithmetic Mean, Std. Deviation, T value, Item Importance and Importance level for Reputation

No.	Dimensions	M.	S.D.	t	Sig.	Rank	Level
1	The company earns clients' respect.	4.16	.986	12.41	0.000	2	High
2	The company has a good reputation.	4.14	.942	12.79	0.000	3	High
3	The company has social responsibility practices.	3.65	1.057	6.55	0.000	5	Medium
4	The company generates a positive experience for clients.	3.96	.980	10.35	0.000	4	High
5	The company have a good relation with the clients.	4.21	.857	14.95	0.000	1	High
	Total	**4.02**	**.822**	**13.18**	**0.000**		**High**

(T-tabulated value = 1.96)

4.2.3 Correlation between Independent and Dependent Variables:

Bivariate Pearson Correlation Test was used to describe the relationship between the study variables which presented independent variable innovative marketing tools (digital marketing, green marketing, emotional marketing) and dependent variable real estate development companies' performance (sales, market share, reputation).

Table (4-9) below reveals that the relationship among variables was strong and positive were (R) values ranged between (0.208-0.933) which is significant at level of (0.01). It also reveals that the relationships among innovative marketing tools dimensions are strong, where (R) ranges from (0.520 -0.933). Moreover, the relationships among real estate development companies' performance dimensions are medium to strong, where (R) ranges between (0.208-0.896). Finally, the relationship between independent and dependent variables is strong and positive, where (R) equals (0.743).

Table (4-9): Correlation between Variables

No.		1	2	3	4	5	6	7	8
1	Digital Marketing								
2	Green Marketing	.699**							
3	Emotional Marketing	.520**	.793**						
4	Innovative Marketing Tools	.866**	.933**	.847**					
5	Sales	.507**	.765**	.808**	.768**				
6	Market Share	.208*	.610**	.645**	.526**	.781**			
7	Reputation	.380**	.690**	.601**	.617**	.468**	.473**		
8	Performance	.419**	.807**	.802**	.743**	.876**	.896**	.765**	

**significant at the level of (0.01)

4.3 The Research Hypotheses:

After approving validity, reliability and the correlation between independent and dependent variables, the following tests should be implemented to verify the validity of regression analysis.

Normality Test: used to decide if a data set is well-modeled by a normal distribution and to calculate how likely it is for a random variable to be normally distributed.

Linearity Test: when the relationship between dependent and independent variables is linear, it is expected that the points above and under the line are randomly distributed, and the statistic is small.

Equal Variance: when the errors are distributed around the mean, it is expected there is no relation between errors and predicted values.

Multi-Collinearity (Variance Inflation Factor VIF): when the (VIF) value is less than 10, and tolerance is more than 10%, where one predictor variable in a

multiple regression model can be linearly predicted from the others with a significant degree of accuracy.

Table (4-10): Durbin-Watson Value and Variance Inflation Factor

Dimensions	Collinearity Statistics	
	Tolerance	VIF
Digital Marketing	.508	1.970
Green Marketing	.258	3.871
Emotional Marketing	.369	2.712

Main Hypothesis:

H01: There is no influence of using innovative marketing tools: digital marketing, green marketing, and emotional marketing on real estate development companies' performance in Amman, Jordan, at ($\alpha \leq 0.05$).

Table (4-11) demonstrates the multiple regression of the three dimensions of innovative marketing tools and its influence on real estate development companies' performance in Jordan, innovative marketing tools can explain (75.5%) of the variation of real estate development companies' performance, where (R^2=0.755, F=110.141, Sig=0.000). Therefore, the null hypothesis is rejected and the alternative hypothesis is accepted, which specified that there is no influence of using innovative marketing tools: digital marketing, green marketing, and emotional marketing on real estate development companies' performance in Amman, Jordan, at ($\alpha \leq 0.05$).

Table (4-11): Multiple Regressions for Innovative Marketing Tools Dimensions on Real Estate Development Companies Performance

Model	r	R^2	Adjusted R^2	F	Sig.
1	.869	.755	.749	110.141	.000

a. Predictors: (Constant), Emotional Marketing, Digital Marketing, and Green Marketing, b. Dependent Variable: Performance

Multiple Regression analysis was used to ensure the influence of using innovative marketing tools dimensions (digital marketing, green marketing, and emotional marketing) on real estate development companies' performance in Jordan, at (($\alpha \leq 0.05$), as shown in Table (4-12) below.

Table (4-12): Multiple Regressions for Innovative Marketing Tools Dimensions on Real Estate Development Companies Performance

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	β		
Constant	.506	.195			.011
Digital Marketing	.209	.055	.257	3.830	.000
Green Marketing	.646	.092	.660	7.015	.000
Emotional Marketing	.447	.085	.412	5.235	.000

** Significant at the level of (0.05), T-tabulated=1.96

Table (4-12) shows that all variables (digital marketing, green marketing, and emotional marketing) have an influence on real estate development companies' performance employment in Jordan, where calculated t-values (3.830, 7.015, 5.235), respectively.

In summary, the result of multiple regressions analysis shows that innovative marketing tools dimensions together impact real estate development companies' performance, where (R^2=0.755, F=110.14, Sig. =0.000). green marketing has the highest influence rated 66%, then emotional marketing rated at 41.2%, then digital marketing rated 25.7%.

Chapter Five: Results, Conclusion, and Recommendations

5.1 Results Discussion:

The results of the study show the influence of using innovative marketing tools in High-Tech companies in real estate development companies in Jordan. Green marketing has the highest influence rate among the dimensions, then digital marketing, followed by emotional marketing, which all have a medium influence rate. The findings show that the influence on real estate development companies performance dimensions, reputation has the highest influence rate between the dimensions, followed by sales then market share.

Table (5-1) reviews the influence matrix among the innovative marketing tools on real estate development companies' performance (digital marketing, green marketing, and emotional marketing) via ANOVA analysis, the results as follow:

Table (5-1): Summary of Multiple Regressions of Innovative Marketing Tools on Real Estate Development Companies Performance (Digital Marketing, Green Marketing, and Emotional Marketing) (ANOVA)

Innovative Marketing Tools	Real Estate Development Companies Performance
Digital Marketing	+
Green Marketing	+
Emotional Marketing	+

1. The significant influence of the total innovative marketing tools on the total real estate development companies' performance, which was supported by previous studies Jeanine & Harmeling (2011), and Yuvraj et al. (2018).

2. The significant influence of the total innovative marketing tools on the total real estate development companies' performance, which was

supported by the previous study Likos et al. (2019). The innovative marketing tools would influence the real estate development companies' performance in a few years, and will improve companies' sales.

3. The significant influence of the total innovative marketing tools on the total real estate development companies' performance, which was supported by the previous study Marmolejo et al. (2019). Innovative marketing tools has great influence on the price of homes and properties.

4. Digital marketing has a significant influence on real estate development companies' performance, which was supported by a previous study Lee et al. (2010).

5. Green marketing has a significant influence on real estate development companies' performance, which was supported by a previous study Abzari et al. (2013).

6. Emotional marketing has a significant influence on real estate development companies' performance, which was supported by a previous study Solomon (2019).

5.2 Conclusions:

The study is devoted to answering the study main question: Do innovative marketing tools dimensions (digital marketing, green marketing, emotional marketing) influence real estate development companies' performance in Amman, Jordan? Data collected via a questionnaire, which was tested for its validity and reliability. Then correlation and multiple regressions were used to test the hypotheses.

The results of the study show the influence of using innovative marketing tools in High-Tech companies in real estate development companies in Jordan. Green marketing has the highest influence rate among the dimensions, then digital marketing, followed by emotional marketing, which all have a medium influence rate. The findings show that the influence on real estate development

companies performance dimensions, reputation has the highest influence rate between the dimensions, followed by sales then market share.

Moreover, results show that the relationship between innovative marketing tools dimensions is medium, the relationship among real estate development companies performance dimensions is medium to strong, and the relationship between independent and dependent variables is strong and positive.

Finally, results indicate that there is a significant influence of the total innovative marketing tools on total real estate development companies' performance in Jordan. Moreover, green marketing has rated the highest influence on real estate development companies' performance, then digital marketing, followed by emotional marketing.

Based on the discussion above, innovative marketing tools has a significant influence on real estate development companies' performance dimensions and could improve and add value to them.

5.3 Recommendations:

- The study recommends that real estate development companies in Jordan have to use its website to market properties.
- The study recommends that real estate development companies in Jordan have to adhere to environmentally friendly building regulations.
- The study recommends that real estate development companies in Jordan have to influence the client's perspective about the property.
- The study recommends that real estate development companies in Jordan have to use solar energy panels.
- This study is carried out on real estate development companies in Jordan. To be able to generalize the current study results, it is recommended to conduct such a study on the same industry in other countries.

- This study is carried out within a limited period of time; therefore, it is advised to repeat the study after a suitable time to check the sector development.

- Extending the analyses to other industries and countries represent future research opportunities, which can be done by further testing with larger samples within the same industry, and including other industries will help mitigate the issue of generalizing conclusions on others.

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Appendices

Appendix (1)**: Panel of Referees Committee:**

No.	Name	Qualification	Organization
1			
2			
3			
4			
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12			
13			

Appendix (2): Questionnaire of Respondents:

Dear Participant:

The purpose of my master thesis is to study "The Influence of Using Innovative Marketing Tools on Real Estate Development Companies Performance in Jordan."

This research contains (30) questions, which may take 10 minutes to answer; therefore, I will be thankful to you for devoting your valuable time to answer it .

Your answers will be top confidential and will be used for research purposes only.

Again, I appreciate your participation in this research. Please, if you have any questions or comments, please contact me at (0795995191).

Thank you for your fruitful cooperation.

Researcher: Ahmad Riyad Dibs

Supervisor: Dr. Sameer M. Aljabaly

Study Questionnaire

Part one: Demographic information

Company Name:

Gender: □ Male   □ Female

Age (years):   □ Younger than 25   □ 25-35   □ 36-45   □ Above 45

Education: □ Diploma   □ Bachelor   □ Higher Education

Experience: □ Less than 5   □ 5-10   □ 11-15   □ Above 15

Part two: The following (30) questions tap into your perception about the actual influence of Innovative Marketing Tools variable and Real Estate Companies Performance dimensions. Please answer the following questions based on your knowledge and experience taking into consideration that:

[1 = strongly disagree, 2 = disagree, 3 = neutral, 4 = agree, 5 = strongly agree]

Innovative marketing tools: is the implementation of new marketing methods and ideas such as, digital marketing, green marketing, and emotional marketing which have a positive influence on developing real estate companies' performance.

Digital marketing

1	The company uses its website to market properties.	1	2	3	4	5
2	The company uses direct marketing to acquire new clients.	1	2	3	4	5
3	The company uses digital channels to determine the client's preferences.	1	2	3	4	5
4	The company uses social media to market properties.	1	2	3	4	5
5	The company uses Google ads to raise awareness about the brand.	1	2	3	4	5

Green marketing

1	The company adheres to environmentally friendly building regulations.	1	2	3	4	5
2	The company markets properties in an environmentally friendly manner.	1	2	3	4	5
3	The company uses resources efficiently.	1	2	3	4	5
4	The company uses solar energy panels.	1	2	3	4	5
5	The company builds properties with negligible waste.	1	2	3	4	5

Emotional Marketing

1	The company arouses customer emotions to purchase the property.	1	2	3	4	5
2	The company builds strong relationships with clients.	1	2	3	4	5
3	The company links the property with the client's needs.	1	2	3	4	5
4	The company connects clients with the property.	1	2	3	4	5
5	The company influences the client's perspective about the property.	1	2	3	4	5

Performance: is how well an organization is doing in terms of sales, market share, and reputation to meet its objectives.

Sales

1	The company achieves high sales revenue.	1	2	3	4	5
2	The company uses innovative marketing tools to sell their properties.	1	2	3	4	5
3	The company achieves its objectives.	1	2	3	4	5
4	The company speeds its operations.	1	2	3	4	5
5	The company fulfills its tasks.	1	2	3	4	5

Market Share

1	The company gains more clients.	1	2	3	4	5
2	The company outperforms competitors.	1	2	3	4	5
3	The company reduces the cost.	1	2	3	4	5
4	The company sells more properties.	1	2	3	4	5
5	The company increases its percentage of the market.	1	2	3	4	5

Reputation

1	The company earns clients' respect.	1	2	3	4	5
2	The company has a good reputation.	1	2	3	4	5
3	The company has social responsibility practices.	1	2	3	4	5
4	The company generates a positive experience for clients.	1	2	3	4	5
5	The company have a good relation with the clients.	1	2	3	4	5

عزيزي المشارك:

تهدف رسالة الماجستير هذه إلى دراسة " تأثير استخدام أدوات التسويق المبتكرة على أداء شركات التطوير العقاري في الأردن".
يحتوي هذا الاستبيان على 30 سؤالًا، والذي قد يستغرق 10 دقائق للإجابة؛ لذلك، ساكون ممتناً على تخصيص وقتك الثمين للرد عليه.

علماً أن إجاباتك ستكون سرية للغاية وسيتم استخدامها لأغراض البحث فقط.

من فضلك، إذا كان لديك أي أسئلة أو تعليقات، يرجى التواصل معي على الرقم (0795995191).

شكراً جزيلًا لتعاونكم.

الباحث: أحمد رياض الدبس.
المشرف الأكاديمي: الدكتور سمير الجبالي.

الاستبيان

الجزء الأول: المعلومات الديموغرافية

اسم الشركة:

الجنس: □ ذكر □ أنثى

العمر (بالسنوات): □ أقل من 25 □ 25-35 □ 36-45 □ فوق 45

التعليم: □ دبلوم □ بكالوريوس □ دراسات عليا

الخبرة (بالسنوات): □ أقل من 5 □ 5-10 □ 11-15 □ 15 فأكثر

الجزء الثاني: توضح الأسئلة التالية وعددها (30) العلاقة حول التأثير الفعلي لمتغير أدوات التسويق المبتكرة وأبعاد أداء الشركات العقارية. يرجى الإجابة على الأسئلة التالية بناءً على معرفتك وخبرتك مع مراعاة ما يلي:

[1 = لا أوافق بشدة ، 2 = لا أوافق ، 3 = محايد ، 4 = أوافق ، 5 = أوافق بشدة].

أدوات التسويق المبتكرة: هي تنفيذ أساليب وأفكار تسويقية جديدة ، مثل التسويق الرقمي والتسويق الأخضر والتسويق العاطفي والتي لها تأثير إيجابي على تطوير أداء الشركات العقارية.

التسويق الرقمي (Digital Marketing)

5	4	3	2	1	تستخدم الشركة موقعها الإلكتروني لتسويق العقارات.	1
5	4	3	2	1	تستخدم الشركة التسويق المباشر لاكتساب عملاء جدد.	2
5	4	3	2	1	تستخدم الشركة الوسائل الرقمية لتحديد تفضيلات العملاء.	3
5	4	3	2	1	تستخدم الشركة وسائل التواصل الاجتماعي لتسويق العقارات.	4
5	4	3	2	1	تستخدم الشركة إعلانات Google لرفع مستوى الوعي بالعلامة التجارية.	5

التسويق الأخضر (Green Marketing)

5	4	3	2	1	تلتزم الشركة بأنظمة البناء الصديقة للبيئة.	1
5	4	3	2	1	تقوم الشركة بتسويق العقارات بطريقة صديقة للبيئة.	2
5	4	3	2	1	تستخدم الشركة الموارد بكفاءة.	3
5	4	3	2	1	تستخدم الشركة ألواح الطاقة الشمسية.	4
5	4	3	2	1	تقوم الشركة ببناء العقارات ذات النفايات الضئيلة.	5

التسويق العاطفي (Emotional Marketing)

5	4	3	2	1	تثير الشركة عواطف العملاء لشراء العقار.	1
5	4	3	2	1	تبني الشركة علاقات قوية مع العملاء.	2
5	4	3	2	1	تقوم الشركة بربط العقار باحتياجات العميل.	3
5	4	3	2	1	تركز الشركة على احتياجات العملاء.	4
5	4	3	2	1	تؤثر الشركة على منظور العميل حول العقار.	5

الأداء: هو مدى تحقيق المؤسسة لأهدافها من حيث المبيعات وحصة السوق والسمعة.

المبيعات (Sales)

5	4	3	2	1	تحقق الشركة عائدات مبيعات عالية.	1
5	4	3	2	1	تستخدم الشركة أدوات تسويق مبتكرة لبيع العقارات.	2
5	4	3	2	1	تحقق الشركة أهدافها.	3
5	4	3	2	1	تسرع الشركة من عملياتها.	4
5	4	3	2	1	تقوم الشركة بمهامها.	5

الحصة السوقية (Market Share)

5	4	3	2	1	تكسب الشركة المزيد من العملاء.	1
5	4	3	2	1	تتفوق الشركة على المنافسين.	2
5	4	3	2	1	تقوم الشركة بتخفيض التكلفة.	3
5	4	3	2	1	تبيع الشركة المزيد من العقارات.	4
5	4	3	2	1	تزداد حصة الشركة من السوق.	5

السمعة (Reputation)

5	4	3	2	1	تحظى الشركة باحترام العملاء.	1
5	4	3	2	1	تتمتع الشركة بسمعة جيدة.	2
5	4	3	2	1	تقوم الشركة بممارسات المسؤولية الاجتماعية.	3
5	4	3	2	1	تولد الشركة انطباع إيجابي لدى العملاء.	4
5	4	3	2	1	لدى الشركة علاقة جيدة مع العملاء.	5

FREQUENCIES VARIABLES=Gender Age Education Experience
 /STATISTICS=STDDEV VARIANCE MINIMUM MAXIMUM MEAN MEDIAN MODE
 /ORDER=ANALYSIS.

Frequencies

Statistics		Gender	Age	Education	Experience
N	Valid	111	111	111	111
	Missing	0	0	0	0

Frequency Table

Gender		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Female	18	16.2	16.2	16.2
	Male	93	83.8	83.8	100.0
	Total	111	100.0	100.0	

Age		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	25-35	56	50.5	50.5	50.5
	35-45	31	27.9	27.9	78.4
	above 45	14	12.6	12.6	91.0
	less tha	10	9.0	9.0	100.0
	Total	111	100.0	100.0	

Education

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Bachelor	88	79.3	79.3	79.3
	Diploma	2	1.8	1.8	81.1
	High Edu	21	18.9	18.9	100.0
	Total	111	100.0	100.0	

Experience

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	11-15	49	44.1	44.1	44.1
	5-10	24	21.6	21.6	65.8
	above 15	3	2.7	2.7	68.5
	Above 15	23	20.7	20.7	89.2
	Less tha	12	10.8	10.8	100.0
	Total	111	100.0	100.0	

```
FACTOR
  /VARIABLES Q1 Q2 Q3 Q4 Q5
  /MISSING LISTWISE
  /ANALYSIS Q1 Q2 Q3 Q4 Q5
  /PRINT INITIAL KMO EXTRACTION
  /CRITERIA MINEIGEN(1) ITERATE(25)
  /EXTRACTION PC
  /ROTATION NOROTATE
  /METHOD=CORRELATION.
```

Factor Analysis

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.796
Bartlett's Test of Sphericity	Approx. Chi-Square	189.842
	df	10
	Sig.	.000

Total Variance Explained						
Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.942	58.848	58.848	2.942	58.848	58.848
2	.709	14.177	73.025			
3	.595	11.908	84.934			
4	.441	8.823	93.757			
5	.312	6.243	100.000			
Extraction Method: Principal Component Analysis.						

Component Matrixᵃ	
	Component
	1
Q1	.760
Q2	.788
Q3	.760
Q4	.813
Q5	.710

FACTOR
 /VARIABLES Q6 Q7 Q8 Q9 Q10
 /MISSING LISTWISE
 /ANALYSIS Q6 Q7 Q8 Q9 Q10
 /PRINT INITIAL KMO EXTRACTION
 /CRITERIA MINEIGEN(1) ITERATE(25)
 /EXTRACTION PC
 /ROTATION NOROTATE
 /METHOD=CORRELATION.

Factor Analysis

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.714
Bartlett's Test of Sphericity	Approx. Chi-Square	303.279
	df	10
	Sig.	.000

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	3.170	63.402	63.402	3.170	63.402	63.402
2	.772	15.450	78.852			
3	.656	13.120	91.972			
4	.257	5.150	97.121			
5	.144	2.879	100.000			

Extraction Method: Principal Component Analysis.

Component Matrix[a]

	Component
	1
Q6	.656
Q7	.718
Q8	.897
Q9	.771
Q10	.909

FACTOR
 /VARIABLES Q11 Q12 Q13 Q14 Q15
 /MISSING LISTWISE
 /ANALYSIS Q11 Q12 Q13 Q14 Q15
 /PRINT INITIAL KMO EXTRACTION
 /CRITERIA MINEIGEN(1) ITERATE(25)
 /EXTRACTION PC
 /ROTATION NOROTATE
 /METHOD=CORRELATION.

Factor Analysis

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.693
Bartlett's Test of Sphericity	Approx. Chi-Square	128.614
	df	10
	Sig.	.000

Total Variance Explained						
Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.385	47.702	47.702	2.385	47.702	47.702
2	1.040	20.799	68.501	1.040	20.799	68.501
3	.785	15.696	84.197			
4	.423	8.468	92.665			
5	.367	7.335	100.000			
Extraction Method: Principal Component Analysis.						

Component Matrix[a]		
	Component	
	1	2
Q11	.494	.600
Q12	.786	-.193
Q13	.796	-.381
Q14	.821	-.191
Q15	.464	.679

FACTOR
 /VARIABLES Q16 Q17 Q18 Q19 Q20
 /MISSING LISTWISE
 /ANALYSIS Q16 Q17 Q18 Q19 Q20
 /PRINT INITIAL KMO EXTRACTION
 /CRITERIA MINEIGEN(1) ITERATE(25)
 /EXTRACTION PC
 /ROTATION NOROTATE
 /METHOD=CORRELATION.

Factor Analysis

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.703
Bartlett's Test of Sphericity	Approx. Chi-Square	137.756
	df	10
	Sig.	.000

Total Variance Explained						
Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.541	50.811	50.811	2.541	50.811	50.811
2	.831	16.627	67.438			
3	.814	16.279	83.717			
4	.472	9.441	93.157			
5	.342	6.843	100.000			
Extraction Method: Principal Component Analysis.						

Component Matrix[a]	
	Component
	1
Q16	.757
Q17	.622
Q18	.798
Q19	.664
Q20	.710

FACTOR
 /VARIABLES Q21 Q22 Q23 Q24 Q25
 /MISSING LISTWISE
 /ANALYSIS Q21 Q22 Q23 Q24 Q25
 /PRINT INITIAL KMO EXTRACTION
 /CRITERIA MINEIGEN(1) ITERATE(25)
 /EXTRACTION PC
 /ROTATION NOROTATE
 /METHOD=CORRELATION.

Factor Analysis

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.763
Bartlett's Test of Sphericity	Approx. Chi-Square	229.254
	df	10
	Sig.	.000

Total Variance Explained						
Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	3.003	60.053	60.053	3.003	60.053	60.053
2	.789	15.786	75.840			
3	.605	12.098	87.937			
4	.392	7.849	95.787			
5	.211	4.213	100.000			
Extraction Method: Principal Component Analysis.						

Component Matrix^a	
	Component
	1
Q21	.644
Q22	.793
Q23	.680
Q24	.896
Q25	.833

FACTOR
  /VARIABLES Q26 Q27 Q28 Q29 Q30
  /MISSING LISTWISE
  /ANALYSIS Q26 Q27 Q28 Q29 Q30
  /PRINT INITIAL KMO EXTRACTION
  /CRITERIA MINEIGEN(1) ITERATE(25)
  /EXTRACTION PC
  /ROTATION NOROTATE
  /METHOD=CORRELATION.

Factor Analysis

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.715
Bartlett's Test of Sphericity	Approx. Chi-Square	448.067
	df	10
	Sig.	.000

Total Variance Explained						
Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	3.650	73.009	73.009	3.650	73.009	73.009
2	.660	13.210	86.218			
3	.407	8.147	94.366			
4	.205	4.094	98.460			
5	.077	1.540	100.000			
Extraction Method: Principal Component Analysis.						

Component Matrix[a]	
	Component
	1
Q26	.854
Q27	.893
Q28	.770
Q29	.910
Q30	.838

```
COMPUTE Digital=(Q1 + Q2 + Q3 + Q4 + Q5) / 5.
EXECUTE.
COMPUTE Green=(Q6 + Q7 + Q8 + Q9 + Q10) / 5.
EXECUTE.
COMPUTE Emotional=(Q11 + Q12 + Q13 + Q14 + Q15) / 5.
EXECUTE.
COMPUTE Sales=(Q16 + Q17 + Q18 + Q19 + Q20) / 5.
EXECUTE.
COMPUTE Market=(Q21 + Q22 + Q23 + Q24 + Q25) / 5.
EXECUTE.
COMPUTE Reputation=(Q26 + Q27 + Q28 + Q29 + Q30) / 5.
EXECUTE.
FACTOR
 /VARIABLES Digital Green Emotional
 /MISSING LISTWISE
 /ANALYSIS Digital Green Emotional
 /PRINT INITIAL KMO EXTRACTION
 /CRITERIA MINEIGEN(1) ITERATE(25)
 /EXTRACTION PC
 /ROTATION NOROTATE
 /METHOD=CORRELATION.
```

Factor Analysis

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.633
Bartlett's Test of Sphericity	Approx. Chi-Square	180.579
	df	3
	Sig.	.000

Total Variance Explained						
Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.348	78.269	78.269	2.348	78.269	78.269
2	.487	16.245	94.513			
3	.165	5.487	100.000			

Component Matrix^a

	Component
	1
Digital	.829
Green	.945
Emotional	.876

FACTOR
  /VARIABLES Sales Market Reputation
  /MISSING LISTWISE
  /ANALYSIS Sales Market Reputation
  /PRINT INITIAL KMO EXTRACTION
  /CRITERIA MINEIGEN(1) ITERATE(25)
  /EXTRACTION PC
  /ROTATION NOROTATE
  /METHOD=CORRELATION.

Factor Analysis

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.642
Bartlett's Test of Sphericity	Approx. Chi-Square	132.869
	df	3
	Sig.	.000

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.162	72.079	72.079	2.162	72.079	72.079

2	.619	20.628	92.707			
3	.219	7.293	100.000			
Extraction Method: Principal Component Analysis.						

Component Matrix^a	

	Component
	1
Sales	.901
Market	.903
Reputation	.731

RELIABILITY
 /VARIABLES=Q1 Q2 Q3 Q4 Q5
 /SCALE('ALL VARIABLES') ALL
 /MODEL=ALPHA.

Reliability

Reliability Statistics	
Cronbach's Alpha	N of Items
.813	5

RELIABILITY
 /VARIABLES=Q6 Q7 Q8 Q9 Q10
 /SCALE('ALL VARIABLES') ALL
 /MODEL=ALPHA.

Reliability

Reliability Statistics	
Cronbach's Alpha	N of Items
.846	5

RELIABILITY
 /VARIABLES=Q11 Q12 Q13 Q14 Q15
 /SCALE('ALL VARIABLES') ALL
 /MODEL=ALPHA.

Reliability

Reliability Statistics	
Cronbach's Alpha	N of Items
.703	5

RELIABILITY
 /VARIABLES=Q16 Q17 Q18 Q19 Q20
 /SCALE('ALL VARIABLES') ALL
 /MODEL=ALPHA.

Reliability

Reliability Statistics	
Cronbach's Alpha	N of Items
.751	5

RELIABILITY
 /VARIABLES=Q21 Q22 Q23 Q24 Q25
 /SCALE('ALL VARIABLES') ALL
 /MODEL=ALPHA.

Reliability

Reliability Statistics	
Cronbach's Alpha	N of Items
.820	5

RELIABILITY
 /VARIABLES=Q26 Q27 Q28 Q29 Q30
 /SCALE('ALL VARIABLES') ALL
 /MODEL=ALPHA.

Reliability

Reliability Statistics	
Cronbach's Alpha	N of Items
.904	5

RELIABILITY
 /VARIABLES=Digital Green Emotional
 /SCALE('ALL VARIABLES') ALL
 /MODEL=ALPHA.

Reliability

Reliability Statistics	
Cronbach's Alpha	N of Items
.848	3

```
RELIABILITY
 /VARIABLES=Sales Market Reputation
 /SCALE('ALL VARIABLES') ALL
 /MODEL=ALPHA.
```

Reliability

Reliability Statistics	
Cronbach's Alpha	N of Items
.797	3

```
COMPUTE Innovative=(Digital + Green + Emotional) / 3.
EXECUTE.
COMPUTE Performance=(Sales + Market + Reputation) / 3.
EXECUTE.
T-TEST
 /TESTVAL=3
 /MISSING=ANALYSIS
 /VARIABLES=Q1 Q2 Q3 Q4 Q5 Q6 Q7 Q8 Q9 Q10 Q11 Q12 Q13 Q14 Q15 Q16 Q17 Q18 Q19 Q20
Q21 Q22 Q23 Q24 Q25 Q26 Q27 Q28 Q29 Q30 Digital Green Emotional Sales Market Reputation
Innovative Performance
 /CRITERIA=CI(.95).
```

T-Test

One-Sample Statistics				
	N	Mean	Std. Deviation	Std. Error Mean
Q1	111	3.5135	1.34749	.12790
Q2	111	4.1892	.79216	.07519
Q3	111	3.4054	1.15506	.10963
Q4	111	3.9189	1.07141	.10169
Q5	111	3.0090	1.20224	.11411
Q6	111	4.2523	.81429	.07729
Q7	111	3.2973	.94959	.09013

Q8	111	3.8378	.85855	.08149
Q9	111	3.6216	1.02739	.09752
Q10	111	3.5495	.83925	.07966
Q11	111	3.2883	.87788	.08333
Q12	111	4.0180	.93402	.08865
Q13	111	3.5676	.94985	.09016
Q14	111	3.6757	.88587	.08408
Q15	111	3.1712	1.06919	.10148
Q16	111	3.7748	.95997	.09112
Q17	111	3.3964	1.12233	.10653
Q18	111	3.8739	.99194	.09415
Q19	111	3.3153	1.03557	.09829
Q20	111	3.8018	1.05158	.09981
Q21	111	3.6577	1.21727	.11554
Q22	111	3.7477	1.13992	.10820
Q23	111	3.0811	1.30826	.12417
Q24	111	3.8378	.99581	.09452
Q25	111	3.3874	1.24441	.11811
Q26	111	4.1622	.98664	.09365
Q27	111	4.1441	.94240	.08945
Q28	111	3.6577	1.05740	.10036
Q29	111	3.9640	.98098	.09311
Q30	111	4.2162	.85711	.08135

Digital	111	3.6072	.85362	.08102
Green	111	3.7117	.70874	.06727
Emotional	111	3.5441	.63942	.06069
Sales	111	3.6324	.73189	.06947
Market	111	3.5423	.90389	.08579
Reputation	111	4.0288	.82235	.07805
Innovative	111	3.6210	.64748	.06146
Performance	111	3.7345	.69358	.06583

One-Sample Test					
	Test Value = 3				
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Q1	4.015	110	.000	.51351	.2600	.7670
Q2	15.816	110	.000	1.18919	1.0402	1.3382
Q3	3.698	110	.000	.40541	.1881	.6227
Q4	9.036	110	.000	.91892	.7174	1.1205
Q5	.079	110	.937	.00901	-.2171	.2352
Q6	16.202	110	.000	1.25225	1.0991	1.4054
Q7	3.299	110	.001	.29730	.1187	.4759
Q8	10.282	110	.000	.83784	.6763	.9993
Q9	6.375	110	.000	.62162	.4284	.8149
Q10	6.899	110	.000	.54955	.3917	.7074

Q11	3.460	110	.001	.28829	.1232	.4534
Q12	11.483	110	.000	1.01802	.8423	1.1937
Q13	6.295	110	.000	.56757	.3889	.7462
Q14	8.036	110	.000	.67568	.5090	.8423
Q15	1.687	110	.094	.17117	-.0299	.3723
Q16	8.503	110	.000	.77477	.5942	.9553
Q17	3.721	110	.000	.39640	.1853	.6075
Q18	9.282	110	.000	.87387	.6873	1.0605
Q19	3.208	110	.002	.31532	.1205	.5101
Q20	8.033	110	.000	.80180	.6040	.9996
Q21	5.692	110	.000	.65766	.4287	.8866
Q22	6.911	110	.000	.74775	.5333	.9622
Q23	.653	110	.515	.08108	-.1650	.3272
Q24	8.864	110	.000	.83784	.6505	1.0252
Q25	3.280	110	.001	.38739	.1533	.6215
Q26	12.410	110	.000	1.16216	.9766	1.3478
Q27	12.791	110	.000	1.14414	.9669	1.3214
Q28	6.553	110	.000	.65766	.4588	.8566
Q29	10.353	110	.000	.96396	.7794	1.1485
Q30	14.950	110	.000	1.21622	1.0550	1.3774
Digital	7.494	110	.000	.60721	.4466	.7678
Green	10.580	110	.000	.71171	.5784	.8450
Emotional	8.966	110	.000	.54414	.4239	.6644

Sales	9.104	110	.000	.63243	.4948	.7701
Market	6.322	110	.000	.54234	.3723	.7124
Reputation	13.181	110	.000	1.02883	.8741	1.1835
Innovative	10.105	110	.000	.62102	.4992	.7428
Performance	11.158	110	.000	.73453	.6041	.8650

CORRELATIONS
 /VARIABLES=Digital Green Emotional Innovative Sales Market Reputation Performance
 /PRINT=TWOTAIL NOSIG
 /MISSING=PAIRWISE.

Correlations

		Digital	Green	Emotional	Innovative	Sales	Market	Reputation	Performance
Digital	Pearson Correlation	1	.699**	.520**	.866**	.507**	.208*	.380**	.419**
	Sig. (2-tailed)		.000	.000	.000	.000	.028	.000	.000
	N	111	111	111	111	111	111	111	111
Green	Pearson Correlation	.699**	1	.793**	.933**	.765**	.610**	.690**	.807**
	Sig. (2-tailed)	.000		.000	.000	.000	.000	.000	.000
	N	111	111	111	111	111	111	111	111
Emotional	Pearson Correlation	.520**	.793**	1	.847**	.808**	.645**	.601**	.802**
	Sig. (2-tailed)	.000	.000		.000	.000	.000	.000	.000
	N	111	111	111	111	111	111	111	111
Innovative	Pearson Correlation	.866**	.933**	.847**	1	.768**	.526**	.617**	.743**

	Sig. (2-tailed)	.000	.000	.000		.000	.000	.000	.000
	N	111	111	111	111	111	111	111	111
Sales	Pearson Correlation	.507**	.765**	.808**	.768**	1	.781**	.468**	.876**
	Sig. (2-tailed)	.000	.000	.000	.000		.000	.000	.000
	N	111	111	111	111	111	111	111	111
Market	Pearson Correlation	.208*	.610**	.645**	.526**	.781**	1	.473**	.896**
	Sig. (2-tailed)	.028	.000	.000	.000	.000		.000	.000
	N	111	111	111	111	111	111	111	111
Reputation	Pearson Correlation	.380**	.690**	.601**	.617**	.468**	.473**	1	.765**
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000		.000
	N	111	111	111	111	111	111	111	111
Performance	Pearson Correlation	.419**	.807**	.802**	.743**	.876**	.896**	.765**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000	
	N	111	111	111	111	111	111	111	111

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

*. Correlation is significant at the 0.05 level (2-tailed).

REGRESSION
 /DESCRIPTIVES MEAN STDDEV CORR SIG N
 /MISSING LISTWISE
 /STATISTICS COEFF OUTS R ANOVA COLLIN TOL CHANGE
 /CRITERIA=PIN(.05) POUT(.10)
 /NOORIGIN
 /DEPENDENT Performance
 /METHOD=ENTER Digital Green Emotional
 /RESIDUALS DURBIN.

Regression

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.869[a]	.755	.749	.34781	.755	110.141	3	107	.000	1.788

a. Predictors: (Constant), Emotional, Digital, Green

b. Dependent Variable: Performance

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	39.971	3	13.324	110.141	.000[b]
	Residual	12.944	107	.121		
	Total	52.915	110			

a. Dependent Variable: Performance

b. Predictors: (Constant), Emotional, Digital, Green

Coefficients[a]							
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	.506	.195		2.596	.011		
	Digital	-.209	.055	-.257	-3.830	.000	.508	1.970
	Green	.646	.092	.660	7.015	.000	.258	3.871
	Emotional	.447	.085	.412	5.235	.000	.369	2.712
a. Dependent Variable: Performance								