

Impact of Internationalized Digital Marketing Strategy on Organizational Performance of Air Peace Nigeria Limited

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ABSTRACT

Internationalized digital marketing strategies are becoming increasingly important in today's globalized business landscape for organizations looking to expand their reach and improve their performance. This study aims to examine the impact of implementing an internationalized digital marketing strategy on the organizational performance of Air Peace Nigeria Limited. In addition, the study centers its attention on three primary independent variables, namely: Social Media Presence and Engagement, Cross-cultural Communication and Messaging, and Influencer and Affiliation Marketing Campaigns. Customer engagement and loyalty are recognized as mediating variables, whereas organizational performance is regarded as the dependent variable. The formulated hypotheses have the objective of investigating and confirming the relationships among the variables. Quantitative method has been implemented, where a questionnaire has been used for the data collection method. The population number of respondents is $N = 150$ while the sample is $S = 108$ based on Krejcie and Morgan's table. The study findings indicate that Air Peace Airlines innovative digital marketing strategies have a favorable influence on the overall performance of its organizational performance by enhancing and expanding its marketing capabilities. However, the degree of contentment regarding Air Peace's cross-cultural communication and messaging is moderate based on the respondents. Finally, recommendations have been provided.

Keywords: organizational performance, social media, cross-culture, digital marketing, customer engagement

INTRODUCTION

Internationalized digital marketing strategies are becoming increasingly important in today's globalized business landscape for organizations looking to expand their reach and improve their performance. Air Peace Nigeria Limited, a leading Nigerian airline, recognized this trend and implemented an internationalized digital marketing strategy that includes social media presence and engagement, cross-cultural communication and messaging, and influencer and affiliation marketing campaigns (Adeniran et al., 2023). These technological advancements present corporations with novel prospects to effectively connect and interact with their intended consumer base, acquire significant data, and maintain a competitive edge in the market. Consequently, numerous enterprises are allocating resources toward digital marketing innovation and integrating it within their comprehensive marketing strategies to sustain relevance and competitiveness within the digital marketplace (Grubor & Jakša, 2018).

The potential for digital marketing innovation to have a positive impact on firm performance lies in its ability to enable companies to expand their reach to broader audiences, enhance customer engagement, and acquire valuable data for the purpose of targeted advertising. By adopting emerging technologies, organizations have the potential to enhance brand recognition, stimulate revenue generation, and enhance the overall customer journey.

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The implementation of innovative digital marketing strategies has the potential to enhance customer acquisition, retention, and loyalty, thereby generating higher sales and overall organizational performance (Mehralian & Khazae, 2022). In addition, Air Peace Nigeria Limited, an established Nigerian airline, is confronted with the task of efficiently executing a globalized digital marketing strategy to effectively connect with and captivate customers within various cultural and linguistic contexts. The organization should prioritize the optimization of its social media presence, customization of cross-cultural communication and messaging, and utilization of influencer and affiliation marketing campaigns. These strategies will contribute to increased customer engagement, strengthened brand loyalty, and ultimately, the growth of organizational performance.

The contribution of this study is to strengthen Air Peace Nigeria Limited with its international presence and enhance its organizational performance by implementing a robust digital marketing strategy. This strategy will focus on fostering customer engagement and brand loyalty through the effective utilization of social media platforms, culturally sensitive communication, and strategic influencer marketing campaigns.

LITERATURE REVIEW

Organizational Performance

The concept of organizational performance is multifaceted, encompassing a variety of measures that include both financial and non-financial aspects. Within the framework of this research, the evaluation of organizational performance will be conducted utilizing the subsequent metrics: The performance of an organization is contingent upon the proficiency of its leaders in establishing a collaborative work environment and effectively guiding a team. Adding to this, the author's research focuses on identifying young people's perceptions regarding the recognition of organizational performance. The factors that are indicative of success that contribute to securing one's initial employment after graduation are also enumerated. The survey has identified the key attributes of accomplished students, along with their primary objectives and principles in life (Conțu, 2020).

Digital Marketing Innovation and Firm Performance

In the contemporary era characterized by intense competition, markets have witnessed a notable shift towards global integration and technological advancement. Concurrently, customers have exhibited heightened levels of expectations and requirements. This phenomenon has presented businesses with increased difficulties in terms of competition and achieving success within their respective industries. Adding to this, the authors' study revealed that the impact of digital marketing innovation on firm performance is influenced by marketing capability, and this influence is significant both directly and indirectly. Moreover, the indirect effects were found to be greater than the direct effects. The paper also addresses the theoretical and practical implications (Jung & Shegai, 2023).

Digital marketing tactics and international business performance

Existing literature demonstrates a positive correlation between the adoption of digital marketing strategies and the growth, performance, and competitiveness of both large firms and small and medium-sized enterprises (SMEs). Digital marketing strategies, including social media marketing and the utilization of banners, afford e-retailers the ability to engage potential customers who may have an interest in their online store, while also maintaining communication with existing customers (Goldman et al., 2020).

Moreover, the author's research reveals that the implementation of digital marketing strategies has a beneficial impact on the performance of international business. Among the

strategic orientations analyzed, foreign market orientation is primarily linked to the utilization of digital marketing tactics. Surprisingly, having a focus on growth only benefits e-retailers in well-established e-commerce markets, whereas prioritizing customer satisfaction has a detrimental impact on e-retailers in emerging e-commerce markets (Goldman et al., 2020).

Customer Engagement and Service Brand Loyalty Development Mediator

Academic endeavors have discerned various essential concepts pertaining to the relationship between consumers and brands. These concepts, such as customer satisfaction, brand trust, perceived value, and service quality, play a fundamental role in cultivating brand loyalty. Nevertheless, there is a scarcity of empirical data that can definitively establish a comprehensive understanding of the relationship between customer engagement (CE) and the factors that contribute to the formation of strong and loyal customer-brand relationships (Yachou Aityassine et al., 2022).

Moreover, the authors' research demonstrated that improving organizational results necessitates marketing managers to consider customer outcomes, such as customer satisfaction, customer engagement, and customer loyalty, all of which are influenced by marketing strategies. Marketing managers are advised to prioritize their marketing strategy, considering consideration of its impact on customer satisfaction and other customer outcomes, such as customer engagement and loyalty (Yachou Aityassine et al., 2022).

Major findings or state-of-art-studies

This subsection provides significant findings and state-of-the-art studies derived from the relevant literature.

Table 1. Provide the major findings or state-of-art studies based on related studies.

Authors	Methods	Major Findings
(Vadana et al., 2020)	Exploratory methodology	The findings endeavor to devise a methodology for categorizing the international expansion of enterprises based on the extent of their digital integration within the value chain.
(Islami et al., 2020)	Quantitative approach (Questionnaire)	The findings indicate that Micro-, Small, and Medium-sized Enterprises (MSMEs) exhibit deficiencies in perceived quality, and thus necessitate targeted training programs that focus on digital marketing, encompassing intellectual capital, and perceived quality, to enhance organizational performance.
(Nuseir & Aljumah, 2020)	Quantitative approach (Questionnaire)	The study findings indicate that digital marketing has a significant impact on business performance. However, it was observed that environmental factors, such as competitive pressure and industry competitiveness, do not have a significant influence on business performance.
(Liu, 2022)	Quantitative approach (structured questionnaire)	The findings have revealed a significant relationship and causal impact among DMCs, CLCs, MSCs, and organizational performance. Significantly, the impact of DMCs on CBE is noteworthy.
(Owusu-Kyei et al., 2022)	Quantitative approach (questionnaire)	This study explains the emerging trend of digital marketing communication and its influence on the growth of organizations. In contemporary marketing, it is widely recognized that digital communication has emerged as the predominant mode of communication for many organizations.

Furthermore, Chakravarthy et al. (2022) found out how digital marketing contributes to the success of Hyderabad, India-based businesses the aim of this study. The research will analyze the impact of digital marketing on firm performance by investigating the factors of digital marketing orientation, perceived relative advantage, customer pressure, and competition. Most participants in this poll consist of small business owners and self-employed individuals. To further ensure safety, the questionnaires were distributed through the Internet using a straightforward random selection method (Chakravarthy et al., 2022).

Munir et al. (2023) attempt to bridge the research gap that exists between digital marketing and marketing performance. This study introduces the concept of Brand Articulating Capability to connect Digital Marketing with the goal of enhancing Marketing Performance. Three hypotheses were formulated and empirically examined using a sample of 230 small and medium-sized enterprises (SMEs) located in South Sulawesi, Indonesia. The research was tested using Structural Equation Modelling for analysis. The author's findings validate the model by utilizing the following variables: The impact of Digital Marketing on Marketing Performance is substantial. Additionally, Digital Marketing has a significant influence on Brand Articulating Capability. It is worth noting that the variable of Brand Articulating Capability plays a mediating and strategic role in enhancing marketing performance (Munir et al., 2023).

Theoretical Framework

The study is grounded in the theory of customer engagement and loyalty. Customer engagement is defined as the process of creating a deep and lasting relationship with customers through interactions that are relevant, personalized, and meaningful (Vivek et al., 2012). Customer loyalty is characterized by a customer's strong and favorable attachment to a company, resulting in repeat purchases and positive word-of-mouth recommendations (So et al., 2014).

Conceptual Framework

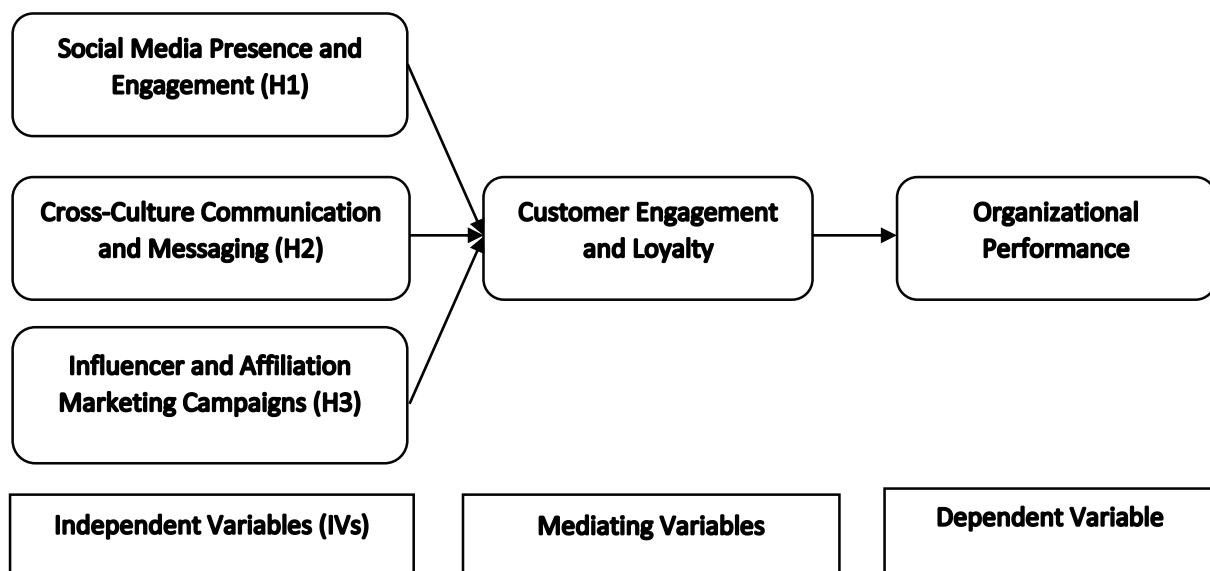


Figure 1. Conceptual Framework

Based on the conceptual framework, the following hypotheses are proposed:

H1: Social media presence and engagement will positively influence customer engagement and loyalty toward organizational performance.

H2: Cross-cultural communication and messaging will positively influence customer engagement and loyalty in organizational performance.

H3: Influencer and affiliation marketing campaigns will positively influence customer engagement and loyalty in organizational performance.

METHODOLOGY

Research Design

The research study used a quantitative design, incorporating a questionnaire, and document analysis. Quantitative research offers an in-depth comprehension of a particular event or phenomenon, focusing on narrative exploration rather than establishing causal relationships (Fraenkel & Wallen, 2003; Glesne, 1999). Quantitative research encompasses several methodologies, such as questionnaire analysis, which are employed as techniques to gather and analyze data.

Population and Sample Size

Krejcie and Morgan have been choosing a sample from within a general population, sampling techniques are applied. To ensure that bias in the selection process is eliminated, appropriate sampling techniques are crucial. They may also make it possible to save money or effort when collecting samples. The Krejcie and Morgan Sampling Method is one of the most popular techniques. Krejcie and Morgan (1970) developed a table utilizing the sample size formula for finite populations to make the process of calculating the sample size for a finite population easier. Where the sample is $S = 108$, and the population is $N = 150$ respectively.

<i>Table for Determining Sample Size of a Known Population</i>									
N	S	N	S	N	S	N	S	N	S
10	10	100	80	280	162	800	260	2800	338
15	14	110	86	290	165	850	265	3000	341
20	19	120	92	300	169	900	269	3500	346
25	24	130	97	320	175	950	274	4000	351
30	28	140	103	340	181	1000	278	4500	354
35	32	150	108	360	186	1100	285	5000	357
40	36	160	113	380	191	1200	291	6000	361
45	40	170	118	400	196	1300	297	7000	364
50	44	180	123	420	201	1400	302	8000	367
55	48	190	127	440	205	1500	306	9000	368
60	52	200	132	460	210	1600	310	10000	370
65	56	210	136	480	214	1700	313	15000	375
70	59	220	140	500	217	1800	317	20000	377
75	63	230	144	550	226	1900	320	30000	379
80	66	240	148	600	234	2000	322	40000	380
85	70	250	152	650	242	2200	327	50000	381
90	73	260	155	700	248	2400	331	75000	382
95	76	270	159	750	254	2600	335	100000	384

Note: N is Population Size; S is Sample Size Source: Krejcie & Morgan, 1970

Note: Krejcie & Morgan Sampling Method (1970)

Data Collection

The data collection process involved the utilization of the following methods: Utilizing a questionnaire as a means of collecting information enables researchers to employ diverse data sources to validate and corroborate their findings (Patton, 1990). The data were subjected to analysis to address the research inquiries and to compare the similarities and differences observed among the participants.

Questionnaire

A questionnaire is a type of research instrument that consists of a series of questions designed to elicit information from respondents. Questionnaires can be used to collect both quantitative and qualitative information. They are widely used in market research, as well as in social and health sciences. Questionnaires can be distributed in a variety of ways, including in person, over the phone, online, or by mail. Overall, questionnaires are an effective research tool for gathering a wide range of information. However, it is critical to be aware of questionnaire limitations and carefully design them to ensure that they are reliable and valid.

Data Analysis

An essential part of quantitative research is data analysis for the collected questionnaire. Alongside the data collecting, data analysis was also carried out. Researchers conducted an extensive analysis of the questionnaire. The quantitative data from various sources was analyzed over time using the constant comparative approach (Glaser & Strauss, 1967). SPSS (Statistical Package for the Social Sciences) has been used to analyze the data.

RESULT AND DISCUSSION

Following the technique that was outlined in the research methodology section, the findings of the study as well as an analysis of the data will be presented in this section.

Respondent's Demographic Information

This sub-section provides general information regarding the respondents and travelers who participated in the study. One hundred and fifty questionnaires out of one hundred and fifty are usable. There are no unusable questionnaires, nor are there any questionnaires lacking from the survey instrument.

Table 2 and Figure 2 show the respondents from the gender category. The highest number of respondents are females with 55.3%. Followed by male with 44.7%. These findings also suggest that most respondents were female.

Table 2. Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	67	44.7	44.7	44.7
	Female	83	55.3	55.3	100.0
	Total	150	100.0	100.0	

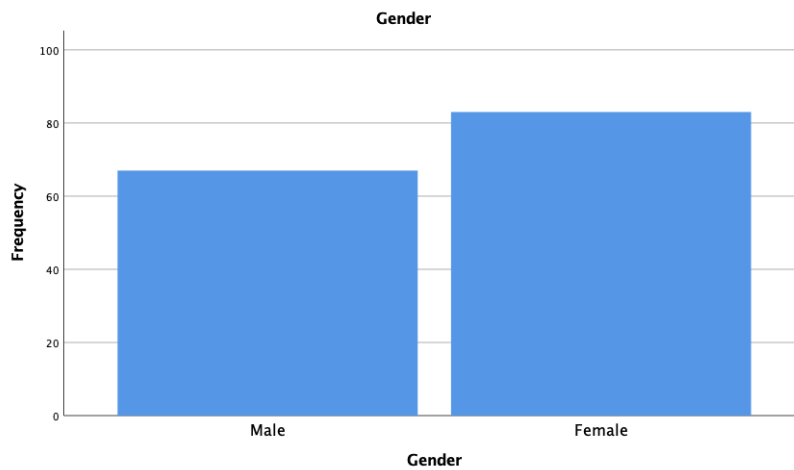


Figure 2. Gender respondents

Table 3 and Figure 3 show the respondents from the age category. The highest number of respondents are from 21 – 24 with 61.3%. 31 and above 27.3%, 19 – 20 9.3%, and 25 – 30 2.0%. These findings also suggest that most respondents were 21 - 24.

Table 3. Age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	19 - 20	14	9.3	9.3	9.3
	21 - 24	92	61.3	61.3	70.7
	25 - 30	3	2.0	2.0	72.7
	31 and above	41	27.3	27.3	100.0
	Total	150	100.0	100.0	

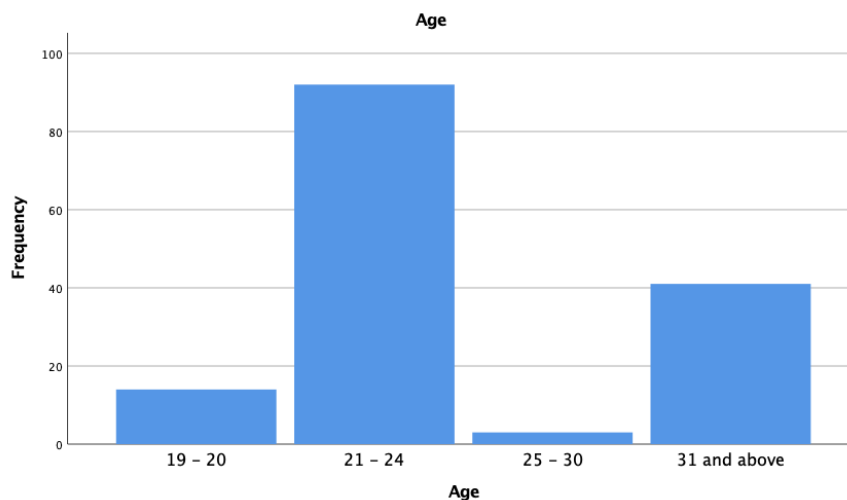


Figure 3. Age respondents

Table 4 and Figure 4 show the respondents from the qualification category. The highest respondents are with bachelor’s degrees with 61.3%. followed by master’s degree 20.7%, diploma 9.3%, and PhD degree 8.7%. These findings also suggest that most respondents had bachelor’s degrees.

Table 4. Qualification

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Diploma	14	9.3	9.3	9.3
	Bachelor's degree	92	61.3	61.3	70.7
	Master's degree	31	20.7	20.7	91.3
	PhD degree	13	8.7	8.7	100.0
	Total	150	100.0	100.0	

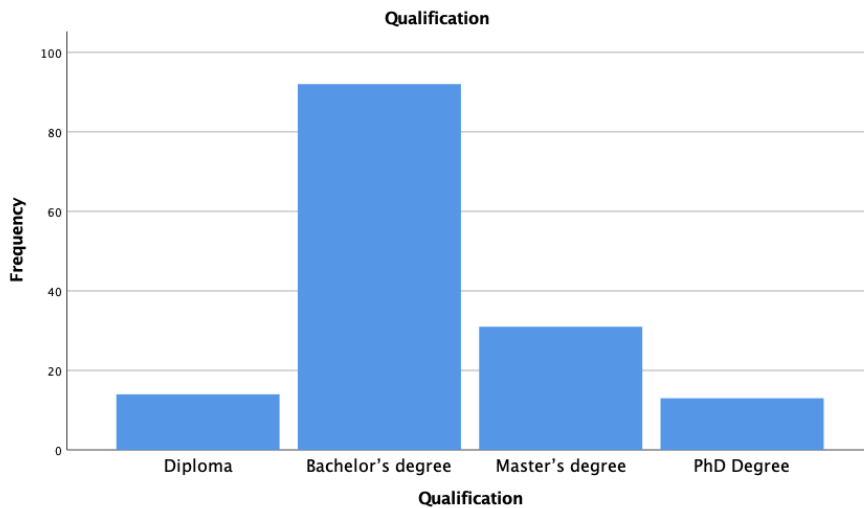


Figure 4. Qualification respondents

Table 5 and Figure 5 shows the respondents from the country category. The highest number of respondents are from Nigeria with 88.7%. Followed by Others 8.7%, Malaysia 2.0%, Sudan 0.7%. These findings also suggest that most respondents were from Nigeria.

Table 5. Country of residence

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Nigeria	133	88.7	88.7	88.7
	Sudan	1	.7	.7	89.3
	Malaysia	3	2.0	2.0	91.3
	Others	13	8.7	8.7	100.0
	Total	150	100.0	100.0	

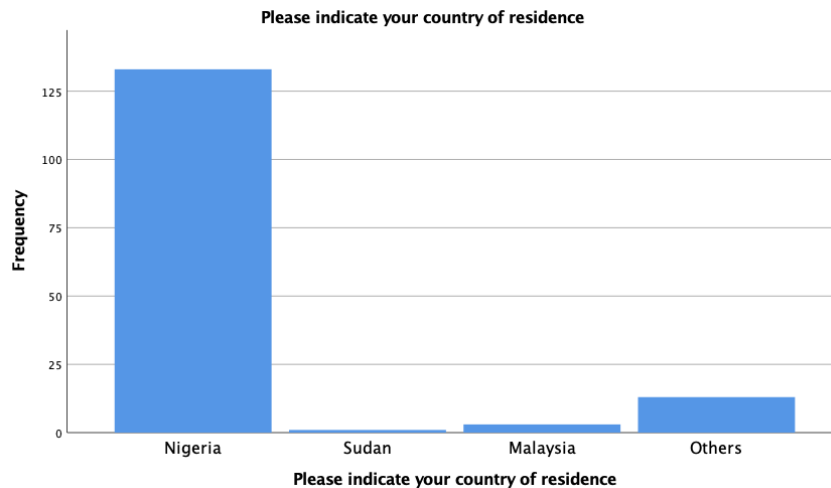


Figure 5. Country of residence

Social Media Usage and Preferences

This subsection provides results from despondence based on social media and preference. Table 6 shows the respondents from “How often do you use social media?”. The highest number of respondents is from several times a week with 60.7%.

Table 6. How often do you use social media?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Daily	43	28.7	28.7	28.7
	Several times a week	91	60.7	60.7	89.3
	Once a week	3	2.0	2.0	91.3
	Never	13	8.7	8.7	100.0
	Total	150	100.0	100.0	

Table 7 shows the respondents from “Which social media platforms do you use most frequently?”. The highest number of respondents are from Instagram with 42.0%.

Table 7. Which social media platforms do you use most frequently?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Facebook	43	28.7	28.7	28.7
	Instagram	63	42.0	42.0	70.7
	Twitter	3	2.0	2.0	72.7
	Others	41	27.3	27.3	100.0
	Total	150	100.0	100.0	

Table 8 shows the respondents from “What types of content do you typically engage with on social media?”. The highest number of respondents is from entertainment and lifestyle with 60.7%.

Table 8. What types of content do you typically engage with on social media?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	News and current events	43	28.7	28.7	28.7
	Entertainment and lifestyle	91	60.7	60.7	89.3
	Product and brand information	3	2.0	2.0	91.3
	Others	13	8.7	8.7	100.0
	Total	150	100.0	100.0	

Cross-Cultural Communication and Messaging

This subsection provides responses based on cross-culture communication and messaging. Table 9 shows the respondents from “How do you feel about Air Peace's social media presence and messaging?”. The highest number of respondents are very positive with 47.3%.

Table 9. How do you feel about Air Peace's social media presence and messaging?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very positive	71	47.3	47.3	47.3
	Somewhat positive	1	.7	.7	48.0
	Neutral	65	43.3	43.3	91.3
	Very negative	13	8.7	8.7	100.0
	Total	150	100.0	100.0	

Table 10 shows the respondents from “Do you find Air Peace's social media content to be relevant and engaging?”. Where The respondents are from very relevant and engaging with 43.3%.

Table 10. Do you find Air Peace's social media content to be relevant and engaging?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very relevant and engaging	65	43.3	43.3	43.3
	Somewhat relevant and engaging	43	28.7	28.7	72.0
	Neutral	13	8.7	8.7	80.7
	Very irrelevant and engaging	29	19.3	19.3	100.0
	Total	150	100.0	100.0	

Table 11 shows the respondents from “How do you perceive Air Peace's brand communication in terms of cultural sensitivity?”. Where the highest number of respondents are from very relevant and culturally sensitive with 55.3% each.

Table 11. How do you perceive Air Peace's brand communication in terms of cultural sensitivity?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very culturally sensitive	83	55.3	55.3	55.3
	Somewhat culturally sensitive	65	43.3	43.3	98.7
	Neutral	1	.7	.7	99.3
	Very culturally insensitive	1	.7	.7	100.0
	Total	150	100.0	100.0	

Influencer and Affiliation Marketing Campaigns Respondent

This subsection provides results from response-based influencer and affiliation marketing campaign respondents. Table 12 shows the respondents from “Have you ever seen or heard about Air Peace through an influencer or affiliation marketing campaign”. The highest number of respondents are from Yes with 64.0%.

Table 12. Have you ever seen or heard about Air Peace through an influencer or affiliation marketing campaign?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	96	64.0	64.0	64.0
	No	54	36.0	36.0	100.0
	Total	150	100.0	100.0	

Table 13 shows the respondents from “Can you rate your overall satisfaction with Air Peace as an airline?”. The highest number of respondents are from No with 61.3%.

Table 13. Can you rate your overall satisfaction with Air Peace as an airline?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	58	38.7	38.7	38.7
	No	92	61.3	61.3	100.0
	Total	150	100.0	100.0	

Table 14 shows the respondents from “Can you recommend Air Peace to friends and family?”. The highest number of respondents are from No with 60.7%.

Table 14. Can you recommend Air Peace to friends and family?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	59	39.3	39.3	39.3
	No	91	60.7	60.7	100.0
	Total	150	100.0	100.0	

Table 15 shows the respondents from “How do you perceive Air Peace's overall brand reputation Where the highest number of respondents are from Yes with 80.0%.

Table 15. How do you perceive Air Peace's overall brand reputation?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	120	80.0	80.0	80.0
	No	30	20.0	20.0	100.0
	Total	150	100.0	100.0	

Descriptive Statistics

This subsection provides a descriptive statistic the variables pertaining to the influence of the internationalized digital marketing strategy of Air Peace Nigeria Limited on organizational performance are displayed in the table. Social media presence and engagement,

cross-cultural communication and messaging, customer engagement and loyalty, influencer and affiliation marketing campaigns, and organizational performance are the variables. Table 16 presents (in a listwise fashion) the minimum, maximum, mean, standard deviation, and valid N for each variable.

The range of values for social media presence and engagement is from 1.00 to 4.00, with a calculated mean of 2.1000 and a standard deviation of 1.07115. This indicates that Air Peace customers maintain a moderate level of social media presence and engagement. The minimum value for cross-cultural communication and messaging is 1.00 and the maximum value is 4.00, with a standard deviation of 1.07115 and a mean of 2.1000. This finding indicates that the degree of contentment regarding Air Peace's cross-cultural communication and messaging is moderate.

Table 16. Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
How often do you use social media?	150	1.00	4.00	2.1000	1.07115
Which social media platforms do you use most frequently?	150	1.00	4.00	2.1000	1.07115
What types of content do you typically engage with on social media?	150	1.00	4.00	2.1000	1.07115
How do you feel about Air Peace's social media presence and messaging?	150	1.00	4.00	2.4000	1.14248
Do you find Air Peace's social media content to be relevant and engaging?	150	1.00	4.00	2.0000	1.12390
How do you perceive Air Peace's brand communication in terms of cultural sensitivity?	150	1.00	4.00	1.7000	.80131
Valid N (listwise)	150				

However, the range of values for organizational performance is from 1.00 to 4.00, with a calculated mean of 1.7000 and a standard deviation of .80131. This finding indicates that Air Peace's perceived organizational performance is of a moderate nature. In general, the descriptive statistics indicate that the internationalized digital marketing strategy implemented by Air Peace has a moderate effect on the performance of the organization. However, in terms of customer engagement and loyalty, there is room for development in every aspect.

RECOMMENDATIONS

Air Peace can improve its organizational performance and internationalize its digital marketing strategy by focusing on four key areas:

1. *Strengthening social media presence and engagement:* Optimizing social media profiles for international audiences, utilizing multilingual content, and engaging with local influencers are all part of this process.

2. *Enhancing cross-cultural communication and messaging:* To effectively address the needs of diverse markets, it is imperative to engage in comprehensive market research,

customize messaging to suit specific local contexts, and raise awareness among the marketing team regarding cultural disparities.

3. *Leveraging influencer and affiliation marketing campaigns*: This entails the process of identifying and collaborating with individuals who hold significant influence, devising influential campaigns, and monitoring and evaluating the effectiveness of such campaigns.

4. *Continuously monitoring and evaluating*: This involves the monitoring of key performance indicators (KPIs), the implementation of regular market research, and the adjustment and enhancement of strategies based on data and insights.

CONCLUSION

In conclusion, in investigating the impact of an internationalized digital marketing strategy on Air Peace Nigeria Limited's organizational performance, this research aims to provide insights and recommendations for enhancing marketing strategies in the aviation industry, ultimately contributing to the company's growth and competitiveness in the global market. However, the results of this study indicate Air Peace Airlines innovative digital marketing strategies have a favorable influence on the overall performance of its organizational performance by enhancing and expanding its marketing capabilities.

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