Electronic Marketing Impact On Mitigating Crises: A Case Study Of Saudi Savola Company Imam Mohammed Ibn Saud Islamic University (Imsiu)

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ABSTRACT

This study aimed at understanding the nuances and preferences related to electronic marketing (e-marketing) in the modern business landscape, with a particular focus on Saudi Arabia's Savola company. Utilizing a purposive sampling approach, 300 individuals, mainly from marketing departments, participated in the survey. A significant 69.3% of participants cited e-marketing websites as their preferred shopping platforms, indicating a substantial inclination towards e-marketing. Trust in e-marketing platforms was underscored, with 48.7% of respondents expressing confidence in their security frameworks. Moreover, the research highlighted an increase in online shoppin[1]g during unexpected events, such as the COVID-19 pandemic, showcasing e-marketing's resilience during crises. The emphasis on continuous training was also evident, as 44% of participants recognized its importance in enhancing individual skills and broader societal benefits. In assessing the impact on Savola's market position within Saudi Arabia, the study found a significant association between online marketing and effective crisis management. Specifically, e-marketing proved instrumental in alleviating various crises through the application of modern marketing tools. The primary findings reaffirmed the linkage between e-marketing approaches and crisis management strategies. Based on these insights, the study proposes several recommendations. Key among these is the seamless incorporation of e-marketing into modern business paradigms, coupled with a focus on bolstering cyber security measures. The findings further accentuate the criticality of perpetual employee up skilling in today's rapidly evolving digital domain. Additionally, firms, including Savola, are advised to emphasize flexibility in their strategies to prepare for unforeseeable global challenges and to prioritize consumer feedback to refine their e-marketing initiatives.

Keywords*: e-marketing, crises, disaster, modern and renewable markets, management, Savola Company."*

1. Introduction

In today's digital era, the rapid growth of the internet and social media platforms has fundamentally transformed the way businesses operate and engage with their customers. E-marketing, also known as electronic marketing or digital marketing, has emerged as a powerful tool for organizations to reach their target audience, build brand awareness, and enhance customer relationships (Kaplan & Haenlein, 2010). With its ability to leverage

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various online platforms, e-marketing has proven to be particularly valuable during times of crisis when traditional marketing strategies may be less effective. This research paper aims to investigate the impact of e-marketing in mitigating crises, focusing on a case study of Saudi Savola, a prominent food processing company in Saudi Arabia.

The Saudi Arabian economy heavily relies on the oil industry, making it vulnerable to global economic fluctuations. Additionally, the country has experienced various crises, such as the COVID-19 pandemic, which have disrupted business operations and posed significant challenges for organizations across different sectors. During such crises, maintaining effective communication with customers becomes crucial for businesses to survive and thrive. E-marketing offers a range of tools and techniques that can help businesses navigate through these challenging times by enabling them to adapt their marketing strategies and communicate with their target audience in a timely and impactful manner.

To explore the impact of e-marketing on crisis mitigation, this study focuses on Saudi Savola, one of the leading food processing companies in Saudi Arabia. Saudi Savola has a strong online presence and has actively utilized e-marketing strategies to connect with its customers (Stelzner, 2020). By analyzing the e-marketing initiatives undertaken by Saudi Savola during crises such as the COVID-19 pandemic, this research aims to understand the effectiveness of these strategies in mitigating the negative impacts of crises on the company's operations, brand image, and customer relationships.

 To ensure the credibility and validity of the research, this study utilizes a mixed-methods approach. Quantitative data will be collected through surveys and analytics tools to measure the impact of e-marketing on customer perceptions, brand loyalty, and sales performance (Alalwan et al., 2020). Qualitative data will be gathered through interviews and content analysis of Saudi Savola's e-marketing campaigns, enabling a deeper understanding of the strategies employed and the underlying mechanisms that contribute to crisis mitigation.

This research paper contributes to the existing body of knowledge on e-marketing by providing insights into its effectiveness in crisis situations. The findings of this study will be valuable for businesses, particularly those operating in crisis-prone industries, in formulating effective e-marketing strategies to mitigate the negative impacts of crises on their operations and maintain strong customer relationships. Additionally, this research will add to the literature on crisis management and provide practical implications for organizations seeking to leverage e-marketing as a crisis mitigation tool.

In recent years, e-marketing has emerged as a formidable force in the world of business, transforming the way organizations communicate with their stakeholders. As businesses grapple with an increasingly volatile environment marked by unforeseen crises, the potential of e-marketing as a tool for crisis mitigation becomes a subject of utmost relevance.

The Savola Group, one of Saudi Arabia's leading industrial companies specializing in food and retail, is no stranger to the challenges and crises that can emerge in the dynamic business landscape of the Middle East. With the advancement of digital technologies and the proliferation of social media platforms, organizations like Savola have a unique opportunity to leverage e-marketing strategies not just for business promotion but also as a means to manage and mitigate crises. (E-marketing Today: Strategies and Examples, 2023)

The study is try to delve into the role and impact of E-marketing in crisis mitigation, using the case of Saudi Savola as a focal point. This study aims to fill the gap in the literature by providing insights into how a major Middle Eastern company employs E-marketing techniques to navigate through crises, and the potential lessons this offers for other businesses operating in similar contexts. By examining the specific strategies employed by Savola and assessing their effectiveness, this research endeavors to offer a blueprint for

other organizations on the potential benefits and best practices of E-marketing in crisis management. (TechTarget, 2022) (Digital Marketers World, 2022)

The digital transformation, characterized by the rapid integration of digital technologies into various aspects of business, has drastically altered the landscape of marketing. E-marketing , with its real-time data analytics and dynamic engagement tools, offers businesses the flexibility and agility that traditional marketing avenues often lack. This dynamism is particularly crucial during times of crisis, where swift, accurate, and transparent communication can make the difference between brand resilience and reputational damage. (TechTarget, 2022) (Marketing Evolution, 2022) (Alalwan et al., 2020)

E-marketing, more than a promotional tool, is vital for businesses, particularly during crises. Saudi Savola's experience in the food processing sector demonstrates e-marketing's importance amidst challenges, given Saudi Arabia's economic vulnerabilities and global crises like COVID-19. This research, using a mixed-methods approach, examined Savola's e-marketing strategies, revealing impacts on brand loyalty and sales, and strategic depth. In essence, e-marketing is crucial for business resilience, maintaining customer relationships during adversities, underscoring the importance of robust digital outreach.

2. Statement of the Problem

As the digital realm continues to expand, e-marketing has become an indispensable asset for companies globally. It's no longer just a mechanism for reaching out to potential customers but a crucial instrument for managing organizational challenges, notably crises. A crisis can swiftly destabilize a company, inflicting damage on its reputation, financial stability, and stakeholder relationships. In our age, where online information dissemination is instantaneous, the negative repercussions of a crisis can spread and magnify at an alarming rate .Entities with considerable market influence, such as Saudi Savola, stand at an even higher risk due to their visibility and the scale of their operations. However, an overarching concern in today's corporate landscape is the perceived disconnect between the general applications of e-marketing and its strategic use in crisis management. There exists a discernible knowledge void regarding the tactical deployment of e-marketing tools during crises, more so in distinct cultural and economic milieus like Saudi Arabia. This research delves deeper into this issue. Beyond just recognizing e-marketing's role in everyday business, it seeks to dissect its potential as a bulwark during challenging times. Using Saudi Savola as a case in point, the study will explore how tailored e-marketing strategies can not only address but potentially avert crisis-driven disruptions. By shedding light on this dimension, the research aims to equip companies, especially those in environments akin to Saudi Arabia, with a refined e-marketing playbook tailored for crisis aversion and management in the digital epoch.

3.Objectives of the Study

The study aimed at:

1. Understand the impact of electronic marketing on enhancing an organization's visibility.

2. Differentiate between electronic and traditional marketing methods when distinguishing an organization from its competitors.

3. Determine how electronic marketing contributes to achieving a competitive advantage.

4. Assess the correlation between electronic marketing and increased sales.

4.Methodology:

In this research centered on Saudi Savola's e-marketing strategies during crises, a case study design was chosen, anchored by both descriptive and qualitative methods. Data collection encompassed an array of qualitative and quantitative techniques. On the qualitative front, document analysis of Saudi Savola's public communications, in-depth interviews with key personnel, and focus groups with diverse stakeholders were deployed. The quantitative dimension was marked by digital analytics from Saudi Savola's platforms and targeted surveys. Notably, questionnaires served as a primary tool for data collection. Utilizing a purposive sampling approach, 300 individuals, primarily from marketing departments, took part in the survey. Qualitative data interpretation heavily leaned on thematic analysis, while quantitative insights were gleaned using tools such as SPSS 16 or Excel. The application of triangulation fortified the study's findings, and a meticulous description of the research process ensured its reliability. The research posited hypotheses underscoring the significant advantages of e-marketing, its synergy with crisis management, and its ability to bolster company profits.

In response to the research questions, we propose the following hypotheses:

1. E-marketing provides expansive opportunities for organizations to enhance their competitive performance at reduced costs.

2. A significant relationship exists between e-marketing and crisis management.

3. A significant relationship exists between email marketing strategies and crisis characteristics.

4. E-marketing offers a reliable method to maximize company profits.

6.Study Scope:

1.Subject Scope: This pertains to "E-marketing: Its Impact on Crisis Mitigation: A Case Study of Saudi Savola."

2.Geographical Scope: The study is centered on Saudi Arabia. While Savola mainly operates in Saudi Arabia, this focus could potentially overlook crucial insights from its activities in other regions or countries, depending on the company's specific engagements.

3.Temporal Scope: The research spanned from November 1, 2022, to January 31, 2023.

4.Demographic Scope: The study specifically examined the impact of Savola's online marketing on crisis management in Saudi Arabia, sourcing data from a selected sample of 300 marketing-affiliated employees. It's important to note that while the findings indicate a relationship, they might not be universally applicable beyond this context or industry.

7. Rationale for the Study:

1. The modern digital era demands swift crisis responses, especially due to the influence of social media and continuous news.
2. E-marketing tools are crucial for detecting and mitigating crises.
3. Saudi Savola, a top Middle Eastern conglomerate, effectively uses e-marketing amidst varied challenges.
4. The fast-paced Middle Eastern digital scene poses distinct opportunities and challenges.
5. This study on Saudi Savola offers insights into digital crisis management in the region, benefiting businesses globally.

8.Definition of Key Terms:

1. **Crisis Mitigation**: The process of reducing the negative effects of a crisis, often through strategic communication, operations management, and stakeholder engagement.
2. **Saudi Savola is a** prominent company based in Saudi Arabia. For the context of this research, a brief background or overview of the company's operations and history might be helpful. (SAVOLA GROUP COMPANY, 2021)
3. **Brand image**: the perception of a brand in the minds of consumers It's shaped by various factors, including marketing campaigns, public relations, and direct consumer experiences with the brand.
4. **Consumer Sentiment**: The overall attitude, mood, or feelings of consumers towards a particular brand or product It can be influenced by individual experiences, marketing campaigns, word of mouth, and external events.
5. **Digital Analytics**: The analysis of qualitative and quantitative data from an organization's business and the competition to drive a continual improvement of the online experience that customers and potential customers have, which translates to the desired outcomes (both online and offline).
6. **The Digital Renaissance:** Modern technological advancements have heralded a digital transformation. This evolution in computing and communication has reshaped business value delivery. Technology now enables businesses to better understand and cater to individual customer needs, optimize product distribution, and enhance client communication, whether in bulk or individually (The New Digital Era: Emerging Risks and Opportunities, 2022)
7. **1-Electronic Product Marketing:** In the digital realm, numerous products and services, ranging from everyday items to specialized solutions, utilize electronic marketing. While everyday items can face online challenges, distinct offerings, such as virus prevention software, benefit from the platform's uniqueness. Examples include Calyx and Corolla's flower e-marketing, car sales platforms, Amazon's distribution, cost-efficient e-magazines, airline seat optimization, and stock trading for small firms. In this context, "crisis" is a critical term, indicating threats in management and economics. This term denotes threats to assets and financial stability, requiring strong crisis management strategies and prompt responses. (Consumer Electronics Marketing Examples & Ideas That Work – Woobox Blog, 2021)
8. **a crisis:** A crisis is an unexpected event that threatens an individual, group, or society and disrupts normalcy. It can stem from internal or external factors, needing immediate response to prevent escalation. These events can challenge an organization's values and reputation, often resulting from management decisions, external forces, or both. (Crisis Definition & Meaning, 2023)
9. **a Disaster:** A disaster is a sudden event that disrupts a society, causing substantial losses. They can be natural, like earthquakes or floods, or man-made, such as industrial accidents or terrorist attacks.

9.Theoretical Framework

This study delves into the intersection of digital marketing and crisis communication, examining how modern organizations, particularly Saudi Savola, navigate challenges in the digital era. By analyzing theories from consumer digital behaviors to organizational crisis management within the unique Middle Eastern context, as the follows:

1. **Digital Marketing Theories**:
   o **Digital Consumer Behavior**: This theory suggests that digital platforms have fundamentally changed consumer-brand interactions. It emphasizes the digital consumer journey, touchpoints, and micro-moments as key to grasping online brand engagement.

- o **Unified Digital Communication**: In today's connected world, this principle highlights the need for consistent brand messaging across channels, stressing the integration of various digital marketing tools for a cohesive customer journey. (Digital Consumer Behavior in an Omnichannel World, 2020)

2. **Theories of Crisis Communication**:
   - o **Situational Crisis Communication (SCCT)**: SCCT offers a framework for tailoring organizational communication based on the specific nature of a crisis and the organization's role in it. It categorizes communication approaches depending on whether the organization is perceived as a victim or holds varying degrees of responsibility.
   - o **Image Rehabilitation**: This theory delves into the techniques organizations can adopt to rebuild their image after a crisis, spanning from denial to taking corrective actions. (Situational Crisis Communication Theory and How It Helps a Business, 2023)

3. **Digital Tools in Crisis Management**:
   - o **Online Crisis Management**: This contemporary approach marries traditional crisis handling with digital tools, emphasizing the importance of real-time tracking, swift responses, and engaging stakeholders online during crises. (Madrid-Morales, 2017)
   - o **Online Reputation Maintenance**: In a world of instant feedback and viral content, it's vital for organizations to actively manage their digital reputation. This approach focuses on techniques for monitoring and enhancing an organization's online image. (Top Digital Agency, 2020)

4. **Regional and organizational contexts**:
   - o **Digital Trends in the Middle East**: Given the study's emphasis on Saudi Arabia, understanding the unique digital dynamics of the Middle East—covering platform choices, online habits, and cultural distinctions—is crucial.
   - o **Organizational Dynamics and Crisis**: This theory suggests that the internal culture of an organization, encompassing its values and practices, can shape its crisis response. For Saudi Savola, this means examining its internal culture for insights into its crisis management techniques. (Situational Crisis Communication Theory: Influences, Provenance, Evolution, and Prospects, 2020)

5. **Bridging Theories with Research**: Through these theoretical lenses, the research will investigate how Saudi Savola leveraged digital marketing during challenging times. This entails examining its online consumer outreach, the uniformity of its digital messaging, its crisis communication techniques, and its post-crisis image rebuilding efforts. The distinctive Middle Eastern digital environment and the internal culture of Saudi Savola will add depth to the research analysis. (Situational Crisis Communication Theory: What You Need to Know, 2020)

Regarding the other section in the theoretical framework, we will discuss it as follows:

1. **Classification of Crises Based on Positive and Negative Aspects**

Crises are unexpected, disruptive events that threaten to harm an organization, its stakeholders, or sometimes even entire industries or nations. They can be the result of internal mismanagement, external forces, or both. Based on the potential outcomes and nature of crises, they can be classified into those with positive aspects and those with negative aspects. Let's delve into this classification:

2. **Crises with Negative Aspects:**

These are the more commonly recognized forms of crises, where the outcomes are primarily damaging and the primary goal is damage control and mitigation.

a. Financial Crises: These crises are characterized by a sudden and significant loss of value by a financial institution, a collapse in the stock market, or a national economic downturn. The 2008 global financial crisis is a prime example.

b. Natural Disasters: Earthquakes, hurricanes, floods, and other natural events can lead to crises, especially when there's a lack of preparedness. Such events can lead to significant losses of life and property.

c. Technological crises: These result from technological breakdowns, such as software bugs, database breaches, or major equipment failures.

d. Organizational Misdeeds: These crises arise when leaders take actions that knowingly or unknowingly harm members of the public. Examples include corporate scandals, fraud, or unethical behavior.

e. Confrontation crises: These occur when groups fight against one another. Protests or strikes against an organization are examples of this type.

f. Rumors: False information or intentional disinformation can lead to crises, especially if they damage the reputation of an individual or organization.

3. Crises with Positive Aspects:

While it's hard to imagine a crisis being positive, certain crises can lead to positive outcomes in the long run, either by exposing flaws that need addressing or by leading to beneficial change.

a. Whistleblowing: This involves insiders exposing organizational malpractice. While it can harm the organization's reputation in the short run, it can lead to reforms, better governance, and long-term trust-building.

b. Catalyst for Change: Some crises expose systemic flaws in an organization or system. The crisis, though initially damaging, can force a company or system to reform, innovate, or improve. For instance, a company facing a product recall might improve its quality control processes, leading to better products in the future.

c. Strengthening Community Bonds: After certain crises, especially natural disasters, communities often come together in solidarity, leading to stronger bonds and increased social capital.

d. Opportunity for Reflection: Crises can force individuals or organizations to introspect, reevaluate their values, and change their future course in a more positive direction.

e. Innovation and Adaptation: Some crises, like technological disruptions, force industries to adapt, innovate, and evolve. While the initial phase can be chaotic, the long-term outcomes might be more efficient systems or groundbreaking innovations.

In conclusion, while the immediate effects of a crisis are often negative, the long-term consequences can sometimes be beneficial, especially if lessons are learned and proactive changes are implemented. It's essential to approach each crisis not just as a challenge to overcome but also as a potential opportunity for growth and positive transformation. (CRISIS TYPOLOGIES REVISITED: AN INTERDISCIPLINARY APPROACH, 2016)

4. Characteristics of a crisis include:

- Surprise or sudden onset.
- High levels of uncertainty and ambiguity.
- Threats to core values or foundational structures
- Intense scrutiny from various stakeholders.

5. Characteristics of a disaster include:

- Significant physical damage, economic losses, or loss of life.
- Overwhelming local response capacity, necessitating external support.
- Acute, immediate impacts are followed by long-term recovery processes.
- Predictable in some cases (like hurricanes), but unpredictable in timing or intensity in others (like earthquakes).Examples: the earthquake and tsunami in Japan in 2011, the Chernobyl nuclear accident in 1986. In essence, while both crises and disasters are disruptive and demand urgent attention, a crisis is more about threats to core values or structures, and a disaster is about significant tangible loss and damage. However, the two can overlap, with disasters potentially leading to crises and vice versa. (The Disaster Management Cycle: 5 Key Stages, 2020)

6. The main differences between a crisis and a disaster

A crisis differs fundamentally from a disaster. While disasters can trigger crises, the inverse is also true: crises can lead to disasters. At its core, an emergency is usually an unexpected, isolated incident, but its occurrence within systems allows for anticipation and preparation. In contrast, a crisis signifies a more profound disruption, challenging the very foundations of prevailing political and social systems. These disruptions can shake the trust and values on which these systems are built. The terminology of "disaster" and "catastrophe" can vary based on cultural perspectives; what one nation deems a disaster, another might view as a catastrophe. Catastrophes are unique in that they are events of low probability but high impact. When they do occur, they can cause unprecedented and immense damage, differentiating them from more typical events. Understanding these distinctions is crucial for effective management and response in turbulent times. (Comprehensive Preparedness Guide (CPG) 101: Developing and Maintaining Emergency Operations Plans, 2018)

7. Types of crises

Crises are multifaceted phenomena that manifest in various domains such as the economic, social, cultural, and political spheres, with each having its own unique attributes and challenges. These crises can be categorized based on their origins, impact, and the areas they affect. Here are some examples:

- **Goods, products, or services Crises**: These involve issues related to the quality, safety, or supply of a specific good or service. For instance, a recall of a popular toy due to safety concerns
- **Individual crises**: personal events or situations that can have larger repercussions, like a CEO's scandal affecting the company's stock prices.

- **Environmental or weather-related crises**: natural disasters such as hurricanes, earthquakes, or floods that can disrupt communities and economies
- **Accidental or behavioral crises**: These originate from unintentional mishaps or irrational actions, either within or outside of organizations, such as a factory explosion or a public relations misstep.
- **Internal organizational crises**: problems arising within an organization, like employee strikes or management disputes
- **Economic or systemic crises** are larger-scale disturbances that affect entire economies or systems, such as financial recessions or currency collapses.
- **Technology-Related Crises**: Issues arising from technological failures or cyber-attacks, like data breaches or system malfunctions
- **Health and Epidemic Crises**: Outbreaks of diseases or health scares that can have widespread implications, such as the spread of a contagious disease. (Types of Crisis Your Company Could Face (and Protect Against), 2022)

8.Reasons for the Emergence of the Crisis

Several reasons can lead to the onset of a crisis. Some of these reasons are intrinsic to the nature of an organization, including organizational, administrative, economic, and cultural factors. Additionally, neglecting evidence that points to impending crises can also contribute. The main reasons for the emergence of a crisis are as follows:

A. **Misunderstanding and misperception**: A significant cause of crises is misunderstanding, which can stem from a lack of information or making hasty decisions before understanding the full context.
B. **Conflict of Interests and Goals**: A crisis can arise when different parties have conflicting goals, with each party exerting pressure to further its own interests.
C. **Miscalculation and Evaluation**: This can stem from overestimating one's abilities or underestimating the capabilities of others.
D. **Despair and Frustration**: Despair, a psychological crisis in itself, can endanger decision-makers, leading to stagnation and a lack of motivation.
E. **Rumors**: Many crises can result from unaddressed rumors.
F. **Show of Power**: Dominant organizations might use their power to suppress smaller entities, also termed an "exercise of power".
G. **Human Errors**: These encompass inefficiencies of workers, laxity of supervisors, negligence of higher-ups, and a lack of monitoring, follow-up, and training.
H. **Distorting Information**: This refers to interpreting information based on personal biases, also known as psychologic. (Crisis Typologies Revisited: An Interdisciplinary Approach, 2016)

9. Stages of Crisis Management

This phase serves as a litmus test for pre-established plans, prior preparations, and training conducted before the crisis. It's essential to recognize that not all crises are identical; each one demands a distinct strategy for its management.

Several critical considerations for this stage include:

A. **Implementing Crisis Plans**: The Crisis Management Unit should enact the plans that were previously formulated and leverage the scenarios developed and tested during the pre-crisis phase.

B. **Establishing Command Centers**: It's advisable to set up smaller operational teams near the event site to gain firsthand knowledge and report back to the primary crisis management team.
C. **Media Engagement**: Due to the media's pivotal role in shaping public perception during a crisis, it's imperative for the crisis management team to provide them with accurate and timely information. Appointing a competent "spokesperson" to communicate about the crisis is recommended.
D. **Time Management**: Time is of the essence in crisis situations. Therefore, the crisis management team should be judicious in its actions and choose the most opportune moments to intervene.
E. **Coordinating Interventions**: Crises often invite multiple interventions from various officials and departments. To ensure effective crisis handling, roles, responsibilities, and authorities should be clearly delineated across all crisis management committees.
F. **Maintaining Confidentiality**: Keeping operations, information, and communications confidential is paramount. Overlooking this aspect can jeopardize the entire crisis response strategy.
G. **Balancing Security and Public Interests**: In security-related crises, it's vital to consider the welfare of the citizens, gauge public sentiment, and strive to align security measures with the broader interests of the populace. (A Narrative Multiple Case Study Investigating Crisis Experiences of K–12 Executive Leaders of Cur, 2022)

10. E-Marketing Benefits for Companies

Engaging consistently in e-marketing strengthens a company's competitive edge by allowing cost-effective global reach, swift access to target markets, and fostering credibility through ethical standards. It also promotes timely responses to inquiries, fostering customer loyalty, and offering competitive product pricing. The increasing reliance on the internet amplifies marketing opportunities, positively influencing business quality and positioning. Furthermore, e-marketing can reduce business crises and enhance profitability. (Principles of Marketing, 17th Global Edition, 2017)

10. Saudi Arabia's Savola: A Journey Through Its Digital Evolution."

- Saudi Savola's foray into e-marketing has been both strategic and timely. Recognizing the increasing digitization of its consumer base, especially the younger demographic, Savola has actively integrated digital channels into its marketing mix. Beyond mere promotion, the company has utilized these channels for real-time feedback, crisis alerts, and proactive engagement, ensuring that its finger is always on the pulse of consumer sentiment.
- It is worth mentioning that The Savola Group is a leading strategic holding company in the food and retail sectors in the Middle East, North Africa, and Turkey. The Savola Group owns a profitable investment portfolio that includes direct-to-consumer products and the most important leading supermarket chain in the Kingdom of Saudi Arabia. The company stands by the slogan "Values at its core."
- Investors have chosen The Savola Group since 1978 for its strong performance and specialized market knowledge. These same reasons continue to attract investors to the company today. The Savola Group's retail sector investments encompass a large number of markets and shopping centers, serving 106 million customers. Additionally, they possess the second-largest delivery vehicle fleet in the Kingdom of Saudi Arabia.

- In terms of their food sector investments, products from the Savola Food Company are available in 50 countries, and the group is proud that most of these products are market leaders in their respective categories. Their approach relies on the success of their staple products, such as cooking oils, sugar, ghee, and pasta, and they are keen on expanding into value-added product categories. For instance, in 2015, The Savola Group introduced a children's pasta under the brand "Italiano".

- Beyond the investments they directly manage, the Savola Group also aims to profit from a strategic investment portfolio not under the group's direct management. Their share acquisitions in companies like Almarai, Herfy, and Kanar contribute to asset diversification, risk mitigation, and enhanced returns for their investors and shareholders. (2023, August 30). https://www.savola.com/investors/investor-relations/savola-at-a-glance2.20

- Savola is a leading strategic investment holding group recognized for its significant presence in the food and retail sectors across the Middle East, North Africa, and Turkey. The group boasts a lucrative investment portfolio that extends directly from the company to the consumer (www.savola.com).

- Founded in 1979, Savola began as a vegetable oil importer and refiner in Saudi Arabia with a capital of 40 million Saudi riyals and 200 employees. Today, it boasts a capital of 5 billion Saudi riyals, sales over 23 billion, and employs around 30,000 globally. In 1994, Savola ventured into the sugar market, opening a refinery in Jeddah that now meets 75% of the kingdom's demand. With nearly four decades in business, the company has consistently offered shareholders annual dividends of 50-60% of net profits.

- In terms of strategic direction, Savola is pivoting towards an operational model that provides greater autonomy. This transition will enable the company to focus on developing marketing strategies that enhance brand loyalty in specific countries.

11. The Results

The results of our field study are significantly influenced by the credibility of the questionnaire. Designed to measure its intended objective accurately, the instrument's validity was thoroughly examined. This was achieved by assessing its face validity and ensuring its apparent consistency.

12.1 Field Study Demographics

The chosen study sample comprised 300 individuals, selected from departments associated with marketing. The sampling method was purposive (non-random) and included 182 male participants (60.67%) and 118 female participants (39.33%). The subsequent sections will detail the responses to the research questions.

12.2 Statistical Processors

Data were analyzed using the Statistical Package for Social Sciences (SPSS). Descriptive statistics, including frequency distribution tables and percentages, were employed. The chi-squared test was used to test the study hypotheses.

15.2.1 The First Hypothesis:

A statistically significant relationship exists between e-marketing and crisis management.

The first Axis :- The role of electronic marketing from the point of view of consumer .

Table No. (1) The role of electronic marketing from the point of view of consumer.

Analysis of Table No. 1

From the data presented in Table No. 1, there is a clear consensus among respondents regarding the positive attributes of e-marketing. A significant 69.3% strongly feel that e-marketing websites are now a primary platform for purchasing products. This sentiment is further underlined by a staggering 83.3% who see the practicality of procuring consumer goods electronically. The perceived value in e-marketing is also evident, with 76.7% of respondents believing online prices to be fair, and 73.3% acknowledging the promotional incentives like gifts and discounts provided by companies to bolster e-marketing adoption. During challenging times, 80% firmly believe that e-marketing can stave off economic downturns and curtail business losses, a view further reinforced by the 60% who consider e-marketing the go-to method during crises that disrupt traditional shopping. The advocacy for e-marketing is palpable, with 72.7% endorsing its promotion to family members like parents and relatives. Moreover, 71% are keen on making e-marketing their primary purchasing avenue. However, it's essential to recognize the 60% who note that companies often encounter customer feedback, be it complaints or suggestions, especially pertaining to financial concerns or delivery inconsistencies. This holistic view showcases the respondents' overall positive inclination towards e-marketing, balanced with an awareness of its potential challenges.

The second Axis : The role of electronic marketing from the companies' point of view.
Table No. (2) The role of electronic marketing from the companies' point of view.

The Question	degree of verification	duplicates watching	percentage %	The probability value of the error
1 .The company usually uses electronic marketing to display its products	Totally agree	42	14.0	0.00
	Agree	135	45.0	0.00
	Neutral	15	5.0	0.00
	Do not agree	56	1.7	0.00
	Strongly	52	17.3	0.00
2 . E-marketing is a safe and secure way for the company	Totally agree	37	12.3	0.00
	Agree	146	48.7	0.00
	Neutral	25	8.3	0.00
	Do not agree	42	14.0	0.00
	Strongly	50.0	16.7	0.00
3. The percentage of online shopping increased during the Corona pandemic crisis	Totally agree	163	54.3	0.00
	Agree	30	10.0	0.00
	Neutral	55	18.3	0.00
	Do not agree	22	7.3	0.00
	Strongly	30	10.0	0.00
4. It is possible to market consumer products electronically	Totally agree	250	83.3	0.00
	Agree	20	6.7	0.00
	Neutral	25	8.3	0.00
	Do not agree	5	1.7	0.00

	Strongly	0	0	0.00
5. E-marketing contributes to providing various products during crises	Totally agree	25	8.3	0.00
	Agree	245	81.7	0.00
	Neutral	15	5.0	0.00
	Do not agree	15	5.0	0.00
	Strongly	0	0	0.00
6. The prices offered in the online shopping stores are considered suitable for the company	Totally agree	230	76.7	0.00
	Agree	30	10.0	0.00
	Neutral	15	5.0	0.00
	Do not agree	15	5.0	0.00
	Strongly	10	3.3	0.00
7. The company encourages customers to use e-marketing by offering gifts and price discounts	Totally agree	35	11.7	0.00
	Agree	235	78.3	0.00
	Neutral	5	1.7	0.00
	Do not agree	5	1.7	0.00
	Strongly	20	6.7	0.00
8 . E-marketing can help solve the economic problem, and not lose companies in times of crisis	Totally agree	240	80.0	0.00
	Agree	25	8.3	0.00
	Neutral	25	8.3	0.00
	Do not agree	5	1.7	0.00
	Strongly	5	1.7	0.00
9 . There are difficulties Administrative and technical e-marketing	Totally	180	60.0	0.00
	Agree	45	15.0	0.00
	Neutral	10	3.3	0.00
	Not agree	35	11.7	0.00
	Strongly	30	10.0	0.00
10. E-marketing Workers can be constantly trained to keep pace with technological developments, and modern computers are used	Totally agree	218	72.7	0.00
	Agree	42	14.0	0.00
	Neutral	20	6.7	0.00
	Disagree	10	3.3	0.00
	Strongly	10	3.3	0.00
0 11 .The company pays attention to customer complaints and suggestions, in order to improve its e-marketing	Totally agree	213	71,0	0.00
	Agree	47	15.7	0.00
	Neutral	25	8.3	0.00
	Do not agree	5	1.7	0.00
	Strongly	10	3.3	0.00
12. The impact of the Internet in improving the effectiveness of marketing products	Totally agree	109	36.3	0.00
	Agree	22	7.3	0.00
	Neutral	25	8.3	0.00
	Do	109	36.3	0.00
	Strongly	35	11.7	0.00

	Totally agree	146	48.8	0.00
13. The company is interested in customer complaints and suggestions, in order to improve its e-marketing?	Agree	37	12.3	0.00
	Neutral	25	8.3	0.00
	Do not agree	42	14	0.00
	Strongly	50	16.6	0.00

Analysis of Table No.2

From the insights gleaned from Table No. 2, there is a discernible recognition among respondents of the manifold benefits of continuous training. A considerable 44% recognize that training is instrumental in honing individual skills and capabilities. This emphasis on personal development and its wider implications is further underscored by 66% of respondents, who opine that sustained training not only refines individual behavior but also inculcates a profound sense of societal responsibility. The economic advantages of such training are evident to 49.9% of respondents, who believe it can pave the way for supplementary income streams. Furthermore, 58.7% of respondents view continuous training as a gateway to broader job prospects, highlighting its crucial role in career advancement. The overarching impact of training becomes evident, with a significant 70.7% of respondents agreeing that it has the potential to uplift a family's economic standing. These responses collectively underscore the pivotal role of continuous training in both personal development and its broader societal and economic ramifications.

Based on the above data, the hypothesis suggesting a relationship between electronic marketing and crisis management is accepted at a functional level of 0.02, which is less than 0.05, with 16 degrees of freedom. The alternative hypothesis is rejected.

The Question	Degree of verification	Duplicates watching	Percentage %	The probability value of the error
1 . E-marketing sites are usually used to purchase products	Totally agree	208	69.3	0.00
	Agree	55	18.3	0.00
	Neutral	22	7.3	0.00
	Do not agree	5	1.7	0.00
	Strongly Disagree	10	3.3	0.00
2. E-marketing contributes to providing various products during crises?	Totally agree	64	21.3	0.00
	Agree	5	1.7	0.00
	Neutral	221	73.7	0.00
	Do not agree	10	3.3	0.00
	Strongly Disagree	0	0	0.00
3. The proportion of electronic shopping increased during the Corona pandemic crisis?	Totally agree	210	70.0	0.00
	Agree	55	18.3	0.00
	Neutral	35	11.7	0.00

	Do not agree	0	0	0.00
	Strongly Disagree	0	0	0.00
4. is it possible to market consumer products electronically	Totally agree	250	83.3	0.00
	Agree	20	6.7	0.00
	Neutral	25	8.3	0.00
	Do not agree	5	1.7	0.00
	Strongly Disagree	0	0	0.00
5. Purchasing through electronic marketing is a safe and secure way for the consumer	Totally agree	25	8.3	0.00
	Agree	245	81.7	0.00
	Neutral	15	5.0	0.00
	Do not agree	15	5.0	0.00
	Strongly Disagree	0	0	0.00
6. The prices offered in the online shopping stores are suitable for the company?	Totally agree	230	76.7	0.00
	Agree	30	10.0	0.00
	Neutral	15	5.0	0.00
	Do not agree	15	5.0	0.00
	Strongly Disagree	10	3.3	0.00
7. The company encourages customers to use e-marketing by offering gifts and discounts on prices?	Totally agree	35	11.7	0.00
	Agree	235	78.3	0.00
	Neutral	5	1.7	0.00
	Do not agree	5	1.7	0.00
	Strongly Disagree	20	6.7	0.00
8. Can e-marketing help in solving the economic problem, and not losing companies in times of crisis?	Totally agree	240	80.0	0.00
	Agree	25	8.3	0.00
	Neutral	25	8.3	0.00
	Do not agree	5	1.7	0.00

	Strongly Disagree	5	1.7	0.00

9-E-marketing can be the best option in times of crises, which prevent shopping in the normal way				
	Totally agree	180	60.0	0.00
	Agree	45	15.0	0.00
	Neutral	10	3.3	0.00
	Not agree	35	11.7	0.00
	Strongly Disagree	30	10.0	0.00
10. Parents and relatives can be encouraged to take advantage of e-marketing	Totally agree	218	72.7	0.00
	Agree	42	14.0	0.00
	Neutral	20	6.7	0.00
	Disagree	10	3.3	0.00
	Strongly Disagree	10	3.3	0.00
11. Should companies benefit from e-marketing, and make it one of their marketing methods and strategies?	Totally agree	213	71,0	0.00
	Agree	47	15.7	0.00
	Neutral	25	8.3	0.00
	Do not agree	5	1.7	0.00
	Strongly Disagree	10	3.3	0.00
12. E-marketing increases the ability to spread among consumers in multiple parts of the world	Totally agree	109	36.3	0.00
	Agree	22	7.3	0.00
	Neutral	25	8.3	0.00
	Do not agree	109	36.0	0.00
	Strongly Disagree	35	11.7	0.00
13. The company is interested in customer complaints and suggestions, in order to improve its e-marketing?	Totally agree	20	7	0.00
	Agree	180	60	0.00
	Neutral	20	7	0.00
	Do not agree	70	23	0.00

				0.00
	Strongly Disagree	10	3	

12.2.2 :The second hypothesis:

From the data presented in Table No. 2, it is evident that companies perceive electronic marketing as a significant tool in their promotional arsenal. Notably, 45% of respondents confirm that their company utilizes e-marketing proactively to highlight its product offerings. This proactive stance is underscored by 48.7% of respondents who are confident in the safety and security of e-marketing for their operations. The pertinence of e-shopping during extraordinary times, such as the COVID-19 pandemic, was unambiguously echoed by 54.3%, who observed a notable spike in its uptake during that period. Moreover, 47% emphasized the efficacy of e-marketing in promoting consumer goods.

However, the data also suggests some ambivalence. A significant 73.3% remained neutral about the utility of e-marketing in offering a variety of products during crises, and 48% displayed similar neutrality when asked about incentives like gifts and price discounts provided by the company. Notwithstanding this, a resounding 80% were emphatic in their belief that e-marketing could be a linchpin in navigating economic turbulence and sidestepping potential business downturns.

The challenges of e-marketing were also acknowledged, with 46.1% pointing out administrative and technical hurdles. Yet there's a clear recognition of the evolving digital landscape, with 36.3% pressing for ongoing training for employees to keep abreast of technological innovations. Furthermore, emphasizing the customer-centric approach, 48.7% affirmed the company's high regard for client feedback to fine-tune their e-marketing trajectories.

The data paints a comprehensive picture of consumer attitudes towards e-marketing, particularly in relation to crisis management.

The affirmation by 69.3% of respondents that e-marketing websites are their go-to for purchases highlights the substantial adoption of digital avenues by today's consumers. This statistic underlines the centrality of online platforms in contemporary retail dynamics. A remarkable 83.3% vouch for the viability of online transactions, indicating not just a nod of approval but deep-rooted trust in e-commerce. The 81.7% of consumers who see these platforms as a fortress of security during their shopping journey share this sentiment of trust. Price, an undeniably critical determinant in purchasing, has found favor in the digital realm, with 76.7% considering e-retail pricing to be just right. Additionally, the 73.3% recognizing online promotional strategies—like gifts and discounts—attest to the compelling allure these tactics have in driving e-sales. In the context of crisis management, it's noteworthy that 80% regard e-marketing as a shield against economic downturns, emphasizing its efficacy and fortitude during testing periods. A significant 60% lean towards e-marketing when crises thwart traditional shopping, spotlighting its reliability in unpredictable times. That 72.7% advocate for e-marketing in their inner circles and 71% prioritize it as their shopping avenue of choice illuminates the elevated regard consumers have for e-marketing. Furthermore, the 60% emphasis on proactive feedback-seeking by companies underlines the agile and proactive ethos of e-marketing, allowing for real-time adaptation based on consumer input. Conclusively, the insights reiterate e-marketing's instrumental role in shaping consumer behavior, epitomizing its steadfastness and adaptability amid an ever-transforming marketplace.

12.3: Detailed Analysis of Survey Findings on Company Perspectives on Electronic Marketing:

From the data gathered, several insights emerged concerning electronic marketing from the perspective of the respondents.

Concerning company representation and e-marketing, approximately 45% felt that businesses predominantly use electronic marketing for showcasing and promoting their products. This underscores the significant reliance of companies on digital avenues for product display. In terms of security, around 48.7% believed in the reliability and security of electronic marketing for businesses, indicating a decent level of trust in online safety measures. As for the pandemic's impact, 54.3% observed an evident rise in online shopping during the COVID-19 outbreak, hinting at the pandemic's role in accelerating digital adoption among consumers.

When addressing e-marketing's effectiveness, about 47% vouched for the power of electronic platforms in efficiently promoting consumer products. However, an intriguing 73.3% maintained a neutral position regarding e-marketing's capability to ensure product diversity during crises, suggesting ambivalence in this domain. In the context of pricing, only 35% felt that e-commerce platforms present prices favorably for businesses, prompting questions about online product pricing strategies.

Discussing incentives, nearly 48% were uncertain about companies using rewards, discounts, or gifts to bolster e-marketing, pointing to diverse promotional strategies or inconsistent promotional exposure. Highlighting e-marketing's role in crisis management, a significant 80% strongly advocated for its potential in addressing economic challenges, reflecting the strategic importance of digital marketing during tumultuous periods.

On the challenge front, 46.1% acknowledged the existence of administrative and technical obstacles in the realm of e-marketing. This signals an understanding of the intricacies and potential pitfalls of digital strategies. Furthermore, 36.3% heavily endorsed continuous employee training, spotlighting the imperative of constant skill enhancement in the fast-paced digital world. Lastly, 48.7% emphasized that businesses actively incorporate customer feedback, indicating the premium placed on customer insights for refining digital marketing approaches.

This breakdown provides a granular view of the prevailing sentiments and perceptions around electronic marketing, highlighting its strengths, potential areas for improvement, and its role in today's commercial ecosystem.

13. Discussion

The foundation of any empirical research lies in the reliability and validity of the instruments used for data collection. In the present study, an emphasis on the credibility of the questionnaire can be seen. The validity of the instrument was ascertained by not just assessing its face validity but also its apparent consistency. Such meticulous design is indispensable, especially when results have far-reaching implications in a field as dynamic as marketing.

Field Study Demographics:
A careful selection of participants was done for the study, with a total of 300 individuals hailing from various marketing-associated departments. The sample was non-random, with a clear predominance of male participants. The diversity in demographics is essential to capturing the holistic perspective and different nuances of opinions. (The Influence of Digital Marketing on Consumer Behavior, 2022)

Statistical Processors:
The use of the Statistical Package for Social Sciences (SPSS) for data analysis highlights the rigorous analytical approach. Through various statistical tools, including frequency distribution tables, percentages, and notably the chi-squared test, the data's nuances were uncovered.

The First Hypothesis:
The data vividly underscores a prevalent positive sentiment towards e-marketing. A dominant portion of respondents recognize e-marketing platforms as their primary shopping hub, illustrating the deep-rooted trust and reliance on these platforms. Moreover, the emphasis on e-marketing's role during crises and its proactive responsiveness in addressing customer concerns further solidifies its standing in contemporary commerce. It's clear that while there's overwhelming appreciation for e-marketing, consumers are also acutely aware of its challenges. Additionally, the insights about the significant benefits of continuous training underline its importance not just at a professional level but also for broader societal implications. (The Influence of Digital Marketing on Consumer Behavior, 2022) (Why You Should Care About Digital Consumer Behaviour, 2018) (Afolayan, 2019)

The Second Hypothesis:
The data unfurls an intricate tapestry of perceptions around e-marketing through the lens of companies. While companies actively harness e-marketing for product promotion, there's a shared concern around product diversity during crises. Moreover, the neutral stance on promotional incentives indicates that while some might find them beneficial, others might be oblivious or indifferent. Nonetheless, the overarching sentiment affirms e-marketing's pivotal role, especially during economic downturns. This balance of perceived advantages, juxtaposed with the challenges and the need for continuous adaptation, provides an in-depth understanding of the corporate perspective on e-marketing.

Detailed Analysis of Survey Findings on Company Perspectives on Electronic Marketing:
The extensive breakdown paints a vivid picture of the multifaceted perspectives on electronic marketing. Companies are increasingly relying on e-marketing avenues, accentuating their relevance in the contemporary marketplace. From the safety and reliability of online platforms to their effectiveness during crises, companies are cognizant of e-marketing's strengths and its areas needing enhancement. The emphasis on continuous training and the need to adapt to an ever-evolving landscape underscore the dynamic nature of the field and the requisite agility.

1. In summation, this study delves deep into the intricacies of e-marketing, shedding light on its immense potential, its tangible benefits, and the areas that require further exploration and enhancement. With the digital age in full swing, such insights are invaluable for businesses and consumers alike, charting a roadmap for the future of commerce. (Afolayan, 2019) (Why You Should Care About Digital Consumer Behaviour, 2018)

12. **Study Conclusions:**
- **Instrument Validity:** The study reaffirms the necessity of ensuring instrument credibility and robustness. A meticulous approach to validating the questionnaire ensured that the study's findings were grounded in sound data collection methods and reflected the true sentiments and perspectives of the participants.
- **E-marketing Adoption:** The modern consumer's reliance on e-marketing platforms is evident. A significant portion of respondents showcase a deep-rooted trust in electronic shopping platforms, indicating a seismic shift in consumer behavior towards online purchasing.
- **Crisis Management and E-Marketing:** The results suggest that e-marketing emerges as a crucial mechanism during crises, with a sizeable percentage regarding it as a dependable tool in the face of economic downturns. This emphasizes its

potential role not just as a shopping platform but also as a strategic tool for businesses during challenging times.

- **Continuous Training:** The importance of ongoing training cannot be overstated. Respondents overwhelmingly recognize its role in personal and professional growth, further underscoring its relevance in the rapidly evolving digital landscape.
- **Corporate Perspective on E-Marketing:** Companies recognize the power and potential of e-marketing. From product promotion to navigating crises, e-marketing platforms are seen as pivotal. However, the data also reveals some areas of ambivalence, especially concerning product diversity and promotional incentives. This suggests that while the platform's benefits are well acknowledged, there is room for refining strategies and enhancing offerings.
- **Challenges and Feedback Mechanisms:** E-marketing, while powerful, isn't without its challenges. Administrative and technical concerns, as voiced by a segment of respondents, indicate the need for businesses to be proactive, adaptive, and receptive. The emphasis on customer feedback reinforces the dynamic nature of the e-marketing sphere, where real-time responsiveness can make a tangible difference.

13. **Recommendations:**
    1. **E-marketing Education:** Given the widespread adoption and trust in e-marketing platforms, there's a need to educate consumers further about secure online practices, ensuring they're well-informed about potential risks and how to mitigate them.
    2. **Strategic E-marketing in Crisis Management:** Businesses should consider integrating e-marketing more deeply into their crisis management plans. Tailored strategies could be developed to leverage online platforms effectively during various crisis scenarios.
    3. **Emphasis on Continuous Training:** Organizations should invest more heavily in continuous training programs, especially in the e-marketing realm. This not only equips employees with updated skills but also ensures businesses remain competitive in a rapidly changing digital environment.
    4. **Diversified E-marketing Strategies:** Companies should aim to diversify their e-marketing strategies, focusing on areas where ambivalence was noted, such as product diversity and promotional incentives. This would cater to a broader audience and enhance user engagement.
    5. **Addressing E-Marketing Challenges:** It's essential for businesses to actively seek solutions to the administrative and technical challenges highlighted. This might involve investing in newer technologies, collaborating with tech experts, or simplifying processes to make e-marketing more user-friendly.
    6. **Enhance Feedback Mechanisms:** Companies should develop more streamlined and intuitive feedback mechanisms, encouraging users to share their experiences. This real-time data can be invaluable in making agile adjustments to e-marketing strategies.
    7. **Focus on Trust Building:** With security being a significant concern, businesses should prioritize building trust. This could involve transparent communication about data usage, robust cyber security measures, and clear redressed mechanisms for any concerns.
    8. **Collaborations and Partnerships:** Companies can consider forming strategic partnerships with tech firms, cyber security experts, and even other businesses. Such collaborations can lead to shared knowledge, resources, and innovative solutions in the e-marketing realm.

14. **The Limitations:**

1. **Sampling Methodology:** The use of a purposive (non-random) sampling method may introduce selection bias, making it less generalizable to the broader population. A more randomized approach could have provided different insights.
2. **Demographic Concentration:** The study mainly focused on individuals associated with marketing. The inclusion of participants from varied backgrounds might have offered a more comprehensive perspective on e-marketing and its perceived value.
3. **Questionnaire Validity:** While the instrument's validity was thoroughly examined for face validity, other forms of validity (e.g., content, construct) were not explicitly addressed, potentially missing some nuanced insights.
4. **Over-reliance on Descriptive Statistics:** While descriptive statistics provide a general overview, the study could benefit from more advanced statistical methods to unearth deeper insights or predictive patterns.
5. **Subjectivity of Responses:** Personal biases and subjective experiences can heavily influence participants' responses, which might not always reflect the objective reality or broader trends.

16. Study Implications:

1. **E-Marketing Relevance:** The rising prominence of e-marketing necessitates its integration into contemporary business strategies.
2. **Security Prioritization:** Trust in e-marketing security protocols highlights the need for businesses to bolster cyber security.
3. **Continuous Training:** The ever-evolving digital landscape demands consistent staff training for organizations to remain competitive.
4. **Crisis Readiness:** E-marketing's pivotal role during crises emphasizes the importance of adaptable strategies to handle unexpected challenges.
5. **Valuing Feedback:** The emphasis on customer feedback underscores its critical role in refining digital strategies and enhancing user satisfaction.

17. Study Future Directions:

1. **Targeted Analysis:** Explore e-marketing nuances across specific sectors or demographics.
2. **Tech Progression:** Investigate the impact of emerging technologies on e-marketing.
3. **Global Expansion:** Examine e-marketing trends across different regions.
4. **Feedback Evolution:** Assess advancements in feedback mechanisms and their efficacy.
5. **Economic Impacts:** Delve into e-marketing's broader economic consequences.
6. **Crisis Response:** Understand the evolution of e-marketing strategies during global challenges.

Acknowledgement

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