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MODEL OF ELECTRONIC MEDIA MARKETING FOR BRAND BUILDING

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VILNIAUS GEDIMINO TECHNIKOS UNIVERSITETAS

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ELEKTRONINIŲ MEDIJŲ MARKETINGO MODELIS PREKĖS ŽENKLO KŪRIMUI

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Abstract

In the last decade, using Electronic Media Marketing (EMM) had a big impact on Brand Building companies. It addresses the need to use tools more efficiently. This study focuses on creating a model of Electronic Media Marketing for Brand Building for developing countries, since there are few published studies about this subject in the Middle East. Such lack of knowledge on EMM in developing countries calls for highlighting scientific studies, tools, models and scientific knowledge in order to extend a model emphasizing EMM for Brand Building (BB). After wide investigation of previous research, it becomes critical to form a model that could be proposed to effectively adopt EMM in developing countries.

Therefore, this research is interested in building an extended model for EMM suitable for developing countries. The outcome of this study indicates that using EMM in the Middle East will address some market challenges and gaps. However, the extended model would have positive implications for brands in developing countries in terms of providing insights about the needs and requirements of implementing EMM. After emphasizing weaknesses, it was essential to test the model in the agriculture sector in Lebanon, where the significance of EMM for Brand Building were confirmed, but at a same time has not improved consumer satisfaction.

The model is suitable for developing countries and the outcome shows that social media marketing is considered the most effective tool for building the brands of companies in developing countries. In conclusion, although this research considers the peculiarities of the agriculture companies in Lebanon, many other Brand Building companies can test the model in order to reach effectiveness of EMM for Brand Building.

Reziumė

Per pastarąjį dešimtmetį elektroninių medijų marketingas turėjo didelę įtaką kuriant prekės ženklą įmonėse. Tai siejama su įmonių poreikiu efektyviau naudoti turimus išteklius. Šis tyrimas skirtas sukurti elektroninių medijų marketingo (toliau – EMM) modelį prekės ženklui kurti, skirtą besivystančioms šalims, nes pasitebėta, jog yra tik keli publikuoti tyrimai, skirti šiai temai Artimuosiuose Rytuose. Kadangi stokojama elektroninių medijų marketingo besivystančiose šalyse mokslinių žinių, svarbu susisteminti tyrimus, priemones, modelius ir mokslines žinias siekiant plėtoti EMM modelį, skirtą prekės ženklui kurti.

Atlikus išsamią naujausių tyrimų rezultatų analizę nustatyta, kad reikalingas modelis, skirtas efektyviam EMM naudojimui besivystančiose šalyse. Tyrimo rezultatai sudarys išplėstinio EMM modelio, orientuoto į besivystančių šalių rinkos specifiką, kūrimo prielaidas.

Tyrimų rezultatų analizė leido nustatyti EMM naudojimo Artimuosiuose Rytuose iššūkius ir žinių spragas. Išplėstinis modelis skirtas naudoti prekės ženklui valdyti besivystančiose šalyse, aprūpinant organizaciją informacija kuri reikalinga diegti EMM. Nustatius silpnybes, atliktas modelio validavimas Libano žemės ūkio sektoriuje ir nustatyta, kad EMM yra reikšminga kuriant prekės ženklą, tačiau vis dėl to nedidina vartotojų pasitenkinimo. Modelis yra pritaikytas besivystančioms šalims, o socialinių medijų rinkodara yra efektyviausia besivystančių šalių organizacijų prekės ženklo kūrimo priemonė.

Atliktas tyrimas pagrįstas Libano žemės ūkio sektoriaus specifika, tačiau kitos organizacijos gali atlikti papildomus testavimo tyrimus, siekiant padidinti EMM efektyvumą kuriant prekės ženklą.

Notations

Abbreviations

B2B – Business to Business
BB – Brand Building
CEO – Chief Executive Officer
CS – Customer Satisfaction
EM – Electronic Media
EMM – Electronic Media Marketing
ICT – Information and Communication Technology
IM – Internet Marketing
IMC – Integrated Marketing Communication
KPI – Key Performance Indicators
PPC – Pay-Per-Click Advertising
PSMs – Public Service Media
SE – Small Enterprise
SEM –Search Engine Marketing
SEO – Search Engine Optimization
SM – Social Media
SMEs – Small and Medium Enterprise
SMM – Social Media Marketing

SMNs – Electronic Media Networks Sites

SNS – Electronic Network Sites

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¹ The annexes are supplied in the enclosed compact disc.

Introduction

Problem Formulation

The relationship between brand and customer has changed intensely because of the impact of ICT development last decade (Rajib, 2015). For example, some companies in developing countries are currently facing a massive challenges because many modern generation buyers are resorting to online shopping (Tiago & Veríssimo, 2014; Ashraf, Razzaque, & Thongpapanl, 2016). The increased usage of electronic media compels companies to employ media in creating and maintaining their Brand Building (BB) efforts as well as the value of their corporate image (Gómez, Fernández, Molina, & Aranda, 2018). Moreover, this study looks at the problem of Electronic Media Marketing (EMM) solutions in terms of the factors that affect Brand Building in the Middle East from a consumer behavior perspective. Aiming to find universal, specific and particular factors of effectiveness in Electronic Media Marketing, scientists continue to work in this area and discuss the subject of effectiveness of EMM on Brand Building (Poorkavoos, Duan, Edwards, & Ramanathan, 2016; Paulssen, Leischnig, Ivens, & Birk, 2016). Effectiveness of EMM is categorized by particular level of cognitive, affective, and behavioral activities through brand interactions (Farhadloo, Patterson, & Rolland, 2016), and there is a need to find and develop a model that consistently has positive effects on BB. According to Dion and Mazzalovo (2016), the current

changes in marketing strategies show companies need to acknowledge that today's communication mode has transformed considerably. Hence, traditional tools need to accommodate and adjust to these alterations and transformations (Tucker, Hendy, & Barlow, 2016). An innovative approach towards effectiveness in EMM would therefore connect customers to the brand, in terms of location, means of communication, time and many others factors (Lim, Kim, & Cheong, 2016). Since there are particular specifications to Electronic Media Marketing in the Middle East, the research focuses on analyzing the new paradigm shifts in Brand Building, and seeks managerial solutions that connect customers to the market place and increase brand visibility, acceptance and loyalty.

Relevance of the Thesis

It is important to find and analyze the factors that determine the effect of Electronic Media Marketing for Brand Building. There are relatively few published studies about this subject in the Middle East, which demonstrates a clear lack of experiences, studies and statistics on this subject matter. The importance of this study is that it helps identify and develop factors for BB in developing countries using Electronic Media Marketing. Hence, helping to create a strong brand identity, and subsequently a brand image. Through investigation, this study will generate a model that developing countries can use as a guideline in order to build strong branding.

Research Object

The object of this study is Electronic Media Marketing for Brand Building.

Aim of the Thesis

The aim of the thesis is to extend Brand Building theoretical approaches by forming a model of Electronic Media Marketing for Brand Building in developing countries.

Tasks of the Thesis

The following tasks are formulated to achieve the aim of the thesis:

To study theoretical approaches to Electronic Media Marketing for Brand Building, and identify key factors in order to extend the theoretical model for Brand Building in developing countries.

To prepare the research methodology for approbation of a theoretical model of Electronic Media Marketing in Brand Building.

To develop an extended model of Electronic Media Marketing for Brand Building in developing countries after approbation and analysis of research results.

Research Methodology

The research methods which included descriptive and synthesis analysis were employed in this thesis and were based on analysis of social science research methods and the aspects of their applicability.

The research on Electronic Media Marketing for Brand Building based on gaps and challenges in this field. It included an in-depth interview of 43 respondents and a survey method of 385 respondents.

Accordingly, some regression analysis were used in order to extend the model of EMM for Brand Building in the developing countries that were proposed in this study.

Consequently, after the theoretical model extension research was done, and extended model was formed based on such hypothesis.

Scientific Novelty of the Thesis

The review of the antecedent's researches has shown scarcity in knowledge of the use of Electronic Media Marketing and its effects on Brand Building. Thus, Electronic Media Marketing helps the brand to build a strong online presence by innovative Electronic Media Marketing techniques and tools (Acharjya & Das, 2017). This theory was break point for extended EMM model formation, which allows identifying most relevant Electronic Media Marketing means for Brand Building emphasizing some new proposition in context of developing countries. In past knowledge, a detailed analysis reveals that certain EMM tools have different roles for Brand Building. The main paradigm of innovation is that novel and original ideas combine past knowledge in a new way. This thesis presents Electronic Media Marketing tools for Brand Building, and studies its association with managerial approaches while filtering out several factors. The extended model presents Electronic Media Marketing implementation for Brand Building that informs companies, through the features of the model, on how they can use EMM and how

to skip gaps and challenges in order to reach effectiveness of EMM for Brand Building.

Practical Value of the Research Findings

Research results can be used by companies in various countries when analysing the possibilities of adopting Electronic Media Marketing for Brand Building.

The conceptual model is a prerequisite for the study of Electronic Media Marketing. The classified factors allow determining the significance of these factors for developing countries.

The recommendations for the improvement of Electronic Media Marketing for Brand Building in companies of developing countries were presented.

Defended Statements

1. The proposed extended EMM model for BB with stages of application in developing countries contributes to the body of management science and can be used for future research in the field of management.
2. The research indicates challenges and gaps for EMM in BB in the Middle East: lack of online culture, lack of trust, infrastructure issue, and limited access to internet, lack of payments facilities, imperfect legal system and policies barriers.
3. The extended model has implications for brands in developing countries in terms of providing insights about the needs and requirements for implementing EMM.
4. After emphasizing weaknesses, and lack of scientific knowledge in developing countries, the EMM model for BB was tested in agro companies in Lebanon, where the result shows that EMM is significant for Brand Building, but still not improving consumer satisfaction.

Approval of the Research Findings

Six Scientific articles were published based on the thesis including articles in peer reviewed international scientific journals (Chalfoun, Davidavičienė 2017; Davidavičienė, Chalfoun, Mačiulytė-Šniukienė 2018; Davidavičienė, Chalfoun, 2018; Chalfoun 2018; Davidavičienė, Chalfoun 2019; Chalfoun,

Davidavičienė 2019). The author made presentation at the following scientific conferences:

- Is Environmental Sustainability a Case of Failure of Policy? TFCR international conference on Marketing, Management, Business, Economics, Finance, Social Sciences & Humanities, November 3–4, 2018 – Istanbul, Turkey.
- Impact of Information and Communication Technology (ICT) on social changes within the communities. *III International Scientific and Practical Conference “Marketing and Digital Technologies”* May 25–26, Vol. 2, 16–19, Odessa.
- Internet and aging population. TFCR international conference on Business, Economics, Social Science (BESS), February 9-10-2019 Istanbul, Turkey.
- Online Marketing of Lebanese Agriculture and Cultivation. 10th International Scientific Conference, BUSINESS AND MANAGEMENT 2018, HELD on 3–4 May, 2018 at Vilnius Gediminas Technical University, Lithuania.
- Online Marketing of Lebanese Agriculture and Cultivation. 20th Scientific Conference for Young Researchers, 9 February, 2017, Vilnius Gediminas Technical University.

Structure of the Dissertation

The dissertation consists of an introduction, three chapters and a general conclusion.

There are also 6 annexes (A-B-C-D-E-F), (enclosed in CD).

The thesis consists of 126 pages with references, using IBM, SPSS and Excel formulas. It also contains 6 figures and charts, and 47 tables. Additionally, 155 Literature sources are referenced in writing literature part of the thesis.

Theoretical Aspects of Electronic Media Marketing in Brand Building

This chapter focuses on theories of Electronic Media Marketing (EMM) emphasizing its importance and significance. Chapter 1 reveals the existing EMM concepts and its effects on Brand Building. In particular, it identifies and classifies factors of EMM evaluation as well as EMM tools for Brand Building, in order to prepare a corresponding research methodology and further investigation of the topic. Literature review helps developing countries to investigate EMM particularities in order to experiment with and expand on EMM activities given the limited expertise they have in the field.

The results of the research are published by autor (Chalfoun, Davidavičienė 2017; Davidavičienė, Chalfoun, Mačiulytė-Šniukienė 2018; Davidavičienė, Chalfoun, 2018).

1.1. Effectiveness Factors and Elements of Electronic Media Marketing

With the rapid development in media and the changes in doing business and marketing, studies focus on Electronic Media Marketing as a promotional tool and how it impacts consumer behaviour (Adnan, 2020). Electronic media allows the public to access information and ideas quickly and effectively. In a world that is in constant development, communication technology and internet application has been on steep rise since 1994 (Del Chiappa, Lorenzo-Romero, & Gallarza, 2018). To make online marketing successful, Electronic Media Marketing play an important role ; it offers different values to company by enhancing Brand Building popularity (Al sheikh, Hasanat, 2020). Different strategies, policies, and practices are implemented to achieve efficiency and effectiveness in various organizational activities through media (Gallagher, Schomer, & Tran, 2019). Today, Electronic Media Marketing is the modern concept that companies apply to reach maximum consumers who would eventually buy their services and products. Singh & Singh (2017) define Electronic Media Marketing as “Marketing that is practiced through platforms such as websites, emails, apps, and electronic networks which are accessible with devices such as computers, tablets, and mobile phones”. Smith (2017) also defines it as “a way of promoting products and services through digital channels by computers, mobile and digital devices”. More authors and researchers have defined Media differently presented (Table 1.1).

Table 1.1. Media Marketing definitions and concepts. Compiled by author

Media marketing definitions and concepts	Authors
Media is “a big change in technology which made a big Electronic effect”	(Thomas, Kureshi, & Vatawala, 2020)
Media is “creating new plans that fulfil invidious and company’s goals thru technology”	(Errassafi, Abbar, & Benabbou, 2019)
Media Marketing is a competitive advantage tool that increases efficiency in Media.	(Marriott & Williams, 2018)
Media is “achieving companies’ objectives thru how to apply technologies”	(Adnan, 2020)
There has been an increasing use of Media tools in Marketing, which has in turn allowed to have a better interaction with customers, to obtain data and insights from the market, and to expand the target market	(A. Kumar, Paul, & Unnithan, 2020)

End of Table 1.1

Media marketing definitions and concepts	Authors
Digital Marketing is a term used to describe the Integrated Marketing Services used to attract, engage and convert customers online. Digital Marketing utilizes multiple channels such as content Marketing, influencer Marketing, SEO, Electronic Media and online advertising to help brands connect with customers and uncover performance of Marketing programs in real-time.	(Singh, Lim, Sankaran, & Bhullar, 2018)
Digital Marketing is one kind of Marketing being broadly used to advertise goods and services to reach customers using digital channels	(Caber & Albayrak, 2018)
Media “represents how people can share information and provide users with new form of empowerment sharing”	(Thomas et al., 2020)
Media is the way to go in a fast transformation of all parts of the value due to the effect of chains, owners, marketers and advertisers	(Lai, 2018)
To look at the utilization of Media Channels in Marketing from a customer relationship viewpoint offers many assistance to a Brand Building	(Kotsi, Balakrishnan, Michael, & Ramsøy, 2018)

Electronic Media Marketing is the avenue of Electronic Communication, which is used by companies to endorse their goods and services in the marketplace. Companies are often struggling to review the effectiveness of Electronic Media Marketing for Brand Building (Caber & Albayrak, 2018). Few researches are available on EMM in the Middle East, but reviewing other related studies shows that EMM can provide myriad of opportunities for both individuals and companies. On the one hand, individuals can purchase a variety of services and goods through electronic portals. Likewise, companies can expand their markets and introduce new services and products in a very competitive global environment. Cluley, Green, & Owen (2020) analyse how EMM can help Brand Building efforts achieve their goals and objectives. Electronic Media Marketing is the term often used to refer to new forms of Electronic Media that involve interactive participation. In that context, Adnan (2020) discusses how implementing SMM, as one perfect tool of Electronic Media Marketing, helps achieve effectiveness in building brands. However, due to the lack of knowledge and expertise in the field, no collection can be found of past research in the Middle East that studies and discusses the factors that support with implementing EMM for Brand Building. The following aspects need to be taken into account: customer analysis, competitor analysis, and understanding how to build an attractive brand. By understanding

competitors' strengths and weaknesses as well as opportunities and threats, companies can build their brand's competitive advantage. Thus, the term "effectiveness" concerns a brand's output, sales, quality, creation of value added, innovation, and cost reduction. It measures the degree to which a company achieves its goals or the way outputs interact with the economic and Electronic environment. Usually, effectiveness determines the policy objectives of the organization or the degree to which an organization realizes its own goals. Through Electronic Media Marketing, it becomes more feasible to increase brand awareness among customers when a company builds awareness about a brand's image and increases its exposure through different platforms. However, this is not yet clear or significant in the Middle East because the opportunities that EMM provides are not capitalized on in this region yet. Electronic Media Marketing contributes positively to company performance through organizational innovation (Lee, Chao, & Lin, 2018). One aspect is that EMM channels are more fragmented than traditional marketing channels, and provide consumers with greater empowerment. Another aspect is that EMM channels have become more attractive than traditional channels. Accordingly, top managers need to understand that there has been a shift of power from the producers to the consumers. Electronic Media Marketing provides a platform for consumers to speak their thoughts regarding new ads, products or services (Deng & Wang, 2016). Many researchers state that with the rapid developments in the business world and the available channels of communication, marketers enjoy the opportunity to gain new customers while also maintaining the loyalty of their present consumers (Tiago & Veríssimo, 2014). In fact, the availability of internet connectivity allows people to communicate, trade, share, promote, sell, actuate information, and solve all ambiguities (Smith & Soonieus, 2020).

The widespread use of mobile phones, tablets and smart phones helps businesses create user-friendly marketing content. According to recent reports, more than 40% of EMM users practice and use many channels to satisfy their needs (Del Chiappa et al., 2018). Moreover, EMM provides the end user with convenience and comfort, low cost and better quality, positive perception and good behavior. Companies can use EMM to facilitate the life of their customers by helping them with making choices (Chuang, 2018). Therefore, it is important to classify EMM and how it is invested to increase and become more widespread. Based on the information established above, companies using Electronic Media Marketing are advised to (1) ensure the effectiveness of EMM as a major player in brand creation and awareness, and (2) to capitalize on this platform by encouraging consumers involvement and interaction through activities (Ponde, 2019). However, one challenge remains in perspective: the classification of EMM in terms of the possibilities it provides to achieve effectiveness. Del Chiappa et al., (2018) state that while EMM is integral to developing countries, challenges may include a

lack of telecommunications infrastructure, weak internet connection, low credit card penetration, lack of skilled professionals and insufficient delivery systems to accomplish the role of EMM for a company's strategies and approaches (Bizhanova, Mamyrbekov, Umarov, Orazymbetova, & Khairullaeva, 2019). Companies have gained a big market share through their adoption of Electronic Media Marketing tools. Recently, people started to trust the online markets and services (Caber & Albayrak, 2018).

Compared to other channels, EMM is considered cheaper than other means of marketing (Bizhanova et al., 2019). Companies use EMM to perform roles like investing, online banking, online payments, and E-transfers (Adnan, 2020). Accordingly, the current rate at which companies are applying technology is increasing by using EMMs, which in turn contributes to an increase in consumer response (Ge, 2019). Other authors such as (Dion & Mazzalovo, 2016) state that EMM has great potential for companies and customers as well. Meanwhile, consumer behaviour may vary depending on the EMM adopted and the Internet. In fact, it is important to acknowledge that consumer perception is the main reason for this variety in the platforms and technologies that companies choose to adopt (Kim, Shin, & Min, 2016). The information obtained through these technologies are ultimately used in organizational decision-making. Hence, assuring the proclamation of Hall & Peszko, (2016) who stated that the integration of EMM strategies can perceive useful consumer information. Accordingly, when an enterprise is trying to build a perception regarding specific consumers, EMM contributes immensely to achieving this purpose as it has become a very important tool for the communication between companies and a significant indicator across the world (Lim, Kim, & Cheong, 2016). EMM can also serve purposes like informing consumers about the status of their orders, about products, promoting products, and building brands (Maharajan & Krishnaveni, 2017). On the one hand, it alerts customers and updates them about brand updates. On the other hand, customers are directly engaged in negotiations with the service providers. Therefore, EMM is perceived as a highly productive "direct media" for marketing products and offering quality services that can increase customers' awareness and attention (Caber & Albayrak, 2018).

Electronic Media Marketing observatories can be defined on the basis of their ultimate purpose: to technologically capture the complexities of social behavior on evidence (Willaert, Eecke, 2020). EMM has great potential for supporting the growth of businesses. However, it is considered one of the most effective media channels bringing businesses together, Brand Building through EMM remains undetermined in the Middle East. Nowadays, online platforms are increasingly affirm-

ing the growing importance of communication and the relationship with the customer (Thomas et al., 2020). Many companies resort to data analytics to analyze customer behaviour through their online activities. The positive returns on investing in EMM ultimately reflect on the relationship between EMM and online Consumer's Behavior. The manufactures of brands tend to focus on providing resellers with the resources and support, whereas the markets determine the strategic direction that builds on the strength of the marketers (A. Kumar et al., 2020). Similarly, EMM provides its users with the important marketing tools that broaden their outreach to target consumers, and the platforms determine the strategies through creative and innovative approaches to marketing (Ghauri, Wang, Elg, & Rosendo-Ríos, 2016). With such a scenario, marketers are able to meet the needs of their consumers. Moreover, it is crucial to study EMM platforms to highlight their valuable contribution to branding. Researchers established a positive correlation between EMM adoption and perceived advantage, market compatibility, organizational innovativeness, and competitor and customer pressure (Ali, Kim, Li, & Jeon, 2018). That why it is important for brands in the Middle East to take advantage of using EMM. This is further supported by consumer perception that services and products offered through online platforms provide reduced cost while maintaining good quality. Such consumer behavior and perception is fostered by choosing good vendors, delivery services, and following up with current online shoppers to maintain their positive experience with EMM as compared to non-online shoppers (Chaney, Lunardo, & Bressolles, 2016). Such factors can significantly influence consumer behavior and attitude towards EMM. Consequently, companies need to endorse EMM at an early stage to acquire the knowledge and skills needed to effectively implement it and exploit its returns (Guerrero, 2019).

Traditional approaches to marketing have not been much effective in building brands (Kulkarni, Gopakumar, & Vijay, 2017). However, EMM could help companies build and deliver their brand and image to the public (Gómez, Fernández, Molina, & Aranda, 2018). Nowadays, EMM sites and networks draw considerable attention (Semrad & Rivera, 2018). Media marketing effectively places and manages activities in such a way as to reach a big increase in positive perceptions about EMM (Del Chiappa et al., 2018). Hence, companies attempt to run national and international marketing operations by increasing the effectiveness of their EMM strategies. According to Kumar et al. (2015), to increase effectiveness, it is necessary to rely as much as possible on objective measures and tools. Therefore, the effectiveness of an EMM strategy lies in its capacity to communicate with the customers using EMM platforms (Lai, 2018).

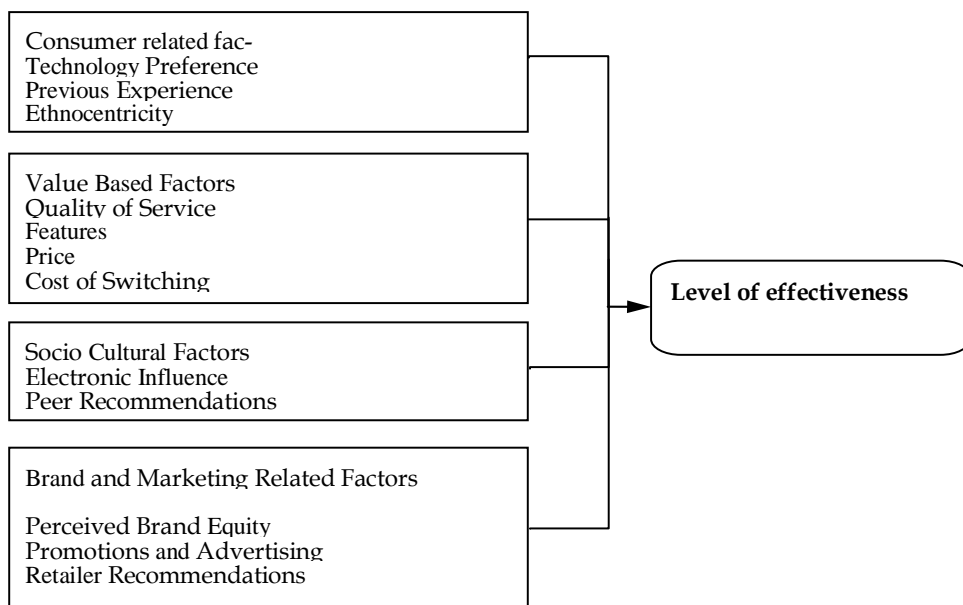


Fig. 1.1. Positive EMM factors (Maharajan & Krishnaveni, 2017)

As a result of the effectiveness of EMM strategy and resources, a company may gain competitive advantage and exhibit better performance (Wessel, Thies, & Benlian, 2016). In fact, past researches on the effectiveness of EMM have established that EMM is a combination of both company behaviour as well as consumer behavior (Appel, Grewal, Hadi, & Stephen, 2019). Figure 1 presents this correlation between different EMM factors.

Haapanen, Juntunen, and Juntunen (2016) claimed that companies need wide experience with EMM technologies as well as with EMM resources. Consumer behavior and the use of Electronic Media Marketing contribute directly to the effectiveness of marketing strategies and have an interactive effect on the Brand Building efforts of companies. The importance of effectiveness lies in the fact that it plays a crucial role in company measures and capabilities, and is critical for succeeding in facing market changes (Lazzeretti & Capone, 2016). In addition, effectiveness has the potential to affect both cost efficiency and Brand Building growth (Pradhan, Mallik, & Bagchi, 2018). Therefore, Middle East brands should recognize that with the proper adoption of EMM resources, operation resources, and product and services diversification, brands perform better. Such improved performance is also associated with the focus of brands on a narrow selection of products for the consumers and on a more diverse geographical area. According to (Del Chiappa et al., 2018), effectiveness appears when presenting the product

through positioning strategies that can mediate the impacts of EMM tools. In addition, establishing an effective branding strategy fosters the sustainability of the effectiveness of both EMM and technical branding tools (Cheah, Zainol, & Phau, 2016). Hence, there is a significant correlation between organizational resources and EMM performance. Haapanen et al. (2016) stated that the effectiveness of EMM resources is associated with the brand performance, sales forces and general marketing expertise. Accordingly, the effectiveness of these resources determines a firm's performance and effectiveness. Therefore, a redistribution of EMM resources requires careful selection of the Brand Building tools (Ali et al., 2018), particularly because EMM has remarkable impact on both brand revenue and effectiveness based on customer interaction and overall marketing performance. Table 1.2 shows the analysis of some EMM solutions, based on recent research on the topic.

The challenge for companies lies in the alignment and engagement of consumer empowerment to an expressed plan (Yen & Abosag, 2016). Organizational effectiveness can be difficult to achieve. It demands full and harmonized power to place a variety of key elements for building brand image (Gómez et al., 2018). The challenge for companies lies in the alignment and engagement of consumer empowerment to an expressed plan (Yen & Abosag, 2016). Organizational effectiveness can be difficult to achieve. It demands full and harmonized power to place a variety of key elements for building brand image (Gómez et al., 2018).

Table 1.2. Electronic Media Marketing solutions (Sharma, 2016; Maharajan & Krishnaveni, 2017; Kotsi et al., 2018)

(Maharajan & Krishnaveni, 2017)	The effects of innovation and information capabilities are moderated by E-market tools, while the relationship between a company and the consumer has a consistently positive impact on collaboration effectiveness regardless of the market integration
(Chen, Sharma, & Raghav Rao, 2016)	Electronic Media Marketing capabilities direct customer and branding capabilities into an online network-based process that improves the bottom line and future earnings of companies through effective outreach
(Bin Yamin, 2017)	Electronic Media Marketing is an extensive marketing concept that describes the marketing of products or services using digital technologies, mainly over the Internet, but also includes display advertising, mobile phones, and any other digital medium.

End of Table 1.2

(García, Lizcano, Ramos, & Matos, 2019)	Good management, quality, and speed of data transmissions have become key factors for competitiveness through Electronic Media Marketing.
(Ge, 2019)	Consumers appreciate electronic Media Marketing. It makes their life easier, with faster communication with the brand and consistent access to the market.
(Kotsi et al., 2018)	It provides comprehensive technical communication between brands and consumers. Electronic Media Marketing communication is fast, reliable, well-trained providing advice on features, problem identification, diagnosis, and best resolution that satisfies customers.
(García et al., 2019)	The digital age contributes decisively to an increase in competitiveness, especially as a digital transformation involves drifting to new technological models where EMM is a key part of growth of a brand with respect to loyalty strategies toward consumers.

Thus, it is important for Middle East brands to recognize that customer satisfaction can be achieved through an effective process that adopts the key elements for building a brand image, Annex A, Table A1, a process that is aware of customer needs and acting on customer feedback. Middle East companies need a clear organizational image and positive impact. Moreover, brands in the Middle East need to develop and maintain trust and loyalty in their relationship with customers. It is crucial that developing countries consider these elements while providing valuable content, engaging customers, maintaining consistency, and sharing credible information with their consumers. Such an approach manifests trust with the brand and eventually, customer loyalty. Moreover, it is important to emphasize that a successful brand in developing countries must select carefully its values and infuse them through every aspect related to it: team work, message, sales, Marketing, service, offerings, etc. It is noted that brands should use their “core values” as standards of behavior that keep the brand moving forward in the right direction in the market. Some key elements are important to Middle East brands since a brand should have a clear organizational image, name, role, content, awareness, interactivity, and way of communication with their consumers. More details will be developed in Annex A, Table A1, key elements of organizational process.

Companies must address customer needs and requirements (Adnan, 2020). Therefore, the big challenge in reaching effectiveness is proper understanding of the complex relationship between the company and the customer (Jayadev, Singh, & Kumar, 2017). A complex organizational structure or strategy can often lead

to ineffective execution of the company's strategies (O'Shannassy & Leenders, 2016). Hence, all elements of effectiveness must be working together towards achieving the same goal and the same execution strategy. Furthermore, there is not one formula for effectiveness that will work for every company, because every company is unique and requires a unique approach (A. Kumar et al., 2020). According to (A. Kumar et al., 2020), companies must define the interdependencies of many elements, with a right management, by creating an effective model that can be implemented in real time at the right place. Therefore, integrating the main elements of strategy, structure and capability, leadership, culture and values, consumer engagement and behavior through awareness and image, will eventually create power and reinforce the outcomes of Brand Building of companies (Kotsi et al., 2018). Thus, there is no single element or factor that can create effectiveness, rather excellence is critical across the full procedure and process of the company's effective framework (Hall & Peszko, 2016).

Many factors and elements of organizational effort towards Brand Building are evident through good media presence, quality services, and swift interactions with customers (Mishra, 2016). Although Electronic Media Marketing is easy and of low cost, still it misses out on some factors that must be highlighted in the Middle East brands to build knowledge around EMM management. For example, one success factor for building an organizational brand is to provide good quality content every day; however, developing countries do not commit much to that. With Electronic Media Diffusion, especially Electronic Media Marketing tools, information and photos or videos have become so popular and noticed during specific times (Agliardi, Agliardi, & Spanjers, 2016).

Organizational Brand Building requirements includes many keys: Repositioning, relevance and market share, working efficiently, and way of thinking. In order to reach the goal of a brand to achieve highly effective EMM, brands must reposition their products by appealing to a more convenient market segment (Dwivedi et al., 2021). The more relevant the activity and the market share become, the better the branding scope and the strategic implementation of the branding process. The continuity of the whole process of using these key factors will allow the company to work more efficiently and reach effectiveness in EMM use.

Interaction between the organization and the consumer is the core of Electronic Media Marketing, considering the many factors and elements. Such a marketing tool works on passing information to the consumers while giving them the opportunity to respond back and act. As such, Electronic Media Marketing is considered to be very effective (Maharajan & Krishnaveni, 2017). Companies seek effectiveness because it allows them to grow and gain more market power. Such market power can be identified through the conversations and interactions across information and communication technology (ICT), as well as the word of mouth

which is becoming more powerful (Tucker, Hendy, & Barlow, 2016). Accordingly, companies seeking to build their brand must take on two critical steps: (1) reposition and modernize their image to maintain their market progress, and (2) must look at EMM as a possible and effective marketing tool. It is necessary to acknowledge that EMM platforms are still developing in terms of their form, flexibility, and amending marketing and communication codes of conduct to pave the way for endless possibilities (Lynch, Boundary-breaking, & Boundary-breaking, 2020). This means that the EMM roadmap is changing directions for organizational Brand Building strategies. New theories are emerging and each company has its own opinion about marketing nowadays (Chen et al., 2016). Therefore, many EMM elements are evaluated based on:

Revenue growth, building brand awareness, and customer interactivity, Getting new customers to buy, interact and communicate, products and services in good and best quality, customer retention and preservation.

Nevertheless, for organizational Brand Building, a model is required for Electronic Media Marketing for Brand Building in developing countries. This model needs to account for offering good quality services, ensuring customer satisfaction through retention and preservation, and keeping the current customers encouraged and motivated (Alden, Kelley, Youn, & Chen, 2016). Companies need to maintain their current customers through brand loyalty (Stathopoulou & Balabanis, 2016). Trustworthy consumers tend to be less price sensitive and give valuable information to the company about their products and business actions.

Customers tend to differentiate between products and services: products being tangible (e.g. a chair) and services mostly intangible (e.g. reservation of ticket). Nowadays, there is a thinner line between a simple product and a service. Products and services are being offered in bundles in such a way that they could all be seen as services, whether tangible or intangible. For example, some products require services and some services require confidence and sureness (Nandinee, 2019). Some companies distinguish themselves and their products from competitors. A Brand Building company is created when a distinctive name, packaging and design is created (Alexander, Teller, & Roggeveen, 2016). Companies seeking to build their brands have logos, develop an individual image and personal identity, allow customers to develop a connection with the brand, and even help the consumers with their purchase (Smith & Soonieus, 2020). The Marketing team ensures that the connection with the organizational Brand Building is positive and in line with the set image. Organizational branding building affects consumer perceptions, behaviors, and preferences. It is well known that in blind product testing, consumers often fail to distinguish the difference between brands (Hwang, Han, & Hyun, 2018).

Therefore, perceiving and knowing the target group is vital to deciding on the application that would be effective for EMM efficiency. In some cases, a company might decide to use numerous tools and platforms of EMM applications to reach a large audience (Dwivedi et al., 2021). In such instances, ensuring that all the activities align with one another is very crucial. In fact, using various factors can be very demanding and useful is deciding on the proper Electronic Media integration plan. Therefore, as marketers, traditional Electronic Media cannot be ruled out entirely in the marketing strategy. Besides, the relationship between EMM and traditional EMM has to be maintained because a customer sees both as part of corporate image (Gupta, 2016). More importantly, these networks need to be convenient for the team as well. Along the way, companies should decide on the factors that would evaluate whether business performance is up to expectation under EMM. The effectiveness factors for evaluating EMM effectiveness in developing countries are presented in Annex A, Table A2 Middle East brands should evaluate the approach of customers through attitude, information adoption, trust, purchase, intention, awareness, loyalty, choice, usefulness, electronic presence, and preference of information source. All these factors help brands in the Middle East to recognize and evaluate EMM effectiveness in order to satisfy consumers. More details appear in Annex A, Table A2 effectiveness of EMM.

To complete the antecedent's analyses, combining these elements and factors can help brands in developing countries to develop new approaches to achieving their strategy of reaching effectiveness in Electronic Media Marketing. Many researchers have used experimental research design to investigate the different characteristics of Electronic Media Marketing. Therefore, the next section will analyse and evaluate EMM elements to emphasize their importance and significance. This is an integral step because EMM elements are not highlighted in previous studies on the Middle East, and there are few studies on this subject in developing countries. Hence, it becomes clear why some companies still use a primary approach to Electronic Media Marketing to perform their transaction, promote their brand, and offer their services and products to E-Consumers (Klein, Falk, Esch, & Gloukhovtsev, 2016).

Many companies perform their operations with adequate transformations and changes to Electronic Media Marketing (Lin, Kao, Chou, Sharman, & Simpson, 2016). According to (Mikulić, Miloš Sprčić, Holiček, & Prebežac, 2018), when companies develop and promote themselves through EMM, they introduce a progress into Electronic Media Marketing effectiveness. Through their use of EMM tools, companies develop internet-marketing strategies that help them maintain their businesses and promote their brand into the public domain (Ali et al., 2018). In the digital decade, one of the major challenges is to evaluate the effectiveness of Electronic Media Marketing. One of the main factors that affect its effectiveness is that all over the world, many companies use Media Marketing to empower

their products and services. They also use different marketing strategies to empower the brand image such as communicating with customers (Rahman, Lambkin, & Hussain, 2016). Literature on Electronic Media Marketing discusses its advantages i.e. better sales, the efficiency of the brand image, and consumer trust in the brand. According to Barrow (2016), successful development of EMM in the twenty-first century leads the company to seek and adopt many requirements for effectiveness. These requirements help the company to achieve efficient performance at work and make better decisions for better effectiveness.

According to Kotsi, Balakrishnan, Michael and Ramsøy (2018), different companies using Electronic Media Marketing aim to improve their performance through many factors as presented in Table 1.3. These companies are at an advantage to perform better in developing countries because of the absence of experience and lack of knowledge about EMM. Because the concept of Electronic Media Marketing for Brand Building is new, additional research is needed to determine exactly how companies view the absence of EMM profile and how different platforms compare to each other in terms of perceived effectiveness (Lynch et al., 2020). These elements have changed the nature of Electronic Media Marketing in many aspects including: Electronic and interpersonal, Political and cultural, Demographic and geographic, Economic and globalization, and Technological. Therefore, Electronic Media Marketing must be enhanced and integrated into company strategies.

Table 1.3. Factors of performance (Bastiaansen et al., 2018)

Flexibility	The flexibility of employees dealing with customers
Global reach	Well-known brand image
Distance communication	The constant availability in communication with the company
Enhancing the speed	A quick response to customer's questions

Thomas et al. (2020) argues that Electronic Media Marketing and its tools are not constrained locally, but also have the ability to reach global regions when the organization adopts effective EMM procedures. According to (Minculete & Olar, 2018), EMM has not replaced face-to-face communication and interaction, rather it has complemented it by joining traditional marketing tools together with Electronic Media Marketing. This approach proves to be effective when companies implement validated models to reach their goals and objectives.

Advancements in EMM for brands in developing countries come with several advantages for both the companies and the consumers (Smith & Soonieus, 2020). Through an evaluation of the increased use of Electronic Media Marketing,

(Marriott & Williams, 2018) highlight how users utilize Electronic Media networks for an abundance of reasons presented in Figure 2.2.

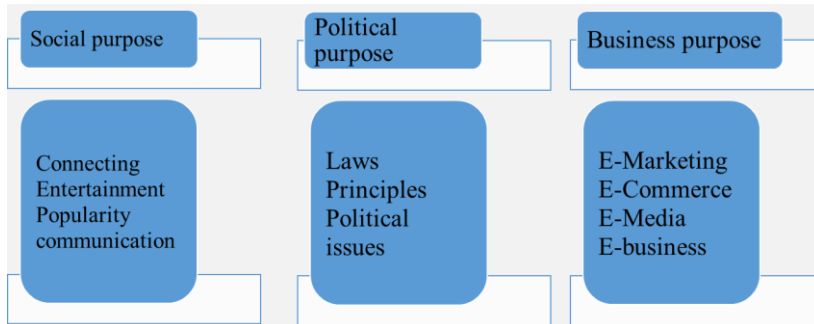


Fig. 2.2. Utilization of EMM networks (Marriot, 2018).
Compiled by author, 2019

The lack of significant studies about EMM in the Middle East provides EMM tools and channels with market accessibility, and brings forward new patterns of Marketing engagement called “Electronic Media Marketing supported movements” (Feuerriegel & Prendinger, 2016). The Middle East market is considered a hot spot for political conflicts, instability, business liabilities, and financial issues. Quick market research could show up with several sorts of complicated obstacles such as slow internet services in the Middle East, absence of business environment, lack of solutions, and knowledge. Interactivity is a very important tool that could help with evaluating Electronic Media Marketing issues (Alden et al., 2016). The level of interactivity allows companies to become more involved in the communications process throughout Electronic Media Marketing; including communication and interaction between companies and E-consumers from different cultures, backgrounds and perspectives (Badgaiyan, Verma, & Dixit, 2016). Accordingly, Electronic Media Marketing provides users with the ability to check, choose, decide on their interests, and browse their needs and wants in order to satisfy them (Narayanan & Cherukuri, 2016).

According to (Ponde, 2019), EMM supports freedom of expression, and interacts immediately with Marketing, publishing, and promoting. It provides the potential to contribute directly to the EMM process (Lee et al., 2018). Other studies show that Electronic Media Marketing leads to organizational effectiveness if it is used efficiently and according to several important factors (Jung, Zhu, & Gruca, 2016). Some of these factors are dialogue with users, Electronic relationship, cutting barriers of geography, etc. A research study conducted by (Eng, Ozdemir, & Michelson, 2016) provides an evaluation of Electronic Media Marketing and identifies many disadvantages like credibility, and free access to create

a domain name or an account. Electronic Media Marketing can involve defaming public figures for political reasons or putting out inaccurate information, and lack of reactivity. Putting aside such negative outcomes, the key factor is that EMM is considered a beneficial tool that allows users to interact. Summers (2019) asserts that EMM is an effective tool for creating a brand for a company. Moreover, the particularities of Electronic Media Marketing should promote the great potential for brands in the Middle East based on some tools for evaluation:

The increase of the sale of the product, the market share of the company will increase in percentage, customers will more likely buy again to trust the product, the investment of the company will generate income.

Working in this realm, there is a need to spotlight existing challenges in developing countries and find potential solutions. Many researchers established that successful companies using Electronic Media Marketing would evaluate many different points based on the objective and purpose of using EMM. According to (Priem et al., 2011), research is based on the requirements of each company to maintain its image and Brand Building efforts. Companies use Electronic Media Marketing to continue their campaign and compete at national and international levels (Cluley et al., 2020). The evaluation of EMM issues falls into five main sections that allow for the study of EMM Brand Building peculiarities:

- Coverage and content of a variety of tools: Whether the information provided by the company incubates all the data related to a product,
Breaking news: keeping the information on a product clear and updated,
Design and navigation interaction: a clear branding image,
Interactivity of community engagement: how the product relates to people
EMM Outreach: investing in Marketing strategies to reach more audience.

All of these elements can be measured by Increase of sales, more company visibility, customer trust, and return on investment.

1.2. Brand Building Challenges

After emphasizing the key elements of EMM, it is also critical to mention that past research in the Middle East did not highlight the challenges that face Brand Building development efforts. Challenges that require analysis in the Middle East include, but are not limited to, the importance of customer insights, EMM importance, and digital metrics and gaps. Each of these challenges would require several solutions, to keep the options open.

Paramount components of Brand Building include brand awareness and brand image. Brand awareness reflects how strongly a brand can be traced in the

consumer's mind in terms of recalling and recognizing a brand in different situations. Brand image, however, deals with the perceptions and preferences of the brand in association with the consumer's memory (Acharjya & Das, 2017). The customer-based brand equity model identifies six Brand Building concepts utilized towards building a brand that emphasizes the duality of brand creation, the rationale that deals with identity, meaning, response and relationships, and the emotional element that explores the awareness, differences, accessibility, and loyalty to the brand. Table 1.4 presents the conceptions of other authors on this topic.

Table 1.4. Different conceptions of Brand Building. Compiled by author, 2019

Author/Year	Conceptions
(Hwang et al., 2018)	Brand Building loyalty is primarily determined by relationship quality. Brands must manage and build their image facing the change in the Marketing Communications Environment.
(García et al., 2019)	Brand Building is the process of generating awareness and promotion of the services of a company through direct advertising campaigns or through sponsorship. Brand Building strategies bring consumers closer to the brand and provide value for them to know, feel and experience the brand.
(Mikulić et al., 2018)	A Successful Brand Building process faces competitiveness and plays an important role in creating customer loyalty and trust. The Brand Building process defines a company's vision and positioning in the market. A successful branding increases sales and supports the brand Awareness.
(Litvin & Rosene, 2018)	Brand Building involves a clear brand identity that helps to create a strong brand image, and goes a long way in consolidating the brand itself.
(Sánchez, Campo, & Alvarez, 2018)	Brand Building requires improvement and innovation, originality and creativity, accurate value intention and proposition, constant monitoring and ensuring good customer experience.

According to (Sánchez et al., 2018), the six concepts of Brand Building that should be researched in developing countries are the following:

Brand salience: It is the level of awareness of a consumer towards the brand and the level of his/her consumption.

Brand performance: The characteristics of the brand including the price, the value and the quality.

Brand imagery: The attachment towards a specific brand because it satisfies client needs, as well as satisfying the psychological effect that ensures this engagement with the brand.

Brand judgments: The conceptual opinion of the consumer towards the brand of choice over another, by differentiating between it and its substitutes and complementary products.

Brand feelings: The loyalty and appreciation of a consumer towards his/her favorite brand. This concept defines a client's emotional response and how it ensures respect and loyalty for the brand.

Brand resonance: The consumer's need to choose a brand that reflects his/her needs. It is the most critical concept, since it explores the relationship between the brand and the clients.

Based on literature review and previous studies, a number of elements revealed critical factors that should be considered in developing countries. According to previous studies, brands in the Middle East should measure the level of awareness, consumer level of consumption, and the degree to which consumers notice these brands when they make a purchase decision. Typically, to be stronger, brands in developing countries must have higher brand salience, whereas weak brands have little or none. Based on previous research studies, brands in the Middle East should also monitor the psychological impact of their performance level and brand imagery. Accordingly, these brands must have indicators such as Electronic Media Marketing impact value and the share of their value. This would allow brands to measure their performance and evaluate how they are positioned in the market and in relation to competitors. On the one hand, this allows brands to gain better understanding about how their marketing strategy has been developing. On the other hand, it helps companies analyze to what extent consumers are interacting with a "brand image" that is capable of attracting them, retaining them, and building their loyalty during the purchase process. Therefore, brand resonance is important because brands enable companies operating in developing countries to build a long-term relationship with consumers. Whereas powerful brands command high market shares in many parts of the world, their comparative performance in developing countries has not been as impressive. Hence, awareness of these challenges can help managers avoid the bottlenecks and build strong brands in the developing world.

1.2.1. Identification of Brand Image and Creation

Brand Building is about generating awareness, establishing and promoting companies through strategies and tactics. In other words, Brand Building enhances

brand equity through advertising campaigns and promotional strategies. Branding is crucial because it is the visual voice of the company.

The most common definition of branding is developed by the American marketing association (AMA): “a brand is a name, term, sign, symbol, or design, or a combination of them intended to identify the goods and services of one seller or group of sellers and to differentiate them from those of competition” (Lai, 2018). The key to creating a brand image is to choose a name, logo, symbol, package design, and other characteristics that identify a product and simultaneously distinguishing it from other products. The different components of a brand that identify and differentiate it are known as brand elements (Florida et al., n.d.). Alden et al. (2016) shares a wider perspective on branding by adding tangible and intangible brand elements, rational and emotional brand elements, and symbolic brand elements, which differentiate and identify a brand. Gómez et al. (2018) argue that the brand is a source of influence: a system of organized conceptual associations (brand image) and relationships. Therefore, building a strong brand raises the effectiveness for the EMM and communication through an improved perception for the product and enhanced customer loyalty.

Brands should be created in a way that links to the thoughts, feelings, and perceptions of the consumers. Conceptualizing a brand is differentiating it from the competition using its image to identify itself with the product, or service that it presents. The image has no physical existence and is merely significant in the specific business transaction where it represents the product's essence and meaning through its components. The components of the brand image include the brand name, logo, design, message, packaging, and advertising (Mindrut, Magnolia & Roman, 2015). The importance of the image is that it creates a consistent vision of the product, or service. Such consistency allows for a more comfortable identification with the brand, and ensures that the consumers remember the qualities of the product and services that meet their satisfaction. The image components and slogans are the key elements that are utilized in the Marketing and promotion of the products and services as a communication tool. They hold the knowledge about the product and are systematically developed to relay the message and unique characteristics of the product. For example, a brand's image can be created in line with the product characteristics to ensure that it portrays the unique qualities to be easily identified and equated to the product, or service. This has not been studied widely before in developing countries. Nevertheless, the success of a brand lies in its identification since this aspect produces meaning and is the essence of branding.

Brand identity does not only inform the consumers through imagery, but also carries with it the business culture, personality, vision, and beliefs (R. Kumar et al., 2015). These components are the key elements that evoke emotional attachment to a particular product, goods, or service. Brand image can be considered the

representation of a product or service, while brand identity is the mode of conveyance of its components, characteristics, and importance. Brand identity has to be considered in the marketing strategy because it defines the target audience and their demographic features based on their tastes and preferences. Brand identity consists of the core, essential, and extended identities. The core, or fundamental identity, represents the core meaning of the brand in terms of, what it stands for, the soul of the brand, and the fundamental values. The extended identity, however, encompasses the memorable details that form the texture of the brand and ensures its completeness. According to Isoraite (2018), Brand Building and creation involves the following strategic steps:

Consideration of the business strategy and identification of the target customers a well-differentiated brand should represent the context of the business strategy with a focus on a specific target.

Research on the customers and brand positioning – investigation of the potential customer is a priority to understand the needs for the perfect capture of a brand position.

Development of the logo, trademark, name, and message - the step ensures that the brand is identifiable and relevant to the targeted customers.

After investigating several studies, more factors that affect Brand Building will be highlighted in the next section in order to develop the importance of these factors and their effects on Brand Building.

1.2.2. Factors Affecting Brand Building

Many factors affect Brand Building starting from inception, consumption, and reflection. The most important factors include:

Brand perception: The perception of a brand in developing countries involves the degree of awareness about the product and service and its relationship to the customer's satisfaction (Eng et al., 2016). A brand has to offer the features linked to its value in order to create a distinct perception of the product; one that changes the buying behavior and recognition of the brand (Hamid et al., 2012). Impression is the key ingredient required in making a product, or service popular, or famous.

Product and Service Quality: The quality of a product is relative to the satisfaction of the consumer and the value placed on the product, or service. However, quality enriches the competitive edge of a brand based on the conditions it expends, such as efficiency, power, value, variety, improved status, or effectiveness (Gómez et al., 2018). Quality is the guiding principle of the success of the brand because it is directly related to the customer's experience, which in turn creates the perception of the brand.

Brand value and effect: In developing countries, the value of a brand can be expressed in the design, functionality, reliability, quality, and packaging; thus, influencing the growth of its sales. Value creates the necessary positive relationship that builds the loyalty required. Besides, value also enhances customer experience, which is beneficial to the brand. The identification of a brand is directly related to the customer relationship since it is the platform that maintains and increases a brand's market share (Hwang et al., 2018).

Price and Competition: The price of a product is an indication of the process involved in its production as well as other elements such as quality and status (C. F. Miao & Wang, 2016). The price of a product can affect a brand since they are an indicator of the brand's strength and the willingness of the customers to purchase it. Producers and suppliers have to balance the pricing based on the projected profits and customer purchase power. Competition is noticeable through branding and Marketing efforts that influences and evokes the emotions of the customers. In most cases, customers will stick to a brand that is attractive, memorable, and satisfies their needs.

Trust and loyalty: Trusting in a brand is a crucial element that ensures the success of a brand since it is directly related to the commitment of the consumers. Trust is built by promoting brand characteristics such as high quality, excellent service, efficiency, and extended warranties. However, a minor mistake can dent the trust of the customers to extreme points of switching brands, or unfavorable promotion. building and maintaining brand loyalty: building and maintaining brand loyalty has been a central theme of Marketing theory and practice in establishing sustainable competitive advantage. Thus, the importance of adopting EMM to build and maintain loyalty has been highly emphasized in Marketing theory and practice. It is noticed that while brand experience has received much research attention in recent years, scientists working in this field aim to identify and develop a Brand Building concept for companies, Annex A, Table A3, different perception on Brand Building classifies some of these authors in order to highlight their concepts and definitions. Brands in developing countries have a different perception on Brand Building. Hence, it will be useful for brands to consider these perceptions in order to understand the effectiveness of EMM in business. Furthermore, the antecedents' concepts on Brand Building as clarified in the previous sections show a differential effect on brand value and consumer reaction. These concepts must be improved because there are insufficient studies on the topic in developing countries, and there is a need to highlight the different impact of Brand Building.

Nowadays, companies widely acknowledge that a strong brand image will create competitive advantage in the marketplace, and that will improve their overall reputation and credibility. Indeed, recent trends have shown that EMM has changed a lot. The study of the history of a Brand Building company is increasingly becoming significant to keep pace with this change through many factors (attitude information, adoption, trust, purchase intention, awareness, loyalty, choice, usefulness, electronic presence, helpfulness, preference of information source), as discussed before in Annex A, Table A3.

The next section discusses the literature on current fundamental concepts and approaches to Electronic Media Marketing tools and communication techniques. This will demonstrate how EMM is one of the electronic media tools that have a positive effect on Brand Building, and therefore will help organizations to enhance their Marketing efficiency.

1.2.3. Electronic Media Marketing: A Tool Affecting Organizational Brand Building

In the past few years, the development of new Internet applications has increased and changed the characteristics of websites to accommodate for Electronic Media Marketing. Matthew Hudson (2018) claimed that Electronic Media Marketing refers to websites and applications that are designed to allow people to share content quickly, efficiently, and in real-time. (Wessel et al., 2016) defines Electronic Media Marketing as “forms of communication through which users create online communication to share information”.

Electronic Media Marketing has become very popular over the internet, as well as the most effective marketing tool. Marketers increasingly bring brands closer to consumers through Electronic Media Marketing platforms, because technology plays a primordial role in improving the quality of products and services that brands provide to consumers. Brands use online channels to reinforce their messages and relationships with their customers. According to (Ko, Phau, & Aiello, 2016), Electronic Media Marketing encourages customer communication through the brand's online presence. Therefore, Electronic Media Marketing is one of the marketing techniques that brands can use to share their messages with their audience.

Many countries are investing in EMM, and consider it essential for promoting competition and diffusing information over the internet. Electronic networks contribute to the rapid and cheap brand recognition, increase competitive advantage, and enhance consumer loyalty (Jezukevičiūtė & Davidavičienė, 2014). Hence, Electronic Media Marketing is an important and emerging area of research for Brand Building. Many researchers have been studying the impact of Electronic Media Marketing (EMM) on dimensions such as consumer based brand equity,

purchase intentions, attitudes and others. However, very few studies have investigated the influence of EMM on brand experience.

Building and maintaining brand loyalty has been one of the central research themes for companies for a very long time. Companies have utilized various means to maintain brand loyalty with their customers. One of the recent means has been Electronic Media Marketing. Many definitions of Electronic Media Marketing highlight its importance as an effective tool for Brand Building. One study defines Electronic Media Marketing as online marketing strategies that successful businesses are adopting to reach a network of online consumers (Hall & Peszko, 2016). Another study defines EMM as a tool for employing the Electronic Media as instruments of communication, direct sales, customer gain, and customer retaining (Ko et al., 2016). Moreover, Electronic Media Marketing is defined as the media that empowers companies to become participants in the communication process which allows their customers to share content, revise content, respond to content, and contribute new content (Hall & Peszko, 2016). The rapid growth of Electronic Media Marketing has led companies to consider new approaches to communicating with their customers. Staying competitive in today's fast moving business landscape requires a solid Electronic Media strategy.

Table 1.5 highlights more EMM definitions in order to investigate further the perspectives of authors who have worked on this subject.

These authors, among others, investigated many relevant studies. However, for the purpose of this study, only EMM is discussed as an important tool for Brand Building. This section will highlight the importance of Electronic Media Marketing as an organizational tool for brands. In order to study how Electronic Media Marketing is considered one of the recent marketing approaches for brands Annex A, Table A4, Conceptions of Electronic Media Marketing role and Importance describes the relation between “brands” and “customers” in relation to the role of EMM as a tool for organizational Brand Building. Few studies have discussed the concept of Brand Building in developing countries. Themes on Electronic Media Marketing research adapted from Kannan et al., (2019) show that EMM attributes are useful in satisfying the motivations of consumers. In particular, the study assessed the motivations of belief, community participation, and psychological factors that constitute as significant motivators for consumers. Consequently, consumer attitudes towards electronic media can in turn influence consumer attitudes towards the brand.

Gaber et al. (2019) investigated consumer experiences using Electronic Media Marketing. As Brand Building is a very broad concept, this research discusses more in-depth the effectiveness of Electronic Media Marketing for the creation of positive consumer attitude toward brands. In addition, Electronic Media Marketing provides a myriad of online content that created and available for customers: blogs, content communities, virtual words, etc. For companies and businesses,

EMM is becoming an important source of information to build customer awareness, and provide information, empowerment, and support. Hence, businesses should become more aware of these online platforms in order to engage more effectively with their customers and reach their organizational goals.

Table 1.5. Definitions of Electronic Media Marketing (Sergio, Osuna, Veloutsou, & Morgan-thomas, 2015). Compiled by author, 2020

Author/Year	Definitions
(Brodie, Ilic, Juric, & Hollebeck, 2013)	Marketing managers use Electronic Media communication to interact with loyal customers, and influence consumer perception of services and products, disseminate valuable information and get feedback from their audience.
(Khan & Jan, 2015)	The EMM utilizes different functionalities of EM websites for promoting a brand, idea, event, organization or even a political entity.
(Ashley & Tuten, 2015)	One of the objectives of EMM is to enhance user interactivity on such platforms by stimulating EM users to share content
(Beig & Khan, 2018)	It provides a strong platform for an interaction with the brand as well with other user
(Hwang et al., 2018)	Electronic Media Marketing is a phenomenon that has transformed the interaction and communication throughout the world. However, Electronic Media Marketing has been evolving every day. In recent times, Electronic Media Marketing has affected brands through communication and interaction, thereby influencing Brand Building.
(Appel et al., 2019)	Electronic Media Marketing is a tool used by many brands around the world and has rapidly become one of the better defining technologies used for Marketing of our time.
(Guerrero, 2019)	Electronic Media Marketing is as an important channel, effective at all stages of the customer engagement cycle.
(Appel et al., 2019)	Electronic Media Marketing allows brands to freely interact with customers and offers them multiple ways to reach and engage them to the brand
(Ying Kai Liao, 2020)	Electronic Media Marketing keeps exploding all over the world, which makes it an incrementally important resource to expand a Brand Building image.

Brands use Electronic Media Marketing tools to see how customers perceive and rate the product (Winkler, Abrahams, Gruss, & Ehsani, 2016). One approach is for companies to present their products through blogs and discussion platforms. Another approach is for brands to build their businesses around EMM networks

using several blog and forums to evaluate the effectiveness of Electronic Media Marketing in the development of business. Different types of EMM networks services have emerged, and at present there are many EMM channels that connect people to each other (Takata, 2016). In fact, companies need to diversify the types of channels and networks that they use for online marketing; hence, creating more brand awareness and engagement with customers (Miao, Yu, Shen, & Leung, 2016). Other platforms are widely used by companies for the purpose of gaining expert perspective and perception; similar to B2B channels.

Based on what has been emphasized in this section about EMM networks being an important tool and platform for Electronic Media Marketing, it is important to highlight in the next section the other elements of EMM effectiveness. Therefore, it is important to classify electronic media networks and present the percentage of brands that have a presence on web sites.

1.3. Electronic Media Marketing System for Brand Building

After presenting the importance of Electronic Media Marketing, this section presents a collection of the channels, tools and communication techniques that bring about effectiveness for Electronic Media Marketing. In order to represent this more profoundly,

Figure 1.3 presents a system that reflects the whole scheme and arrangement of EMM tools and techniques. This system can help clarify how EMM effectiveness extends throughout an arrangement of media tools and techniques.

The constructs of EMM are very important and should be considered in developing countries. Electronic Media Marketing communication is a type of Electronic influence between the brand and consumer beliefs and intention, as presented in the system above. It is therefore critical to develop an in-depth understanding of the relationship between all these constructs. Several authors discussed these interrelations, summarized in the Annex A, Table A5, definitions of the Constructs of EMM. This system of constructs clarifies how EMM positively takes advantage of compatibility, organizational innovativeness, and competitor and customer pressure (Acharjya & Das, 2017).

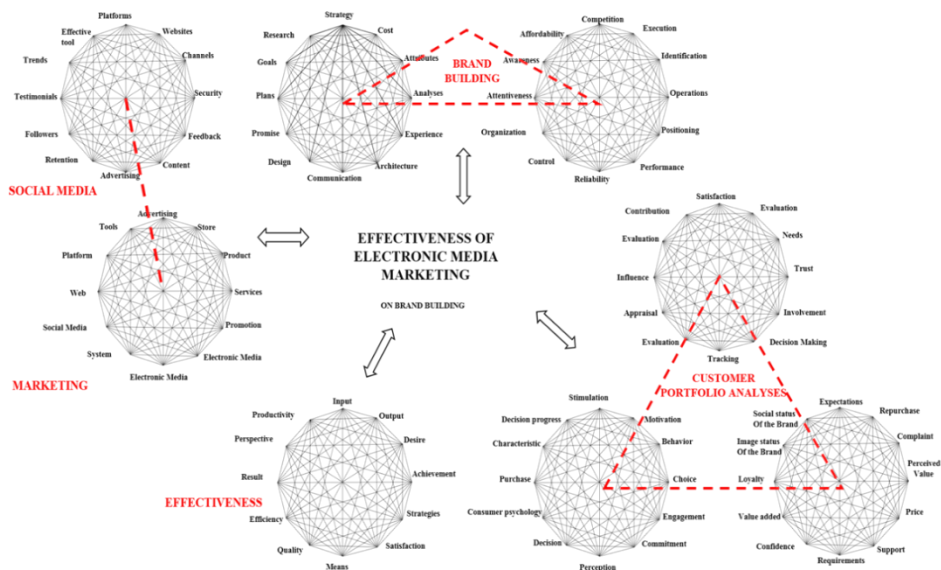


Fig. 1.3. Arrangement of EMM tools and techniques (Feuerriegel & Prendinger, 2016).
Compiled by author, 2019

Electronic Media Marketing is at a crossroads. On the one hand, it emphasizes how client satisfaction has fundamental implications for enhancing EMM networks (Parvathy & Suchithra, 2015). On the other hand, EMM builds on the trust and confidence of the users. These benefits of satisfaction, sustainability, and trust support innovative ideas such as electronic enterprises, and can help to attain the growth and popular engagement that is needed to deliver Electronic change and transformation (Ko et al., 2016). In the challenge to generate a model that describes EMM communication channel, (Smith & Soonieus, 2020) described how a company sends out matching messages to the E-consumers through media marketing networks. The dotted lines in the model represent feedback from consumers. The company must then interpret the meaning of the feedback and act accordingly as shown in Figure 1.4.

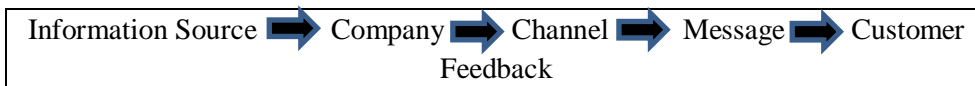


Fig. 1.4. Situation of communication (Parvathy & Suchithra, 2015)

With digital technology, company Brand Building can use, simultaneously, various channels and tools for Electronic Media Marketing over same device

(Hajli, 2014). In other words, when companies are connected to the Internet via a broadband connection, customers involved can listen to an online radio station, retrieve emails, listen to ads, make an order or purchase, or use instant messaging to have a real-time conversation with the company located anywhere in the world (Feuerriegel & Prendinger, 2016). Thus, digitization has changed the modality of interaction between companies and consumers (Lee et al., 2018). It is primordial to developing countries to understand that the most popular tool used for communication is Electronic Media Marketing. Electronic networks have experienced an evolutionary process, where in the beginning there were like-minded groups, news exchange by means of e-mail, and later on, developed Electronic networks which became a tool for E-business (Deng & Wang, 2016). (Chuang, 2018) believed that in E-marketing practices, different trends are operational to attract customers by using e-mails, interactive EMM, EMM database as well as EMM applied over the internet.

Winkler, Abrahams, Gruss, & Ehsani (2016) and many others defined the internet, mobile, intranet and extranet in different contexts, but they all fall under the same parameter of EMM. Electronic Media Marketing has been defined as the websites which allow profile creation and visibility of relationships between users (García et al., 2019), as well as web-based applications that provide functionality for sharing, relationships, groups, conversations and profiles (Maulana, 2020). Electronic Media Marketing has been referred to as “Electronic Media Marketing sites”(Summers, 2019), or the set of information technologies that facilitate interactions and networking (Kapoor et al., 2017). However, there appears to be a broad agreement that Web2.0 technologies played a significant role in the development and adoption of Electronic Media Marketing.

One definition of Electronic Media Marketing refers to “Internet-based applications built on Web 2.0, while Web 2.0 refers to a concept as well as a platform for harnessing collective intelligence” (Huang & Benyoucef, 2013 p. 246). Electronic Media Marketing, such as Facebook, Twitter, and LinkedIn, provide people with pervasive network connectivity (Hansen & Levin, 2016). The term “Web 2.0” refers to the set of technologies and ideologies that enable and drive EMM rich content creation on the internet (Lai, 2018). As an Information System, EMM constitutes a set of (available) Internet, communication and computing technologies, as well as a set of ideological beliefs about how information needs to be created, accessed, and distributed.

1.3.1. Classification of Electronic Media Marketing Networks

In order to classify Electronic Media Marketing, we need to establish first that the rapid growth and development of EMM in developing countries can help companies spread through innovative means of communication (Kotsi et al., 2018). In

this context, innovative approaches in Brand Building using EMM tools support emerging markets in developing countries where market players have less experience with EMM.

According to several studies, Brand Building strategies in the Middle East may face challenges. Dynamic changes at the level of the company may influence the adoption of Electronic Media Marketing in developing countries. Thus, it is important for brands in the Middle East to first realize the situation at hand, and then implement an innovative tool that fosters communication between the company and the consumer. As a result, adopting Electronic Media Marketing tools would help to increase interaction and communication between the business and the consumer. Moreover, the growth of technologies enhances diversity and creates more possibilities for marketing (Pradhan et al., 2018). EMM networks provide great potential for companies because customers can simultaneously exploit one or more of these networks. In addition, as the number of electronic networks is increasing, it becomes important to classify Electronic Media Marketing networks according to their purpose and target audience Annex A, Table A6, purpose and types of Existing Electronic Networks.

Some brands in the Middle East may have less experience with EMM. This is a very critical issue because EMM tools constitute a collection of online communications channels for community-based input, interaction, content sharing and collaboration. Websites and applications for forums, microblogging, Electronic networking, Electronic bookmarking, Electronic Communication, and wikis are among the different types of EMM tools (Chen et al., 2016). Research established a positive correlation between marketing metrics such as increasing brand equity and purchase intention, and the Electronic Media Marketing for brand itself (Athreye, Batsakis, & Singh, 2016). The important consideration with these channels is how companies actually measure the effectiveness of Electronic Media Marketing platforms (Marzouk, 2016). Short-term measures and key performance indicators can help measure a campaign's conversion, whether it might be sales, landing page visits, or brand awareness. Six such blocks are linked to the user's identity concerning their attitude about Electronic Media Marketing: presence, relationships, reputation, groups, conversations, and sharing. Altogether, these building blocks can be found within major EMM platforms such as Twitter, Facebook and YouTube.

It is significant for Brand Building in developing countries to determine the impact of Electronic Media Marketing. Consumers should be able to recognize a brand and confirm their previous knowledge about the brand (Hwang et al., 2018). A consumer's knowledge of the brand cannot be defined in simple terms, but rather through a proper analytical tool. Electronic Media Marketing is the most important factor to be considered in evaluating the relationship between a company

and its customers, (Xu & Ye, 2018). A company puts a lot of effort into establishing frequent communication to create brand awareness (Marzouk, 2016). Therefore, a well-recognized online brand would attract a wider mass of visitors. A brand is able to identify the kind of exposure their products and services have on the EMM platform. This is important, as it would give a lead to sales.

An organization's Brand Building efforts should maintain a daily track of those who visit their sites. With time, the marketer should be able to determine how campaigns like promotions influence the new followers (Hall & Peszko, 2016). It is also possible to track whether the visitor is a friend to your already existing audience or not. Therefore, global digitalization, through Electronic Media Marketing is considered a tool that possesses a huge volume of opportunities for a company to grow and elevate their corporate image (Lai, 2018). Developments and advancements in digitalization and technology are offering new opportunities to design and plan new products and services. However, producing such products and services in the global digitalization context, often creates new difficulties and challenges to companies that are trying to innovate and modernize. The impact that digitalization of products and services imposes on innovations is highly emphasized in literature (Mazumdar-Shaw, 2017).

To gain likes and follows on Electronic Media Marketing is one of the major challenges companies face, especially in the starting phase of spreading a brand. It is a difficult task that takes place slowly over time because of the significant role of word-of-mouth (Klein et al., 2016). In addition, when a customer discovers a company's profile that has many followers, they go through a dilemma, wondering if they should also follow it or not. Another crucial challenge is the understanding that the more followers you have, the easier it is for people who like your page to follow your feed. However, this concept is misleading because not all people who follow a company's EMM platform really pay attention to their feeds. Therefore, companies face a challenge to distinguish between mere followers and those who pay attention to marketing feeds and campaigns (Farhadloo et al., 2016). In order to build brands effectively, the first step is to launch an organization's brand equity through awareness, interactivity and market integration. Many companies have done this across different markets. All Brand Building companies tried to address this issue of how to make it much easier to involve, commit, and engage a customer (Gómez et al., 2018). They have also competed on price because through digitalization, they can become more attractive in this area, as they have much lower costs than a traditional company does. As a result, they have enjoyed a broad-based adoption (Kotsi et al., 2018).

Another strategy involves organizational Brand Building efforts to deploy new digital processes through Electronic Media Marketing. This is another key area which companies can compete in and participate from a digital perspective (Sharma, Davcik, & Pillai, 2016). However, they need a set of processes that are

aligned with Electronic Media Marketing interactions so that they can compete and interact effectively. The key processes include customer on boarding, originality, relationship, and pricing (Badgaiyan et al., 2016). Another strategy involves modernizing organizational Brand Building to accommodate to the digital experience. The digital experience of many companies tends to be rather outdated. This does not really reflect what is happening with other brands using digitalization, but still it has interesting examples of brands deploying new technologies and modernizing their experience. Finally, organizational Brand Building is about looking into the possibility of delivering new potential in the marketplace (Alden et al., 2016). However, they do not want to deliver this as part of their own internet market. Brands rather introduce something completely new, a potential that can put them in good standing in the market with a competitive advantage in EMM (Haapanen et al., 2016). Table 1.6 presents more challenges into customer observation and brand observation.

Table 1.6. Criteria and challenges into customer and brand observation (Yi, Oh, & Kim, 2013; Semrad & Rivera, 2018). Compiled by author, 2019

Criterion	Challenges into customer observation	Challenges into brand observation
Convenience assurance	Absence of touch and feel the product	The kind of content that brand company can reflect to the market
New technology trust	Security and privacy issues	A brand value should be created that will give a positive message
Changing needs, innovation	Segmentation and penetration	Being aligned with the brand image
Technology tools	Lack of infrastructure facilities	Share the brand image so it fully affects Electronic Media Marketing used by consumer.
Creativity innovation	Clutter of activities	Variety of different Electronic Media Marketing
Efficient system	Delivery of goods and services	Acting efficiently
Differentiation brand equity	Highly competition	Distinction

For companies, it is very important to consider and measure the effectiveness and efficiency of the EMM process for their promotion and publicity (Choi, Ko,

& Kim, 2016). Brands in developing countries have less experience in that subject. Thus, marketing metrics are the tools that can help and support organizations to compare, quantify and interpret the success of their marketing activities. Marketing departments and managers may face some difficulties in assessing the outcomes of their marketing efforts through EMM. These efforts are different from traditional Electronic Media Marketing. Hence, measuring the effectiveness of Electronic Media Marketing must start with changing the traditional approach of measuring the return on investment (ROI). Managers should take into consideration customer motivation by using EMM measures to engage them (Athreye et al., 2016). Recently, EMM has gained great attractiveness over the earlier years. Because of this popularity, traditional EMM has experienced a decline in both trade businesses and popularity. (Bastiaansen et al., 2018) claimed that the mainstream media channels have faced recent challenges that have reduced brands' incomes levels from these channels. Such reduced performance in traditional media marketing has led to the growth of Electronic Media Marketing and brand Management. Because of the hard economic and financial situation, most companies have constricted their funds and budgets accounts, particularly for publishing and advertising, and shifted to online networks and channels. Moreover, brands have been gradually shifting their advertising priorities to align better with today's buyers. According to (Guido, Pino, & Peluso, 2016), today's buyers are captivated and fascinated by Electronic Media Marketing attractiveness and allure. Therefore, the spread of EMM network services in brand management and marketing is increasingly driving consumers' attention towards EMM Networks.

1.3.2. Impact of Electronic Media Marketing on Brand Building

It is important to acknowledge that the popularity of Electronic Media Marketing platforms and content is yet another reason for customers to be engaged with brands. Since there are relatively many Electronic Media Marketing platforms, it is impossible for companies to be involved in all of them. Therefore, companies should analyze their target audience and decide accordingly on the most effective platforms to communicate with their customers.

Providing an effective tool allows customers to engage with the brand on a daily basis, hence creating brand loyalty. Different factors influence the companies' choice of the EMM Brand Building strategies they decided to take on. (Mazumdar-Shaw, 2017) suggests that choosing an appropriate branding tool should be determined based on three factors: the product or service, consumer behavior, and the firm's competitive position. (Cluley et al., 2020) confer with this statement on the basis that international Brand Building strategies should be based on an understanding of its economic, technological, socio-cultural and com-

petitive conditions. (Poorkavoos et al., 2016) clarify that these factors can be summarized as stakeholder interest, corporate image and reputation, marketing complexity, Marketing costs and product characteristics. Furthermore, (Ko et al., 2016) argue that the three factors affecting international companies' branding strategies are: market dynamics, firm-based drivers, and product-market drivers.

Electronic Media Marketing has numerous positive effects on Brand Building, such as creating brand value, creating brand image, and establishing brand awareness, to name few. Through Electronic Media Marketing, it is possible to increase brand awareness among customers through building corporate image (Alexander et al., 2016). The positive impact of Electronic Media Marketing has contributed to massive change in the relationship between brands and customers. Nowadays, brands create strategies after they evaluate and realize the target consumer's needs, likes and dislikes through Electronic Media Marketing Networks. Therefore, Electronic Media Marketing had a major effect on the world and businesses to make their brand or services visible. Electronic Media Marketing is having a remarkable Effect on Brand Building (Godey et al., 2016). As business growth and performance are taking an important place in the Market, Electronic Media Marketing helps in developing business campaigns. Thus, Electronic Media Marketing platforms like facebook, twitter, linkedin etc., present an opportunity for businesses to seize the attention of the consumers while simultaneously building a brand image and brand value.

Electronic Networks Sites allow companies to use strategies to Build and create brand Profiles like fan pages, contests etc. (Spielmann & Williams, 2016). Through Electronic Media Marketing, one can view the likes and preferences of customers as well as the latest trends adopted by the public. Electronic Media Marketing helps a brand to build strong online presence through innovative Electronic Media Marketing techniques and tools (Acharjya & Das, 2017). It depends consequently on Business Objective and Electronic Media Marketing Goal as Table 1.7 demonstrates:

Table 1.7. Business objective and Electronic Media Marketing goal relation (Acharjya & Das, 2017)

Business objective	EMM goal	Metrics
Grow of the brand	Awareness	Followers, share
Turn customers into advocates	Engagement	Comments, like, mentions
Drive leads and sales	Conversions	Website click, emails sign ups
Improve customer retention	Active consumers and reflection about the brand	Testimonials, Electronic Media Marketing sentiment

Therefore, the worldwide distribution of Electronic Media Marketing was activated by the exponential growth of Internet users, leading to a completely new environment for customers to exchange ideas and feedback about products and services (Kaplan & Haenlein, 2010). According to Statista Dossier (2014), the number of Electronic Networks users will increase from 0.97 billion to 2.44 billion users between 2018 and 2019, predicting an increase around 30% in 8 years.

Considering its rapid development, Electronic Media Marketing may become the most important Media channel for brands to reach their customers in the near future. Consequently, it is obvious that Middle East companies have rapidly understood the potential of using Internet based on Electronic Networks to influence consumers, including Electronic Media Marketing Communication in their business strategies. Measuring the impact of advertisement is an important issue to be included in a global Electronic Media Marketing strategy. A system that could predict the impact of each of their advertising posts in Electronic Media Marketing would provide a valuable advantage when deciding to communicate through Electronic Media Marketing, helping to promote products and services, thus supporting Brand Building.

1.4. Conclusions of Chapter 1 and Formulation of the Tasks of the Thesis

This section studied the theoretical approaches to Electronic Media Marketing for Brand Building, and identified key factors in order to extend the theoretical model for Brand Building in developing countries. Brands in developing countries must be aware of the importance of Electronic Media Marketing. They have the potential, but still face lack of knowledge and are not aware of how to implement and use EMM tools and develop a process to attain effectiveness.

1. Many factors are involved in measuring and evaluating the effectiveness of Electronic Media Marketing. Organizational Brand Building can adapt Marketing strategies in order to meet the needs of consumers. Using Electronic Media Marketing will lead the brand to reach its objectives and goals. According to several measurements of effectiveness, organizational Brand Building can implement a conceptual model in order to emphasize its image value and engaging in the Online Marketplace. EMM tools and platforms are different and varying. A good understanding of the factors of effectiveness can provide a roadmap for future investments. Hence, the effectiveness of multi-marketing channels should be analyzed more in-depth. Therefore, companies building their brands must generate insights and a clear understanding from the data that is relevant to the brand and ultimately the Marketing return on the investment.

2. Each Brand Building attempt in developing countries must determine and rapidly understand which measures are best suited to its values and goals because what is effective to one company may not be effective to the other. Accordingly, brands need to consider which factors of market integration and which EMM tool to use. Therefore, organizational Brand Building should combine approaches of effectiveness and how they can work together collectively to reach the objective of the company through consumer engagement. As digitalization continues to evolve rapidly, communications and conversations between brands and customers has allowed for quick responses and effectiveness rate.
3. With the advance of digitalization and technology, this evolution took a main role in the effectiveness of Media in the marketplace. EMM has an important validity for the study of effectiveness in Marketing behavior and strategies. It a useful tool for organizational Brand Building and a competitive advantage. Certainly, effectiveness of EMM has received widespread practitioner support with many studies and approaches. (David-Ferdon & Hertz, 2007) sought to consider the acceptance and development of EMM within advertising agencies. They found that integrated EMM communication is a significant element to reach effectiveness by indicating the amount of time and resources, and considering input for the integration. The organizational Brand Building increases in value based on effectiveness measurements and evaluation. Nonetheless, strategies to build brand equity are now mainstream in organizations. Organizational Brand Building refers to a combination of factors relating to a good or service, such as its name, logo and symbols, its design and packaging, as well its performance (Florida et al., n.d.). To conclude, the growth of EMM is one of the main results of EMM changes that is by itself one of the main concerns of organizational Brand Building. To reach effectiveness in Electronic Media Marketing, a company must respond to the needs of consumers and face the challenges of the market itself.
4. For this following tasks should be processed:
 - The theoretical model of EMM for Brand Building in developing countries should be formed according existing theoretical knowledge.
 - Tthe research methodology for approbation of a theoretical model of EMM in Brand Building.
 - The extended model of Electronic Media Marketing for Brand Building in developing countries after approbation and analysis of research results should pe proposed.

Electronic Media Marketing for Brand Building

This chapter displays the evaluation, improvements and gaps in the field of EMM, then forming a model in order to identify the main factors to prove the effectiveness of Electronic Media Marketing for Brand Building. The results are published in International Journal of social science and economic research (Chalfoun 2018; Davidavičienė, Chalfoun 2019).

2.1. Scientifics of Previous Researches in America, Europe and Asia

In the Middle East, creating a visible online presence and having a strong Electronic Media Marketing strategy may seem challenging for global brands. The review of the previous research has shown some scarcity in the knowledge about EMM use and effects on Brand Building in the Middle East. Therefore, Electronic Media Marketing research in America, Asia and Europe has enjoyed rapid growth in the 20th century, among countries economic prosperity, rapid growth in Information and Communication Technologies (ICT) and expanded Marketing.

To explore the extent to which the rise of research on the effectiveness of EMM continued in the 21st century, 146 publications on these countries in more than 14 top-ranked SSCI, Scopus, web of science and other journals from 2008 to 2019 were analyzed. Results indicate that the rise of Asian communication research is a foot in the 21st century, but it was noticeable that some challenges and gaps in using EMM tools are still evident. However, the results also suggest that there are patterns of unevenness in the source of the published scholarly research especially in Asia. Asian scientific research was dominated by East Asia, which was dominated by China, South Korea and Japan. In terms of research areas by topic, Asian communication scholars focused on a few areas, including Media, ICT, the use of Electronic Media Marketing networks, customer satisfaction and Brand Building challenges.

In terms of research methodologies, the quantitative approach was found to be dominant in the publications, which accounts for more than twice that of qualitative research. Moreover, the growing importance of a few large Asian technology companies that allow billions of users to navigate and use EMM through services like search, networking, video sharing, messaging, etc. plays an increasingly important role in terms of Marketing. According to Sirkkunen and Cook (2012) legal and policy interventions in the Media market takes three forms: (1) broad investments in infrastructure and capacity, (2) direct and indirect intervention and (3) wider legal rules aimed at allowing a well-functioning and competitive marketplace. Many governments have invested heavily in broad information society policies meant to increase connectivity and equip citizens, businesses, and other relevant actors to make use of Information and Communication Technologies (ICT). These initiatives are often launched with a general reference to the opportunities that ICT presents for Media. However, they rarely contain targeted initiatives aimed at Electronic networks. As they accelerate the adoption and use of digital EMM, they simultaneously make it easier for internet users to access news, benefit domestic and international technology companies, and intensify the structural pressures on legacy EMM organizations.

The main forms of intervention pointed more precisely at EMM has remained the same as in the late twentieth century primarily public funding for public service Media (PSMs), secondarily, indirect and direct support for private companies news Media, primarily EMM. Some countries also offer some direct support to other private companies Media including digital-born Media and commercial broadcasters. In terms of the wider legal framework, a range of broad areas are relevant to new EMM developments, including laws on contempt, data protection, freedom of information, and privacy. One of the issues most frequently raised by brands is broadcasting, in particular with the rise of Marketing use in companies. The conception model presented in this section will give brands a guideline on how to use their potential to fulfil effectiveness by investing their potential to

reach effectiveness. Through the implementation of this model, brands can represent some planning for using Electronic Media Marketing through the changes in branding strategies. It will be clearer how brands that face challenges in using Electronic Media Marketing, can understand more widely the importance of ICT in engagement and commitment. This model is useful for brands to use EMM in the most effective way, considering the impact on the brand perception in the mind of their customers and target audience.

Before presenting the conceptual model and explaining the process of implementation, it is important to highlight several researches in this field – in America, Asia and Europe – that have studied in-depth the effectiveness of Electronic Media Marketing. These researchers have considered in their scientific articles many factors and elements that contribute to the effectiveness of EMM. More details. Annex A, Table A7, summary of articles about EMM shows a summary of the results of the collection of their arguments and interests. Despite the number of articles on EMM effectiveness in America, Asia and Europe, still there is a gap in finding a specific model for adopting EMM in the Middle East specifically. Most of these articles explain methodologies, improvements, tools and other subjects, but they did not show any clear or specific model that demonstrates factors or steps for implementing EMM effectively.

There gaps should be solved by a reaching a mutual understanding for implementing EMM through a specific model of implementation, that none of the above studies mentioned clearly and specifically, particularly in the developing countries. Studies on Asia represent about 30.08% of the collected studies; this is relatively a little percentage when compared to Europe or other countries. Still, a clear and specific EMM model has not been studied or even illustrated. After wide investigation within these articles, it becomes more obvious that a formed model needs to be proposed for an effective implementation of EMM. The key task is to collect the main factors that contribute to the effectiveness of EMM, and bring together all needed steps in order to reach the model that boosts brands in developing countries. For example, (Wessel et al., 2016) argue that “the growing success of EMM has led to a proliferation of social information such as customer product reviews and product ratings in electronic markets”. (O’Keeffe & Clarke-Pearson, 2011) state that “using social media websites is among the most common activity of today’s children and adolescents” but the study doesn’t show any model considering Brand Building activities; hence, results cannot be generated. Other studies such as (Alaa, Din, & Baradei, 2010) and (David-Ferdon & Hertz, 2007) discuss the impact of Electronic Media Marketing without suggesting a model or a procedure of implementation EMM. All these studies lead to explore further research to form an effective model for EMM for Brand Building; a model that can be generalized in developing countries to maximize their positioning in the Electronic Market.

Moreover, many studies recognize the importance of finding a specific model for implementing EMM for Brand Building in order to reduce the gap of missing a clear model. Until now, there has been little work in specifying or detailing how to implement EMM effectively in a Brand Building company. This gap is considered the missing piece that has not yet been explored or is under-explored in literature. Review of literature researches suggests that a huge number of studies has been carried out on Electronic Media Marketing throughout the world with skewed focus on impacts and influences (Lazzeretti & Capone, 2016), (Shahzad, Mousa, & Sharfman, 2016), (Majid, Siebers, & Aickelin, 2017), and (Tucker et al., 2016). Moreover, most of these studies have mainly focused on understanding consumer response towards brands in relation to the significant increase of the role of EMM. A change in consumer attitude and perception regarding the role of Electronic Media Marketing brings forward the need to create a model of implementation that takes into consideration demographic, socio cultural and economic factors affecting consumer behavior towards brands.

There is a clear need to better understand the factors that have created a paradigm shift in the effectiveness of EMM for a brand. The scopes of most of the existing studies in the tables presented above are either limited to a single category of EMM or cover limited geographical regions; particularly not developed countries. Moreover, there are no or very few studies on the effectiveness of EMM implementation. As the market of developing countries is experiencing a significant growth, a comprehensive model for understanding the market potential and consumer behavior through EMM becomes important. The huge potential for brands in developing countries needs to be properly utilized by adopting an effective managerial model approach in tools, factors, influence and other requirements. This requirement calls for a better understanding of consumer socio-demographic characteristics and their perceived preferences for these products as well as the factors affecting their purchase decisions. The model proposed also has implications for the developing countries brands in terms of providing insights about the needs and requirements of implementing Electronic Media Marketing. Moreover, creating and using an Electronic Media Marketing plan to support electronic transformation and company growth become crucial and significant.

According to literature, brands must start to develop Electronic Media Marketing Strategy. It is still a common challenge between countries since many businesses know how Electronic Media Marketing are acquiring and retaining customers. Yet, studies don't have an integrated plan or specific model for EMM to grow and engage their audiences effectively. If brands do not have a specific model for integrating EMM into their business, brands will suffer from many problems and gaps. Therefore, a common challenge is where to start drawing up an Electronic Media Marketing model for integration. Another challenge is the sheer scope and scale of Electronic Media Marketing. There are so many great

Electronic Media Marketing techniques to improve EMM effectiveness. Several statements obtained from previous studies for creating a model may suggest a way forward for brands:

Start with a separate Electronic Media Marketing model defining the transformation needed and making the case for investment and changes for brands.

Following approval, create an integrated EMM model that should be an important part of the overall EMM strategies.

Using Electronic Media Marketing without a specific model is still commonplace.

Brands that lack a specific EMM model for implementation do not have a clear strategic goal for what they want to achieve online in terms of gaining new customers or building deeper relationships with them.

The dynamics will be different to EMM channels with different types of customer profile and behavior, competitors, propositions, and options for EMM integration. There are great tools available from the main EMM platforms where brands can find out the level of customer demand.

In order to better identify EMM challenges and the need of a specific common model, many others gaps should be taken in consideration:

Geopolitical shifts will drive global fragmentation: Brands should apply and develop a regional EMM model that acknowledges that the consumers are thinking more and more locally.

Empowered consumers will seek brands that reflect their local values: Consumers are increasingly demanding that brands align with their personal values, a complex system highly reliant on local beliefs in social issues, politics, and causes.

Innovative local competitors will emerge: Brands selling in emerging markets once benefited from the lack of local competition.

In order to address all these gaps, brands must develop their cultural mind set, adapt their companies to share more EMM, implement an insights-driven model to personalize their experience, and upgrade their global technology infrastructure. The necessity for creating and forming a model becomes more and more important after presenting all these gaps and challenges. A specific model for implementing EMM for Brand Building is becoming necessary for brands in order to present tools and factors that could be employed to improve the effectiveness of Electronic Media Marketing.

2.2. Concept of Model of Electronic Media Marketing Effectiveness in Brand Building

This part will clarify three main points: (1) choosing Asia region, specifically Lebanon as the area for conducting the statistical study, (2) analyzing the effectiveness of Electronic Media Marketing by simplifying and explaining how it is different and (3) showing gaps in the scientific research in this field.

As discussed in chapter 1, Electronic Media Marketing is a conventional tool that possesses major opportunities for Organizational Brand Building, in order to increase corporate image (Shahzad et al., 2016). Many companies in Asia believe that the power of Electronic Media Marketing as a marketing tool can hugely support an organization's marketing efforts. Hence, it becomes critical to specify what types of benefits can marketing provide for organizational Brand Building efforts (Bhattacharyya, 2014).

The outreach of Media Marketing can be phenomenal. The case with the Lebanese agriculture companies is that they are not accessing the opportunities provided through electronic media marketing. Season's agriculture is considered a time for consuming and doing things right (Lin et al., 2016). Therefore, companies cannot survive without the ability to identify customer convenience in purchasing and customer behavior. Recent advancements in technology and digitalization have given the rise to new opportunities to engage consumers with EMM. Sánchez, Campo and Alvarez (2018) identify a "Lack of a systemized body of knowledge and conceptual framework on which to base scientific inquiry." Using techniques already studied by scientists and cited in the literature reviews, inspires the development of a new conceptual model that evaluates EMM effectiveness. Analyzing past research may offer insights that can be used to develop models needed within this growing area of marketing communication. This area includes experiential marketing, relationships marketing, Electronic Media Marketing (EMM) effectiveness and marketing communication. The measurement of outcomes is rarely that simple. While combining these factors together, effectiveness seems to relate to emotional response, influence, previous experience, expectations, and consumer engagement and consumer behavior. Moreover, (Rakthin, Calantone, & Wang, 2016) identify EMM as valuable resources that organizational Brand Building can utilize for competitive and outreach effectiveness. (Deng & Wang, 2016) extended the scope and developed a model for comparing the performance of organizational Brand Building. Also, (Rakthin et al., 2016) clarified the capacity of EMM integration beyond technology. Results from antecedents' studies show that the effectiveness of EMM positively influences organizational Brand Building by enhancing customer acquisition and retention

of the company. Moreover, Electronic Media Marketing operates through innovation and digitalization to add its effects to effectiveness. In order to present a conceptual model of effectiveness in EMM, a challenge seems noticeable and apparent. This challenge lies in the transformation of the raw input of the effectiveness criteria into semi-structured criteria that are a combination of previous researches.

In order to address this challenge, a demonstrated framework of all aspects levels must be established in the conceptual model suggested in this study, focusing on discovering the relative importance of the aspects of effectiveness in EMM from the contributor's perspectives. A new approach is proposed in the model to cover all previous evaluations by combining different aspects and identifying the relation between all others criteria. Antecedents' principles can be evaluated as in the Figure 2.1 presented below.



Fig. 2.1. Evaluation model of antecedents perspectives. Source: Lin et al., 2016

There are many reasons why organizational Brand Building should measure the effectiveness of EMM in their Marketing strategies. Measuring and evaluating effectiveness through this proposed model would enable companies to improve the effectiveness of implementing EMM by adapting the conception of the model. Measurement and evaluation are essential in order to continue the process of improvement, plans and strategies. Brands can use many metrics that are considered useful tools for aligning strategic objectives (Smith & Soonieus, 2020).

Figure 2.2 demonstrates the proposed model that accounts for the factors, criteria and tools utilized in this research.

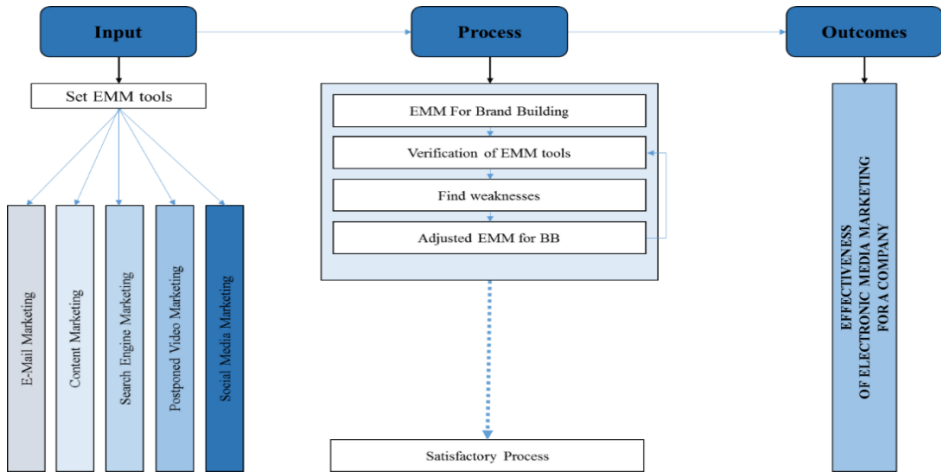


Fig. 2.2. Conceptual model of effectiveness of EMM. Compiled by author, 2020

The combination between the main factors and indicators of effectiveness in the conceptual model above emphasizes the process of the company Brand Building and establishes this effectiveness. Companies must focus on awareness and image value. Once the brand identifies its culture, differentiation and image, it can reach the market using EMM as an efficient tool. In order to implement a model for effectiveness, managers must evaluate the following main indicators:

Brand awareness methods and process

Brand Building system (image, logo, mission, vision, value, etc.)

Brand identification elements

EMM tools and platforms for integration

Inputs and resources

Sustainability and engagement

Investment and development

Evaluating consumer behaviour, outcomes and feedbacks

These factors and indicators need to be evaluated and demonstrated in order to reach effectiveness as a main factor for development and progress. The success of the EMM concept model in companies presents the importance of some indicators that empower the process and improve it. The most important indicators are:

- Choice and selection of the right tool;
- Variance of platforms and networks;
- Low cost of using EMM;

- High quality of goods and services;
- Quick access and availability;
- Authenticity and credibility;
- Reliability of EMM tools and networks.

In order to implement the model of EMM effectiveness proposed for this study, a regression analysis can demonstrate how each method (Plan, DO, Act, and Check) contributes to the effectiveness of the EMM approach. The regression analysis shows how the factors linked to management, research and development (R&D) in Electronic Media Marketing strategies. Thus, Electronic Media Marketing can be mapped to tools, consumer behaviour, Brand Building, and external influence that form a broader pool of independent variables for the study. Since the goal of the study is to examine the effectiveness of EMM, the tools, consumer behaviour, Brand Building, and external influence become predictor variables because they determine the ultimate goal.

Measurements and metrics are helpful to organizational Brand Building because they provide a basis for communication, objectives and activities. Effectiveness includes success, tracking outcomes, efficiency, engagement and other factors that influence and lead to more rewards and accomplishments for the brand. Companies use different methods and procedures to integrate Electronic Media Marketing to reach effectiveness by planning, doing, acting, and checking (Dwivedi et al., 2021). They evaluate this accomplishment by monitoring the effect of interaction on the intention to purchase, and how organizational brand awareness affects results and outcomes. However, regardless of how a customer is engaged, the purpose of developing a conceptual model to evaluate strategic effectiveness is to detail how companies can enter a market by attracting customers, and creating customer interest that later translates into sales. The effectiveness of EMM in organizational Brand Building methodology for conceptual model approbation can be reached by resolving the challenge of EMM efficiency, which included the following variables:

- The initial operating cost of implementing the system in the organizational Brand Building;
- The cost to maintain the EMM system tool over a long period;
- The changes and challenges that might be increased in time.

This conceptual model wanted to come up with the figures on the beginning by which a breakeven point was reached and two important points were discovered:

- The cost, the selection, the effectiveness of the EMM system would be considered;

- Increasing the effectiveness of Electronic Media Marketing should be measured.

The conceptual model highlights that advancement in technology enables EMM systems to become more effective and continue growing into a more efficient support system for organizational Brand Building. Moving forward, all suggested plans, additional features, and new designs come with a price. Therefore, further execution must take into account the decision to have additional expenses in maintaining and developing the system if the company wants to reach benefits and advancement. Companies in the Middle East struggle with delivering their Brand Building image to European countries. Lebanese agriculture companies, for example, are not well branded. These companies are still struggling because of the inconvenience and lack of spreading information and interacting with E-consumers. The Lebanese environment is facing many political, economic, social and financial problems and limitations. Thus, it is hard to find agencies that help agriculture branding to spread worldwide. Using social media marketing platforms, as EMM tools, to reach effectiveness of EMM in agriculture companies will lead the branded companies to: Develop brand awareness, build relationships with European countries (e.g. Lithuania), increase website traffic, turn international followers into customers.

Thus, Electronic Media Marketing can be mapped on tools, consumer behavior, Brand Building, and external influence that form a broader pool of independent variables for the study. Since the goal of the study is to examine effectiveness of EMM, the tools, consumer behavior, Brand Building, and external influence are considered predictor variables because they determine the ultimate goal. Electronic Media Marketing is used as a competitive advantage tool that increases marketing efficiency. Top managers have to understand that there has been a shift of power from the producers to the consumers. Moreover, Electronic Media Marketing provides a platform for consumers to voice out their thoughts regarding a new advertisement, product, or service. Many researchers concluded that the business world is developing rapidly and with the constant communication that has become available, marketers are enjoying the opportunity to have the potential consumers while maintaining the loyalty of present consumers. Electronic Media Marketing can relate people for communicating, trading, sharing, promoting, selling, showing, accurate information and solving all ambiguities. The widespread use of EMM helps brands to create context for consumers. According to many recent reports, more than 40% of users of Electronic Media Marketing practice and use many platforms. Moreover, Electronic Media Marketing gives the user the convenience and comfort, cost reduction and better quality, positive perception and good behaviour. Companies can use EMM to facilitate the life of their customers by helping them in choices and selections.

After putting all the quantitative data together, the research will engage in an interview and questionnaires (Annexe B), where a team of experts and more than 146 respondents will be asked to discuss the current state of EMM in agro companies in Lebanon. Next, the result will indicate that customers require more EMM presence and they are positively affected. However, brands still lack many elements that allow them to integrate EMM since there is no specific or clear model to significantly implement and apply.

Lebanon's moderate climate, rich soil, and abundant water resources provide the country with the key factors for agricultural production. The country has the highest proportion of agricultural land in the Middle East representing 64.3% of the total land area. The climate is moderate overall and is suitable for the cultivation of a wide variety of crops that would normally grow in both cold and tropical countries. Major regions for crops, meadows and pastures include the Bekaa plain (where more than 40% of the land is cultivated), the North, particularly in Koura and Akkar, and the South with the coastal region from Sidon to Tyre (where intensive agriculture is also present in greenhouses). Mount Lebanon and Nabatieh are also important agricultural zones, albeit the lower shares of cultivated land due to their rough landscape. The majority of agricultural holdings are concentrated in North Lebanon and Bekaa with 31% and 20% respectively. The Bekaa holds the highest number of livestock heads by agricultural holding. In addition, The Agro-Industrial companies are one of the major contributors to the Lebanese economy. In 2015 (latest available figures) it generated an estimated 32.03% of the output of the industrial companies and around 2.66% of the country's GDP, with an estimated size of 1.98 Billion USD. In addition to its significant potential to generate employment opportunities, the companies benefit from a well-trained labour base. A considerable number of students graduate annually with specialized university degrees as well as vocational training in agro-industrial processing and food quality management.

Agro-food enterprises account for the largest share of industrial establishments in Lebanon, with 21.8% of enterprises or around 963 companies involved in agro-industrial activities. The companies are predominantly composed of small family owned enterprises, employing six workers on average. Agro-food activities are mostly concentrated in Mount Lebanon where 45% of agro-industrial enterprises are located. The Bekaa region ranks second in terms of concentration of establishments (17%), followed by North Lebanon (14%), Beirut (11%), South Lebanon (9%), and finally Nabatieh (4%). The highest share of agro-food establishments is involved in the production of baked goods with nearly 23% of total enterprises. Baked goods occupy a significant share in Lebanese households, and therefore form the vast majority of agro-food companies. Other companies of activity with a high share of enterprises include confectionary with 16% of agro-food establishments, followed by dairy products with 8% of establishments as

well as the processing and preservation of grain and starch products with 7% of total (IDAL, 2018).

In the context of Brand Building via EMM tools for emerging markets, market players are not deeply involved in EMM activities and have less experience with using EMM. EMM plays eminent role in the outreach of agricultural products to consumers, selling of output, fetching good price, creating relationships, and satisfying customers. Agriculture Media Marketing is sought to cover the services involved in moving an agriculture product from the farm to the target consumer. Such a marketing mechanism helps in planning, organizing, grading, packaging, storing, food processing, distribution, and advertising. Electronic Media Marketing could be a true breakthrough for farmers where applications are used for agricultural Marketing. It creates an awareness of the market prices and the demand for the crop. Despite all these opportunities, it is worthwhile reinforcing the fact that there is no single solution for all circumstances. With lots of investigation in the area of study, there were no specific studies in Lebanon on the effectiveness of EMM in agriculture companies. This study will emphasize to companies in Lebanon and other countries the significant importance of EMM to their business.

2.3. Methodology for Validating Model of Electronic Media Marketing for Brand Building

Marketing professionals in the Middle East may know that consumer preferences vary greatly within the region. However, they have very few tools that accurately measure Electronic Media Marketing insights. This is where having a tool that measures consumer insights would help brands with their EMM strategies. Once brands have an understanding of the different audience that are talking about BB with EMM, it must be better equipped to use EMM tools that can monitor the conversation they are having on the platforms and give insights into how to better use EMM to market to them. Agro companies in Lebanon are chosen because this sector is facing a lot of challenges and gaps, lack of knowledge and absence of a specific strategy for Electronic Media Marketing due the misunderstanding of the importance of using EMM tools. In order to clarify this idea, this section is intended to study the impact of EMM on branding and customer satisfaction in the agro companies in Lebanon. For this end, two samples are addressed. The first sample compromises of 412 random volunteering customers who explained, from their own perception, the stance of the agro companies with regard to EMM. Results showed that the consumers sample is a very good representation to the Leb-

anese population (Center for Lebanese Studies, 2018). The majority of the respondents are from the highly crowded governorates (Mount Lebanon and Beirut), from middle-income class, and have higher education representing all age groups older than 17 years old. In addition, all marital status are represented and both genders are included.

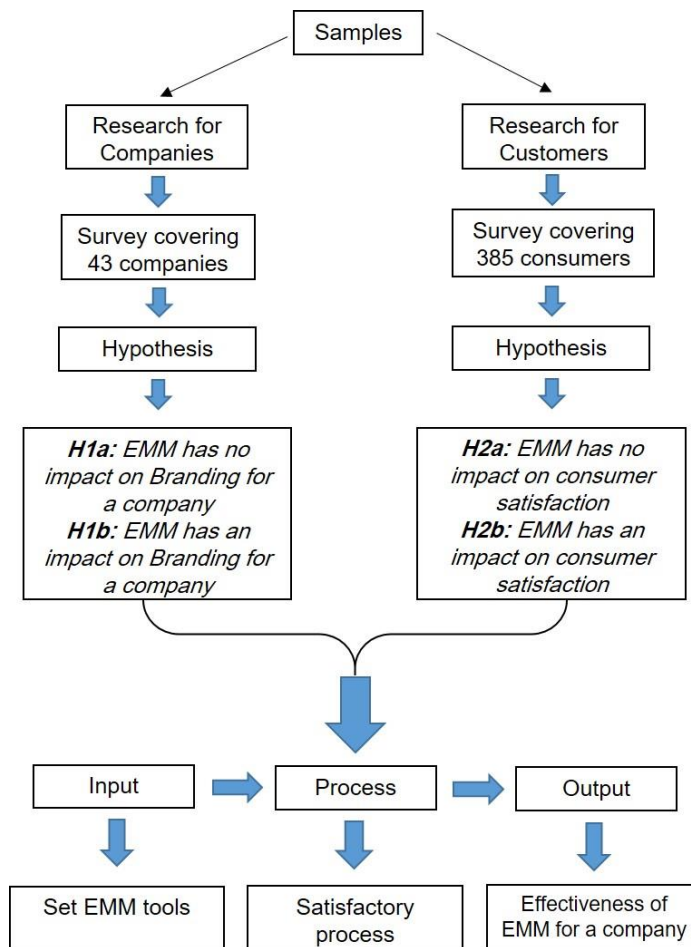


Fig. 2.3. Research structure

Moreover, the consumers' sample was studied thoroughly by studying the cross relationships using cross tabs and further checking for categorical differences or similarities via Chi Squared test at 5% significance level. The aim is to

understand the consumers' level of satisfaction with EMM services, and its link to branding from the consumer's perspective. After all, one can only measure consumer satisfaction by addressing the consumers themselves. Next, the firms' perspective is also undertaken such that three continuous indicators (EMM, branding, and Consumer Satisfaction) are calculated after testing the reliability of the composed indicators using Alpha Cronbach and PCA factor analysis using Promax Rotation. Next, the researcher proceeded with testing the correlation and plausible impact of EMM on branding and consumer satisfaction in the agro companies in the Lebanese economy through a correlation matrix and linear regression equation. The models suggested that there is a positive impact correlation between EMM, branding and consumer satisfaction (CS). More importantly, EMM improves branding and the agro product marketing significantly by 0.912 at 5% level.

As for improving customer satisfaction, the sample firms showed no significant impact of EMM on CS despite the positive effect. In other words, firms in agro companies believe that EMM will improve branding for their goods; however, they do not consider EMM to be a major tool that improves the consumer's satisfaction. To them, the quality, the distribution strategy, the after sales service and their customer service matter. Accordingly, EMM is a secondary tool to the firms to attain better consumer satisfaction. To link the results from the two samples (firms as agro products suppliers and consumers the agro products buyers); firms do not put heavy weight on EMM to reach out to better consumer satisfaction. On the other hand, the sample consumers suggested that consumers do rely on EMM to recognize new brands, and proposed that agro companies need to spread more via EMM in Lebanon.

This section also explores the findings from the first hand collected data for the agro-food industry in Lebanon, which is one of the investigation and analyses in the Middle East. First, the researcher analyzes the description of the sample using different frequency and percentage charts and cross tables. Next, three independent composite variables representing Electronic Media Marketing, branding and customer satisfaction are composed by taking the mean of the selected relevant items. Accordingly, the researcher firstly presents the central tendencies and spreads of each item, followed by factor reduction tests (Alpha Cronbach, KMO & Bartlett's test, PCA) that dictate which items to include for calculating each of the five indices. Next, the composite variables are computed and the corresponding measures of location, dispersion and normality of each of the composed variables included in the model are presented. These tests established a good strength of the correlations between the items.

The first set of inferential statistics will be conducted to test for any significant differences between the different categories such as Mann-Whitney U test (for quantitative variables) or the Chi squared (for categorical variables) given

certain demographics such as type of agro food, or the use of EMM and further testing based on the results. The hypotheses under study is whether EMM has an impact on branding and consumer satisfaction in the agro companies in Lebanon. These hypotheses were taken from different points of view of antecedents studies on the impact of EMM (Lynch et al., 2020), (Yen & Abosag, 2016), (Smith & Soonieus, 2020), and (Cluley et al., 2020). According to Barrow (2016), the successful development during the twenty first century in Electronic Media Marketing leads the company to find and use many requirements for effectiveness to efficiently attain performance in work and has the ability to make and implement best decisions under better conditions of effectiveness. From these conceptions, the following hypotheses were structured:

- H1a: EMM has no impact on branding for a company;
- H1b: EMM has an impact on branding for a company;
- H2a: EMM has no impact on consumer satisfaction;
- H2b: EMM has an impact on consumer satisfaction.

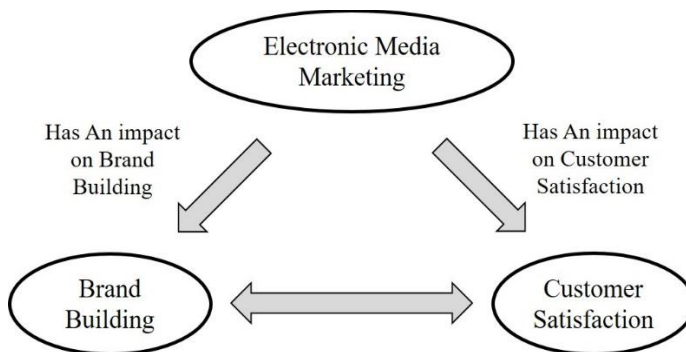


Fig. 2.4. Impact of EMM on BB and CS

These hypotheses were developed since EMM has significant potential to improve the efficiency of Brand Building. EMM is already leading to better informed and engaged consumers and producers, smarter farms, and improved public services. The adoption of EMM varies significantly, but with lower current adoption rates in developing countries. Similarly, the second sample compromises to the firms, whereby the 41 firms are also spread nationwide and represent the different branches in the Lebanese agro companies. According to questionnaires including brands and consumers, the model aimed at testing the factors that emphasize specific criteria and processes to attain EMM effectiveness. The model was tested using the hypothesis of companies and consumers. The result reveals

that Electronic Media Marketing is significant for Brand Building, but not for improved consumer satisfaction.

As discussed earlier, this study tackles the two perspectives of the agro market: demand and supply. Having discussed and analyzed the demand side via the consumer's sample, this section discusses the supply side via a random sample of agro firms. Following the same rationale, the descriptive statistics of the sample firms is first presented followed by reliability and factor analysis to calculate the three indicators of interest (EMM, branding and CS), next the correlation matrix, and finally the models. Agro-food enterprises account for the largest share of industrial establishments in Lebanon, with 21.8% of enterprises or around 963 companies involved in agro-industrial activities. A further filtering step revealed that around 55 firms adopt EMM. Hence, 55 firms were invited to participate in a structured interview. The response rate was 78% or in other words, 43 firms willingly participated in the study. Accordingly, with this sample at hand, the study is conducted at 95% confidence interval. Furthermore, to test consumer satisfaction, a survey covering 385 consumers will be held. The sample number is determined as per Cochran's statistical formula for a 95% confidence interval with a 5% margin of error. Three governorates encompass the majority of the firms in agro companies (Beqaa, Beirut and Mount Lebanon 85%) and in the South and North only 15%. Nevertheless, 95% of the firms use Electronic Media Marketing and the remaining 15% rely on their websites as a tool for EMM. Of the 95%, there are 55% with more than three Electronic Media Marketing handles. Facebook appears to be the Electronic Media that is mostly in use (85%). Most of these firms use their Electronic Media Marketing on a weekly (65%) basis, 20% of them on a daily basis and 10% on a monthly basis. Rarely were there firms that use EMM only quarterly and none wait for year to check, whereas 75% of the firms use their website to communicate with their customers.

Three governorates encompass the majority of the firms in agro companies (Bekaa, Beirut and Mount Lebanon 85%) and in the South and North only 15%. Moreover, 95% of the firms use Electronic Media Marketing and the remaining 15% rely on their websites as a tool for EMM.

- 40% of the firms have more than 3 Electronic Media handles;
- 35% of the firms have 3 handles;
- 20% of the firms have 2 handles;
- 5% have only one handle namely Facebook;
- The highly used platform is Facebook 85%;
- Users of the remaining platforms such as twitter, YouTube, and Instagram represent 15%.

The sample firms are in continuous contact with their customers via Electronic Media Marketing (85% daily or weekly) and 75% via their official website. This study was conducted nation wise over the five Lebanese Governorates. Volunteers were proportionally distributed such that 49.8% came from Mount Lebanon Governorate, which has the highest population in Lebanon, followed by the second crowded governorate, the capital Beirut with 34.6% of the respondents. The remaining governorates embrace 15.6% of the respondents. On another note, respondents are quite equally distributed among the age groups (above 17 years old), with 57.7% being females and 42.3% being males. Around 45% are married, 48.8% are single and only 5.2% are widows/widowers or divorced. Regarding income status, 68 % of the respondents are middle class, 26.7% are high income and the least portion are the low-income people (5.3%). Respondents come from different educational levels ranging between schooling (14.4%) and a doctorate degree (2.7%). The majority have higher education degrees with 69% and 13.9% with vocational education. In sum, the sample is a very good representation of the Lebanese population (Center for Lebanese Studies, 2018). The three variables are continuous by nature. This allows for further inferential statistics by studying the correlation between the variables under study, followed by the fit model to study the impact of EMM on branding and customer satisfaction. Therefore, the researcher uses Spearman's Rho correlation matrix to determine the correlation between the three variables (Frost, 2017). Based on the correlation matrix results, the researcher runs the regression to study the impact. Two simple regressions will study the impact of EMM on branding and another regression to study the impact of EMM on customer satisfaction. Another hypothesis whereby branding is treated as a moderator to customer satisfaction. Branding is also studied and considered as a Mediator. Customer satisfaction can be defined as the measurement that determined how customers are satisfied with the brand's services, capabilities and products. The customer satisfaction information including ratings and surveys help the brand to determine the level of improvement and changes for its services and product.

This section digs deeper into the inner perception of consumers regarding EMM, branding and Satisfaction. Consumers indicated that EMM affects their purchasing decisions of agro products in Lebanon. Only 16.8% do not rely on EMM, whereas 39.7% are neutral about the role of EMM in affecting their purchasing decisions and 43.2% are affected by EMM. Electronic Media Marketing builds relationships between people and provides opportunities to share interests, goods and services. It turns media communication into a social, open and connected market. Moreover, Electronic Media Marketing represents how people can share information and provide users with new forms of empowerment sharing. Through Electronic Media Marketing, people are able to communicate online and exchange without limits. In fact, 78.9% of the sample consumers indicated that

EMM helps them to know more brands. There is no evidence that consumers would only buy items with brands. Hence, consumers are receptive to being introduced to new items via EMM. On the other hand, 70.2% of the sample are flexible and responsive to what EMM offers. Similarly, the below figure shows that people are willing to buy items with good reviews irrespective of the brand. In fact, 58.7% of the consumers would buy highly rated agro goods though not branded.

EMM is considered as a tool during cost reduction and saving times, with high use from individuals and companies. It has great potential to help businesses in developing countries to grow, and is considered one of the best platforms that merge between all businesses and remarkable growth. This is affirmed by the response of 68.1% of the sample consumers who indicated that EMM saves them time while trying to find certain goods, and consider EMM as a good shopping tool as indicated by the below figure as well. Indeed, EMM plays a crucial role in promoting communication in developing countries in various ways. Thus, it can provide these contributions:

- Real advancement of the agro companies environment and situation.
- Customers are able to collaborate and share information regarding projects in a timely and cost saving manner. They can easily exchange and discuss ideas in various forums further promoting agro companies.
- It stimulates and promotes EMM for businesses by employing them as tools for communication;
- EMM facilitates interaction in communication with brands and helps companies to adopt a different approach in public relations;
- Electronic Media Marketing enables consumers to get news and information concerning the brands instantly and immediately
- Only 10.1% do not rely on EMM, whereas 29.1% are indifferent and 60.8% highly agree that EMM is a good shopping tool.

The development in agro companies in the Middle East mainly depends on the use of EMM. Agricultural extension, which is essentially a message delivery system, plays a major role in agricultural development. The Electronic Media Marketing has a central role in facilitating the exposure of farmers to the latest information. In order to assess the existing role of Electronic Media Marketing in the dissemination of sugarcane technologies, 180 individuals who grow sugarcane were recruited as study respondents through a stratified random sampling technique. Extension services and use of Electronic Media Marketing are the most reliable sources for getting information regarding technologies.

As for the effectiveness of EMM in the agro companies in Lebanon, the score is relatively low, only 31 % believe that EMM is doing a good job promoting for

agro products. The majority of the consumers 69.5% suggested that EMM should be more spread in the agro companies in Lebanon and that more firms in the agro companies should be using EMM. This finding is in line with our market research and filtration criteria that resulted in few Lebanese agro firms with EMM activation.

Using Electronic Media Marketing, brands can reach enormous consumers in a way that is both measurable and cost-effective. Brands can reach more customers for less money compared to traditional marketing methods. In developing countries, brands should allow consumers to know it personally in order to help create brand loyalty. In fact, 72.1 % of the respondents indicated that agro companies could benefit from more EMM exposure in the Middle East.

In developing countries, Electronic Media Marketing can be used as a competitive advantage tool that increases efficiency. Moreover, social Media is effective relatively to new Media that top managers can have to understand that has been a huge shift of power from brands to consumers. Thus, Electronic Media Marketing provides platforms for consumers to speak their thoughts regarding services and products. Therefore, brands in developing countries should develop communication channels that can reach potential consumers. While the gap in internet use in developing countries between emerging and advanced economies has narrowed in recent years, there are still large gaps between brands and consumers where significant numbers of citizens do not benefit from the use of Electronic Media Marketing.

2.4. Conclusions of Chapter 2

1. Few studies on EMM were done in the Middle East. The first step was to present a conceptual model of the effectiveness of Electronic Media Marketing. Then, the hypothesis is laid down to be tested in the next chapter, and to collect data on the significance of the relationship between the variables. Based on the above, investigation will be based on the Pearson correlation method that uses factors that determine the effectiveness of EMM.
2. Hypotheses are tested in order to perform some statistical operations on the data collected from respondents. After placing all the quantitative data collected, the investigation will involve in an interview. During the interviews, many experts will be asked to discuss the current state of Electronic Media Marketing in Lebanon and how the agriculture companies can capitalize on the associated benefits associated using Information and Communication Technology (ICT). In addition, the next section also presents an understanding of the correlation and interaction between various

attributes and reviews. Moreover, the correlation between customer satisfaction and Brand Building, using Electronic Media Marketing, will be discussed. In the next chapter, the correlation between these two variables is also sought to understand better the gap, and what is really missed out on in Brand Building. And finally, the next chapter will propose the concept model of effectiveness to Middle East companies in particular Lebanon where a lot of brands are suffering from the challenges of EMM especially agriculture companies.

3. Looking into two questionnaires regarding Brand Building and consumers is important at this moment to recognize the needs and requirements for Brand Building from one side, and customer satisfaction from other side. This work studied a sample of Lebanese agro companies to enrich the topic with new concepts and solutions – with respect to BB via EMM tools for emerging markets where market players are not deeply involved in EMM activities and have less experience with the use of EMM. The practice methodology will explore how the new model might change consumer experiences and expectations by using online marketing tools (such as social networking sites, online forums, video and recycled Media content, blogs, crowd funding initiatives, and Apps and widgets). In addition, by understanding how EMM is effective for Brand Building in such a specific case, this study can extend scientific knowledge for EMM management in emerging markets.

Electronic Media Marketing Model for Brand Building in Developing Countries

This chapter presents the findings collected in the course of the data collection phase. The data collection method employed both qualitative and quantitative methods, with greater parts of the chapter focusing on quantitative presentation of results. The results are published in International Journal of social science and economic research (Davidavičienė, Chalfoun 2019; Chalfoun, Davidavičienė 2019).

3.1. Quantitative Results of Electronic Media Marketing in Brand Building

The biggest challenge with understanding the statistics of Electronic Media Marketing in the MEA region is the lack of data and statistics; the figures are not up to date and the numbers are inconsistent. Furthermore, some data is hard to reach due to shadow economy, personal businesses and lack of research institutes.

Since there are few significant studies of EMM in the Middle East, the main three subjects (EMM, BB, consumers) were addressed quantitatively while qualitative results were addressed through literature review. First, available research establishes that the agriculture companies in Lebanon (chosen as a sample) are suffering from the untapped adoption of Electronic Media Marketing. Therefore, the research looked at the number of companies that employ EMM compared to those that do not employ it. Moreover, the second outcome studied the impact of EMM on Brand Building to determine if companies that use EMM have any statistically proven advantage over those that do not use it. The third outcome focused on the impact of EMM on customer satisfaction. These aspects also help to determine if there are any statistically proven advantages that come with adapting a specific concept model of EMM as far as customer satisfaction is concerned. The final theme presents and analyzes the results from an interview with experts about the quantitative findings of this research. Accordingly, this part of the thesis aims at adapting the conceptual model proposed to achieve effectiveness through Electronic Media Marketing for Brand Building within the developing countries. Hence, the sample considered is agriculture companies (42 companies) in Lebanon because they are greatly affected by the lack of effective implementation of EMM.

After much investigation, there is a massive paradigm shift from the preference and use of traditional Media to EMM, particularly digital Media (Becker, 2017). In Lebanon to be specific, the 2016 estimates for internet users was 75.9% of the population, and projected to exceed 85% by 2020 (Internet Live Stats, 2017). While the use of the internet is generally high in Lebanon, further statistics show that Electronic Media networking is the most common internet activity by internet users in the country (Stat Counter, 2018). The Electronic Media Marketing share in Lebanon is 55.2% for YouTube, 30.18% for Facebook, 7.39% for Pinterest, 4.74% for Twitter, and 1.69% for Instagram (Stat Counter, 2018). These statistics and trends demonstrate the need for businesses to take advantage of the paradigm shift and gain productive outcomes through their marketing campaigns.

While businesses such as retailing and commerce are leading with Electronic Media Marketing (EMM) in Lebanon, the agriculture companies have been identified as one of the companies that use EMM the least. Therefore, with the many challenges and gaps facing agricultural companies in Lebanon, it is important to investigate the level of reaching effectiveness through EMM in this sector. Government efforts are not concerned with the implementation of EMM in agriculture companies because of the former's lack of management and planning. The use of the factors of the conceptual model proposed can help managers in the Middle East, specifically in Lebanon, to put all their potential and awareness of the need of use Electronic Media Marketing to reach effectiveness and work with new perspectives and perceptions.

Moving on with the categorical Chi Squared Tests and cross tabs, results show that for all items except the effectiveness of EMM and preference to buy brands only, the items score above 3. Whereas on the 5 points Likert scale, a score exceeding 3 is indicative of people tending to highly agree with the importance of EMM for their purchase or exposure to agro products. Hence, Electronic Media Marketing affects a customer's purchase decisions, and helps them to become acquainted with more brands. Some customers prefer to buy items with brand only, while others buy items that have good reviews irrespective of the brand. Thus, Electronic Media Marketing saves time and it is a good shopping tool. However, this tool appears to be time consuming but not as effective for the agro companies in Lebanon, Annex B, Table B1, Mean and Standard Deviation per Item. Therefore, Electronic Media Marketing in the agro companies in Lebanon should be spread more, and more firms in the agro companies in Lebanon should use Electronic Media Marketing. This table is intended to show the measures of central tendencies and dispersion for each item. The measures of central tendencies via the mean indicate that if the value exceeds 2.5 then on the 5-point Likert scale, the participants highly agree with the proposed idea. Conversely, if the value is below 2.5 and less, then on average the participants do not agree with the statement. The measures of dispersion via the standard deviation, indicates the spread and variation of answers, in this case all are less than 1 in the 5-point Likert scale. This low dispersion indicates that the mean values indeed represent the data.

Annex B, Table B2 shows whether a consumer's decision significantly varies among consumers based on the six categorical groups (Area of Residence, Age, Gender, Marital Status Education, and Income Bracket). Starting with the area of residence, this category plays a role in determining three things: (1) the effectiveness of EMM, (2) whether people buy brands only, and (3) whether there is a need for more diversity in EMM among agro firms. The Age category played a bigger role with regard to the items namely (knowledge of brands, preference for brands, effectiveness of EMM and time spent on EMM to purchase agro products). Gender has the least impact among the six factors and affected consumer decision of whether they buy brands or not. The marital status has an impact on three items only (knowledge of the brand, time spent on EM and effectiveness of EMM). Income bracket influences two items only (knowledge of the brand and effectiveness of EMM). The sixth category, Educational Level, has the highest impact and varies between five items (knowledge of the Brand, purchase of brands, EMM as a good shopping tool, time spent on EM, and demands a more spread of EMM). Hence the two categories that played a role in consumers' answers are: Age and Educational Level. Some criteria were taken into consideration in order to have real and accurate statistic on the effect of Brand Building in developing countries:

- Electronic Media Marketing affects the purchasing decisions.

- Electronic Media Marketing helps to know more brands.
- You prefer to buy items with brand only.
- Consumers buy items that have good reviews irrespective of the brand.
- Electronic Media Marketing saves time.
- Electronic Media Marketing is a good shopping tool.
- Electronic Media Marketing is time consuming.
- Electronic Media Marketing is effective in the agro companies in Lebanon.
- Electronic Media Marketing in the agro companies in Lebanon should be more spread.
- More firms in the agro companies in Lebanon should use Electronic Media Marketing.

3.1.1. Correlation Between Electronic Media Marketing, Brand Building and Consumer Satisfaction

Pearson Correlation produces a sample correlation coefficient, which measures the strength and direction of linear relationships between pairs of continuous variables. By extension, the Pearson Correlation evaluates whether there is statistical evidence for a linear relationship among the same pairs of variables in the population, represented by a population correlation coefficient, ρ ("rho"). The Pearson Correlation is a parametric measure. The bivariate Pearson Correlation is commonly used to measure the three variables: EMM, Brand Building and consumer's satisfaction, and whether a statistically significant linear relationship exists between these three continuous variables.

The non-parametric Spearman's Rho Correlation matrix shows that there is a significant correlation between the discussed items (EMM, BB, consumer) at 5% significance level (*) and in many cases at 1% significance as well (**). This is a further indication of the consistency of the respondent's answers and confirming further the reliability of the study. This table shows the correlation between many criteria such as:

- Electronic Media Marketing affects purchasing decisions.
- Electronic Media Marketing helps to know more brands.
- Electronic Consumers prefer to buy items with brand only.
- Consumers buy items that has good review irrespective of the brand.
- Electronic Media Marketing saves time.
- Electronic Media Marketing is a good shopping tool.

- Electronic Media Marketing is time consuming.
- Electronic Media Marketing is effective in the agro companies in Lebanon.
- Electronic Media Marketing in the agro companies in Lebanon should be more spread. More firms in the agro companies in Lebanon should use Electronic Media Marketing.

There is a rise in the Electronic Media Marketing concept that has provided scope for the business to communicate their product and services globally. Brand Building focused on developing Electronic Media Marketing through platforms dedicated to advertising their product and services offered to the target audience. It is one of the cost-effective ways of educating the customer's results in developing brand image and recognition. It also shows that Brand Building is creating customer engagement activities that have developed a unique brand image for long-term sustainable results.

In Annex B, Table B3, correlation coefficient and number of participants shows Correlation Coefficient, Sig. (2-tailed) and number of participants.

The target population corresponds to the entire set of EMM subject whose characteristics are of interest to the research. Based on results obtained from the sample, conclusions is drawn about the target population with a certain level of confidence. Sampling can be defined as the process through which individuals or sampling units are selected from the sample frame. The sampling strategy is specified, given that the sampling method affect the sample size estimation. The participants are consecutively selected in order of appearance according to their convenient accessibility. The sampling process came to an end when the total amount of participants (sample saturation) and the time limit (time saturation) were reached.

The Spearman correlation between the variables assesses monotonic relationships. Namely, the Spearman correlation between these variables will be high when observations have a similar (or identical for a correlation of 1) rank (i.e. relative position label of the observations within the variable: 1st, 2nd, 3rd, etc.) between the variables, and low when observations have a dissimilar (or fully opposed for a correlation of -1) rank between the the variables.

These statistics shows that Electronic Media Marketing must grow in developing countries. The availability of EMM is inexpensive and more firms in developing countries should adopt EMM because it helps in bringing more consumers. EMM must grow because it is a rising investment with high potential. Brands can invest through Electronic Media Marketing and through online business to encourage consumer behavior.

3.1.2. Relation Between Electronic Media Marketing, Brand Building and Consumer satisfaction

In order to generate the Consumer Satisfaction Index using the consumer's sample, two methods are adopted. The reliability and the principal component analysis with Promax rotation are adopted due to the existence of inter-correlations between items as indicated by Spearman's Rho correlation matrix. Two factors are extracted. The researcher will opt for one factor only to avoid any cross loading and to insure the uni-dimensionality of the factor. Hence, the reliability analysis is conducted to choose the best-structured factor.

KMO and Bartlett's Test exceeds 65% (KMO-B= 0.768), the extracted factor has a 47.69% cumulative explanatory ability. The chosen factor retains six items out of ten per the below reliability analysis, whereby the value of Cronbach's Alpha exceeds 70% ($\alpha=0.798$). This table shows two tests that indicate the suitability of the data for structure detection. The Kaiser-Meyer-Olkin Measure of Sampling Adequacy is a statistical tool that indicates the proportion of variance in variables that might be caused by underlying factors. High values (close to 1.0) generally indicate that a factor analysis may be useful with your data. If the value is less than 0.50, the results of the factor analysis probably will not be very useful. Bartlett's test of sphericity tests the hypothesis that your correlation matrix is an identity matrix, which would indicate that variables are unrelated and are therefore unsuitable for structure detection.

Annex B, Table B4 shows criteria of EMM extraction, a 0.05 significance level indicates that a factor analysis may be useful with the data. Initial communalities are, for correlation analyses, the proportion of variance accounted for in each variable by the rest of the variables. Extraction communalities Annex B, Table B5, total variance explained percentage are estimates of the variance in each variable accounted for by the factors in the factor solution. Small values indicate variables that do not fit well with the factor solution, and should possibly be dropped from the analysis. The leftmost section of this table shows the variance explained by the initial solution. Only two factors in the initial solution have Eigen values greater than 1, Annex B, Table B6, metrics of EMM component). Together, they account for almost 48% of the variability in the original variables. For each case and each component, the component score is computed by multiplying the cases standardized variable values (computed using list wise deletion) by the component's score coefficients Annex B, Table B7, pattern Metrics of EMM component). The resulting three component score variables are representative of, and can be used in place of, the original variables with a minimum loss of information.

The pattern matrix rearranges the components by order of explanation power in descending order. Hence, the components with highest explanation power are listed on top for both components Annex B, Table B8, structure Metrics of EMM

component. The structure matrix shows the correlation of each predictor variable with the discriminant function. The ordering in the structure matrix is the same as that suggested by the tests of equality of group means and is different from that in the standardized coefficients in Annex B, Table B9, component Correlation Matrix. Similar to analogous correlation matrices, the component correlation matrix shows the level and direction of the relationship between the two extracted components. In this case, components 1 and 2 are positively, yet insignificantly, related Annex B, Table B10, reliability statistics and item total. The chosen factor retains six items out of ten per the below reliability analysis, whereby the value of Cronbach's Alpha exceeds 70% ($\alpha = 0.798$). Reliability analysis allows you to study the properties scales and the items that compose the scales. The Reliability Analysis procedure calculates a number of commonly used measures of scale reliability and provides information about the relationship between individual items in the scale. Infraclass correlation coefficients can be used to compute inter-rate reliability estimates.

3.1.3. Items Forming Electronic Media Marketing Indicators

The statistical table shows the results for each of the items forming the EMM indicator. The sample firms perceive that EMM is an important shopping and Electronic tool. The mean of all variables (except the reverse questions) exceeds 3 (using the 5 points Likert scale 3 and above indicates that the firm agree to highly agree about the importance of EMM in agro companies). For the reverse questions such as (EMM is a waste of time and resources), an average below 3 is indicative of appreciation of EMM. For this sample, the mean of the reverse question is 2.47. The mean is still relatively high, meaning that there are some firms that consider it a waste of resources (58%). However, some indicators are taken into consideration because they reflect EMM efficiency such as Electronic Media Marketing affects the sales of our firm positively. It helps to make our goods popular.

Electronic Media Marketing has the attention of consumers. It also shows if Electronic Media Marketing is a waste of resources (time, money, employees) or an important shopping tool nowadays. Results show that Electronic Media Marketing is not yet effective among the agro companies in Lebanon. Therefore, Electronic Media Marketing ought to spread more among brands in the agro companies in Lebanon, Annex C, Table C1, standard deviation of EMM component. This table is intended to show the measures of central tendencies and dispersion for each item. The measures of central tendencies via the mean indicate that if the value exceeds 2.5 then on the 5-point Likert scale, the participants highly agree with the proposed idea. Conversely, if the value is 2.5 and less, then on average

the participants do not agree. The measures of dispersion via the standard deviation, indicate the spread and variation of answers, in this case all are less than 1 in the 5-point Likert scale. This low dispersion indicates that the mean values are a good representative to the data.

Electronic Media Marketing needs a more careful consideration in a developing country context. Not only is the external environment difficult, but also there are internal constraints which affect the formulation of sales with more challenges that must be overcome. Around 52% of the firms believe that EMM affects their sales, whereas the remaining firms rely more on quality, word of mouth, their distribution plan, their existing reputation and their customer care team.

Brand popularity of goods and services is a descriptive norm that has been used as an advertising cue by Electronic Media Marketing. It is based on the assumption that consumers prefer brands with popularity claims because they perceive the popularity claim results from superior quality. However, since little research has been done on how popularity cues affect perceived quality in EMM shopping contexts, the interaction effect between BB, EMM and consumer satisfaction has been investigated. These statistics show that brand popularity and price have an interaction effect on the estimation of sales, which in turn influences perceived quality. Only when consumers believe that the sales volume is high, would the perceived quality increase. In fact, 78% of the firms see that EMM helps to make their goods popular.

Developing countries must consider that using Electronic Media Marketing can reach an enormous number of consumers, and that this outreach is both cost effective and measurable. Brands should know their audience and allow them to know the brand personally which can help to create brand loyalty. Almost all of the firms in this research paid attention to the importance of EMM. None answered disagree and 17% are quite neutral about it. Hence, these 17% do not object to EMM but still do not perceive it important to them. According to 20% of the firms, EMM is a waste of resources.

Developing countries, through this statistics, must realize that Electronic Media Marketing is an important tool nowadays. It is essential for their brand growth. Brands in developing countries should consider EMM as an advantage for their businesses. Whereas 30% of the firms have a neutral opinion about the role of EMM as a shopping tool, none had a negative opinion and 70% had a positive opinion.

Moreover, 59 % of the firms perceive EMM as effective in agro companies in Lebanon. Many still do not rely on EMM, especially those serving in remote areas, where internet access and the internet culture is not widely spread. Whereas 15% see no point of spreading EMM in agro companies, again those serving in remote areas, 34% are neutral about such action and 51% are pro. The same 15%

do not feel that they need to use more EMM, 28% are neutral about such action and 57% support this step.

The below non-parametric Spearman's Rho Correlation matrix shows that there is a significant correlation between the discussed items at 5% significance level (*) and in many cases at 1% significance as well (**). This is a further indication of the consistency of the respondents' answers and confirming further the reliability of the study. The Spearman correlation between two variables assesses monotonic relationships. Namely, the Spearman correlation will be high when observations have a similar (or identical for a correlation of 1) rank (i.e. relative position label of the observations within the variable: 1st, 2nd, 3rd, etc.), and low when observations have a dissimilar (or fully opposed for a correlation of -1) rank between the two variables. To calculate EMM indicator, two analyses are used: reliability and factor analysis. Accordingly, one item deleted which is the reverse question (in spite of the reverse coding) EMM4: EMM is a waste of resources. Therefore, six items out the seven are retained. Cronbach's Alpha is a high 0.812 (greater than 65%).

Reliability analysis allows the study of the properties of measurement scales and the items that compose the scales. Annex C, Table C3, the Reliability Analysis procedure calculates a number of commonly used measures of scale reliability and provides information about the relationships between individual items in the scale. Infraclass correlation coefficients can be used to compute inter-rate reliability estimates.

3.1.4. Electronic Media Marketing Factor Analysis

Two factors were extracted and only one factor adopted to calculate the EMM indicator as per Cronbach's Alpha criteria (the one with higher alpha). Annex C, Table C4, extraction Method: Principal Component Analysis. The leftmost section of this table shows the variance explained by the initial solution. Only two factors in the initial solution have Eigen values greater than 1. Together, they account for almost 72% of the variability in the original variables. Annex C, Table C5, extraction Method: Principal Component Matrix Analysis.

For each case and each component, the component score is computed by multiplying the case's standardized variable values (computed using list wise deletion) by the component's score coefficients. The resulting three component score variables are representative of, and can be used in place of, the original variables with a minimum loss of information. Annex C, Table C6, rotation Method: Promax with Kaiser Normalization. The pattern matrix, rearranges the components by order of explanation power in descending order. Hence, the components with highest explanation power are listed on top for both components. Annex C, Table C7, structure Matrix component.

The structure matrix shows the correlation between each predictor variable and the discriminant function. The ordering in the structure matrix is the same as that suggested by the tests of equality of group means and is different from that in the standardized coefficients table. Annex C, Table C8, rotation Method: Promax with Kaiser Normalization. Similar to analogous correlation matrices, the component correlation matrix shows the level and direction of the relationship between the two extracted components. In this case, components 1 and 2 are related positively, yet insignificantly.

3.1.5. Forming Brand Building Indicators

The sample firms indicate that there is a positive impact of EMM on their attainability of a brand. The mean of all variables (except for 2 questions, the reverse questions y attainability of brand loyalty) exceeds 3 (using the 5 points Likert scale 3 and above indicates that the firm agree to highly agree about the effect of EMM on branding).

For the reverse questions such as (branding is a waste of time and resources), average below 3 is indicative of positive effect of EMM on branding. For this sample, the mean of the reverse question is 2.65. Annex C, Table C9, mean and Standard deviation of the component. This table is intended to show the measures of central tendencies and dispersion for each item. The measures of central tendencies via the mean indicate that if the value exceeds 2.5 then on the 5-point Likert scale, the participants highly agree with the proposed idea. Conversely, if the value s below is 2.5 and less, then on average the participants do not agree. The measures of dispersion via the standard deviation, indicates the spread and variation of answers, in this case all are less than 1 in the 5-point Likert scale. This low dispersion indicates that the mean values are a good representative to the data.

3.1.6. Significance of Response Answers

The non-parametric Spearman's Rho Correlation matrix shows that there is a significant correlation between the discussed items at 5% significance level (*) and in many cases at 1% significance as well (**). This is a further indication of the consistency of the respondents' answers and confirming further the reliability of the study, Annex C, Table C10 shows non-parametric Spearman's Rho Correlation matrix. The Spearman correlation between two variables assesses monotonic relationships. Namely, the Spearman correlation between two variables will be high when observations have a similar (or identical for a correlation of 1) rank (i.e. relative position label of the observations within the variable: 1st, 2nd, 3rd, etc.) between the two variables, and low when observations have a dissimilar (or fully opposed for a correlation of -1) rank.

3.2. Brand Equity Based on Electronic Media Marketing

Two items are deleted, brand 2 (My organisation gets brand association as a determinant of brand equity based on its Electronic Media Marketing and brand 5 (reversed question in spite of reverse coding, my organization does not rely of Electronic Media Marketing to enhance to attain brand equity). The resulting Cronbach's Alpha of the composed indicator is a high 0.775. Annex C, Table C11 shows cronbach's Alpha reliability statistics.

Reliability analysis allows the study of the properties of measurement scales and the items that compose the scales. The Reliability Analysis procedure calculates a number of commonly used measures of scale reliability and provides information about the relationship between individual items in the scale. Infraclass correlation coefficients can be used to compute inter-rate reliability estimates.

3.2.1. Branding Factor Analysis

Only one factor was extracted and treated as per Cronbach's Alpha criteria (to attain better alpha) to choose the retained items in order to calculate branding indicator. Annex C, Table C12, total variance and component matrix. The leftmost section of this table shows the variance explained by the initial solution.

Only two factors in the initial solution have Eigen values greater than 1. Together, they account for almost 67% of the variability in the original variables. For each case and each component, the component score is computed by multiplying the case's standardized variable values (computed using list wise deletion) by the component's score coefficients. The resulting three component score variables are representative of, and can be used in place of, the original variables with a minimum loss of information.

3.2.2. Consumer Satisfaction Sample Analyses

In this section, we address consumer satisfaction with the perception of the firms and according to the feedback they collected from their consumers. A third composite indicator is calculated using the same previous analyses (Reliability and factor analysis). This indicator will be incorporated in the final model while testing for the impact of EMM on consumer surplus. Also, it will be contrasted with the consumer satisfaction level from the consumer's sample. According to the firms sample, only 30% of them receive feedback (most of the time), 65% (rarely or sometimes), and 95% of them have a department dedicated to take decisions based of consumer feedback. The results for each of the items forming the CS

indicator. The sample firms indicate that there is a positive impact of EMM on improving CS. The mean of all variables exceeds 3 using the 5-points Likert scale. This indicates that the firm highly agrees about the effect of EMM on branding. They imply that consumer's feedback and needs are accounted for while taking decisions. Annex C, Table C13, standard deviation and mean of component. This table is intended to show the measures of central tendencies and dispersion for each item. The measures of central tendencies via the mean indicate that if the value exceeds 2.5 then on the 5-point Likert scale, the participants highly agree with the proposed idea. Conversely, if the value is below 2.5 and less, then on average the participants do not agree. The measures of dispersion via the standard deviation indicate the spread and variation of answers, and in this case, all are less than 1 in the 5-point Likert scale. This low dispersion indicates that the mean values are a good representation of the data.

The below non-parametric Spearman's Rho Correlation matrix, shows that there is a significant correlation between the discussed items at 5% significance level (*) and in many cases at 1% significance as well (**). Annex C, Table C14, spearman's Rho and significant correlation. The Spearman correlation between two variables assesses monotonic relationships. Namely, the Spearman correlation between two variables will be high when observations have a similar (or identical for a correlation of 1) rank (i.e. relative position label of the observations within the variable: 1st, 2nd, 3rd, etc.) between the two variables, and low when observations have a dissimilar (or fully opposed for a correlation of -1) rank.

Two items are deleted CS1 (customer feedback has been factored into product and service decisions at the organisation.) and CS 4 (We have had more customer following on Electronic Media as evidence of customer satisfaction) Annex C, Table C15 shows item total statistics scales. Reliability analysis allows for the study of the properties of measurement scales and the items that compose the scales. The Reliability Analysis procedure calculates a number of commonly used measures of scale reliability and provides information about the relationships between individual items in the scale. Intra-class correlation coefficients can be used to compute inter-rate reliability estimates.

Only one factor was extracted and treated as per Cronbach's Alpha criteria (to attain better alpha) to choose the retained items in order to calculate CS indicator Annex C, Table C16, total variation and extraction sums of squared loading. The leftmost section of this table shows the variance explained by the initial solution. Only two factors in the initial solution have eigenvalues greater than 1. Together, they account for almost 72% of the variability in the original variables. Annex C, Table C17 shows component Matrix of consumer satisfaction component. For each case and each component, the component score is computed by multiplying the case's standardized variable values (computed using list wise deletion) by the component's score coefficients. The resulting three component score

variables are representative of, and can be used in place of, the original variables with a minimum loss of information.

There is a correlation and impact running from EMM to branding; however, this cannot be inferred about consumer satisfaction as perceived by firms. The below two estimated regressions indicate that as EMM improves, it can significantly improve the branding and visibility of the firms agro product in the Lebanese Economy. These results are significant at 5% and hence the Null hypothesis of no impact is rejected (P-value < 5%, then there is a low probability that H0 is true and is hence rejected). Therefore, EMM significantly and positively affects branding. This finding can be generalized for the agro companies in Lebanon.

$$\widehat{Branding} = -0.197 + 0.912 EMM^*$$

As for the impact of EMM on CS, there is a positive impact running from EMM to CS however, it is not significant. Meaning that as EMM is increased, it will improve CS however this finding is strictly relevant to the sample at hand and cannot be generalized for the companies (since insignificant P-value > 5% there is no enough evidence to reject the Null Hypothesis of no impact).

$$\widehat{CS} = 3.186 + 0.264 EMM$$

The tables show the exact SPSS output that leads to the formulation of the above-mentioned models. First, Pearson Correlation matrix shows the positive correlations between the three composite indicators (EMM< branding and CS). Then, the detailed output of the generated models are presented. Model I is a robust model with R-squared value 0.458, hence EMM explains the variation in branding by 45.8%. As mentioned earlier, model II is weak and cannot be adopted or used for generalization, because the R-squared value is only 0.2. Annex C, Table C18 shows correlation between EMM, brand and Consumer Satisfaction.

The Pearson correlation between two variables assesses whether the two scale variables are linearly related. Namely, Pearson correlation between two variables is considered high if it exceeds 0.5, indicating 50% linear correlation between the two. Hence, if the two variables are linear then they cannot both be included as explanatory variables in the same regression. Annex C, Table C19 shows impact of EMM on branding.

R Square is a measure of fitness, whereby it shows the extent to which the explanatory variables succeed in explaining the variation in the dependent variable. Annex C, Table C20 shows dependant variables and predictors. The ANOVA table allows the researcher to assess the overall significance of the model. If the P-value of the F test is less than 5%, then the model is said to be significant. Annex C, Table C21 shows unstandardized coefficients for dependant variables. This coefficient table is the actual regression whilst showing which individual variables

are significant. If the P-value of the t-test is less than 5%, then the chosen variable has significant impact on the dependent variable.

3.3. Suggested Model for Implementation in Developing Countries

This study aims at contributing to the research on several levels. First, the research collected novelty data amid the lack of statistical database in Lebanon. In addition, the research contributes by creating a surveying tool and interview that link consumer satisfaction to branding and EMM. Plenty are the CS tools and surveys, but very few links the three pillars (EMM, branding and CS). Moreover, two and not only one sample are addressed to voice the points of view of both producers and consumers in the Lebanese agro companies. Next, little attention is given to the agro companies; hence, this study extends the descriptive statistics conducted in similar studies though rare to cover inferential statistics. Finally, yet importantly, the results and inferences are significant at 5% level.

Current findings from this study would go some way to identify possible innovation of how Middle East brands could survive the evolving challenges. The outcome of the research may be of benefit to the brands and organizations desiring new knowledge on how to improve their performance through EMM. This section of the paper explores the statistical findings from the first hand collected data for the agro-food industry in Lebanon. First, the research analyzes the sample using different frequency and percentage charts and cross tables. Next, three independent composite variables representing Electronic Media Marketing, branding and customer satisfaction are composed by taking the mean of the selected relevant items.

Accordingly, the research firstly presents the central tendencies and spreads of each item, followed by factor reduction tests (Alpha Cronbach, KMO & Bartlett's test, PCA) that dictate which items to include for calculating each of the five indices. Next, the composite variables are computed and the corresponding measures of location, dispersion and normality of each of the composed variables included in the model are presented. These tests established a good strength of the correlations between the items. The first set of inferential statistics will be conducted to test for any significant differences between the different categories such as Mann-Whitney U test (for quantitative variables) or the Chi squared (for categorical variables) given certain demographics such as type of agro food, or the use of EMM and further testing as per the results. Furthermore, the three variables composed are continuous in nature, this would provide for further inferen-

tial statistics via studying the correlation between the variables under study followed by the fit model to study the impact of EMM on branding and customer service. Therefore, the researcher uses Spearman's Rho correlation matrix to determine the correlation between the three variables (Frost, 2017).

Based on the correlation matrix results, the researcher runs the regression to study the impact. Three models are suggested and the model best for the criteria will be adopted. Model 1, simple regression to study the impact of EMM on branding and another regression to study the impact of EMM on customer satisfaction. Another model II, whereby branding is treated as a moderator to customer satisfaction. A third model III, such that branding is considered as a Mediator. These are the Hypotheses under the study whether EMM has an impact on branding and consumer satisfaction in the agro companies in Lebanon.

H1a: EMM has no impact on branding for a company

H1b: EMM has an impact on branding for a company

H2a: EMM has no impact on consumer satisfaction

H2b: EMM has an impact on consumer satisfaction

Since there are no antecedents and significant statistics in the Middle East area, statistical percentages in this study reveal the following facts about the consumers' sample: Consumers indicated that EMM affects their purchasing decisions of agro products in Lebanon:

- 16.8% do not rely on EMM, whereas 39.7% are neutral about the role of EMM in affecting their purchasing decisions and 43.2% are affected by EMM.
- 78.9% indicated that EMM helps them to know more brands. There is no evidence that consumers would only buy items with brands. Hence, consumers are receptive to new items via EMM.
- 70.2% of the sample are flexible and responsive to what EMM offers. It shows that people are willing to buy items with good reviews irrespective of the brand.
- 58.7% of the consumers would buy highly rated agro goods though not branded.
- 68.1% indicated that EMM saves them time while trying to find certain goods, and they consider EMM to be a good shopping tool as indicated.
- 10.1% do not rely on EMM, whereas 29.1% are indifferent and 60.8% highly agree that EMM is a good shopping tool.

As for the effectiveness of EMM in the agro companies in Lebanon, the score is relatively low, only 31 % believe that EMM is doing a good job in promoting for agro products. The majority of the consumers 69.5% suggested that EMM should become more widespread across agro companies in Lebanon and that more

firms in the agro companies should be using EMM. This finding is in line with our market research and filtration criteria that established that only few Lebanese agro firms adopt EMM. Moreover, 72.1 % of the people indicated that agro companies could benefit from more EMM exposure.

From the consumer's Chi squared table, consumer's decisions significantly differ between consumers based on the six categorical groups being the Area of Residence, Age, Gender, Marital Status Education, and Income Bracket). In other words, this research is interested in checking if people residing in different areas in Lebanon have a pressing on impact of EMM on people's agro product purchases. Starting with the area of residence, this category plays a role in determining the effectiveness of EMM, and whether people buy brands only or they suggest that there is a need for more EMM spread among agro firms. The Age category played a bigger role in regards to the items namely (knowledge of brands, preference for brands, effectiveness of EMM and time spent on EMM to purchase agro products). Gender, however, has the least impact on consumers' decisions of whether they buy brands or not. The marital status has an impact on three items only (knowledge of the brand, time spent on EM and effectiveness of EMM). Income bracket influences two items only (knowledge of the brand and effectiveness of EMM). The sixth category, Educational Level, has the highest impact and varied among five items (knowledge of the Brand, purchase of brands, EMM Is a good shopping tool, time spent on EM and demands a more spread of EMM). Hence, the two categories that played a role in consumer's answers are Age and Educational Level.

With reference to the correlation matrix, there is a positive and significant correlation among all the below 11 statements. This is indicative that consumers nowadays need EMM to help them in their purchasing powers; apparently, not everyone relies solely on branding. Rather, consumer feedback and likes matter when deciding to buy a certain good. EMM is found useful only if it is not time consuming.

- They see EMM has a good shopping tool.
- Electronic Media Marketing affects your purchasing decisions
- Electronic Media Marketing helps you know more brands.
- You prefer to buy items with brands only
- You buy items that have good reviews irrespective of the brand.
- Electronic Media Marketing saves time.
- Electronic Media Marketing is a good shopping tool.
- Electronic Media Marketing is time consuming.
- Electronic Media Marketing in the agro companies in Lebanon should become more widespread.

- More firms in the agro companies in Lebanon should use Electronic Media Marketing.
- Electronic Media Marketing is effective in the agro companies in Lebanon.

However, with regard to Electronic Media Marketing being effective in the agro companies in Lebanon there are only two negative correlations with its spread in the agro market. This implies that, consumers perceive the role of EMM in agro companies in Lebanon as weak and not highly effective. In fact, consumers recommended that EMM in agro companies should spread more and firms should consider using EMM more often to market their goods, to get better exposure and to better understand the consumers' needs. It is noticed that most firms reply on their website or on Facebook as a mean for EMM. Descriptive statistics for the firm's sample shows that three governorates encompass the majority of the firms in agro companies (Bekaa, Beirut and Mount Lebanon 85%) and in the South and North only 15%. Moreover, 95% of the firms use social media and the remaining 15% rely on their websites as a tool for EMM. Of the 95%, there are 55% with more than 3 social media handles.

Facebook appears to be the social media platform that is most in use (85%). Most of these firms use their social media weekly (65%), 20% of them daily and 10% monthly. It is rare to find companies that use social media only quarterly, and none of them waits for a year to check messages. Aside from Facebook, 75% of the firms use their website to communicate with their consumers. Statistical figures show that the sample firms perceive EMM has an important shopping and Marketing tool. Around 52% of the firms believe that EMM affects their sales, the remaining firms rely more on quality, word of mouth, their distribution plan, their existing reputation and their customer care team. Alternatively, 78% of the firms see that EMM helps to make their goods popular. Almost all of the firms must pay attention to the importance of EMM. None answered with *disagree* and 17% were quite neutral about it. That is, these 17% do not object to EMM, but still do not perceive it as an important tool for them. According to 20% of the firms, EMM is a waste of resources, compared to 30% of the firms who expressed a neutral opinion about the role of EMM as a shopping tool. None of the firms shared a negative perspective about EMM, compared to 70% who expressed a positive opinion. Moreover, 59% of the firms perceive EMM to be effective in agro companies in Lebanon.

On the other hand, many still do not rely on EMM, especially those serving in remote areas where internet access and the internet culture is not widely available. More precisely, 15% see no point from spreading EMM across agro companies, again those serving in remote areas, whereas 34% are neutral about such proposition and 51% are in support of it. The same 15% do not feel that they need

to use more EMM, whereas 28% are neutral about such action and 57% are in support of this proposition. The statistical figures (mean per item >3) show the results for each of the items forming the branding indicator. The sample firms indicate that there is a positive impact of EMM on their attainment of a brand. According to the sample of firms investigated, only 30% of them receive feedback (most of the time), 65% (rarely or sometimes), whereas 95% of them have a department dedicated to take decisions based of consumer's feedback. Results (mean of all variables exceeds 3) demonstrate the outcome for each of the items forming the CS indicator. The sample firms indicate that EMM does have a positive impact on improving CS. They also shared that consumer feedback and needs are accounted for while taking decisions.

The models suggested that there is a positive impact correlation between EMM, branding and Consumer Satisfaction (CS). More importantly, EMM improves branding and the agro product EMM significantly by 0.912 at 5% level. As for improving customer satisfaction, the sample firms showed no significant impact of EMM on CS despite the positive effect. In other words, although firms in agro companies believe that EMM will improve branding for their goods; however, they do not consider EMM as a major tool improve the consumer's satisfaction. For them, the quality, the distribution strategy, the after sales service and their customer service matter more for these companies. Accordingly, EMM is a secondary tool for the firms to attain better consumer satisfaction.

To link the outcomes of the two samples (firms as agro products suppliers and consumers as the agro products buyers), firms do not put heavy weight on EMM to achieve better consumer satisfaction whereas consumers suggested that they do rely on EMM to recognize new brands. Furthermore, consumers propose that agro companies need to be more widespread via EMM platforms in Lebanon. The two estimated regressions are as such:

$$(\text{branding}) = -0.197 + 0.912 \text{ EMM}^*$$

$$(\text{CS}) = 3.186 + 0.264 \text{ EMM}$$

Proven Hypotheses:

H1a: EMM has no impact on branding for a company;

H1b: EMM has an impact on branding for a company;

H2a: EMM has no impact on consumer satisfaction;

H2b: EMM has an impact on consumer satisfaction.

Thus, EMM is positively correlated with both branding and consumer satisfaction. The situation in which Electronic Media Marketing takes place requires that brands focus on measures and policies to build and maintain consumer satisfaction. Accordingly, several brand managerial implications were proposed in the reviewed studies. Most authors recommend models to improve the effectiveness of EMM. For example (Chen et al., 2016) advised brands to use EMM by applying some strategies. (Lin et al., 2016) argued that brands require a mission, an identity

and clear EMM procedures. (Tiago & Veríssimo, 2014) emphasized the importance of more “social presence” on the EMM implementing.

Other implications suggest that consumers can sense the lack of EMM presence for brands, and this presence can boost consumers’ trust toward the brand. To enhance EMM awareness and perceived reputation for the brand, (Mohsen & Eng, 2016) called for regular advertising and EMM campaigns in various communication channels, online and offline. The analysis of different EMM effectiveness factors presented in this paper through the model suggested for implementation implies that consumer’s satisfaction is a complex and dynamic phenomenon that can be “produced” by applying an adequate model for Brand Building. Such a complexity might be the reason why the majority of recommendations in past studies called for a similar model that brands can implement to reach effectiveness of EMM.

The conceptual framework proposed below assumes that consumers are all familiar with the use of Electronic Media Marketing and many users are already using many tools like social media networks, especially with the result of empirical research that Facebook is the most used platform. Internet users in the Arab countries were estimated at 183 million in 2020, which is considered to represent 70.2% of the population. According to statistics, facebook is one of the highest influential platforms with over 133 million users, 51% penetration rate in February 2020. Lebanon is considered the top market for Facebook with 40 million monthly users. Lebanon is also the biggest market for Twitter with 38% of the population. This shows that there is a relationship between using Facebook for marketing and the effect on brand performance. Electronic Media Marketing puts a priority on the objective of the brand. This should determine the value proposition and the involvement of the brand in the use of EMM effectively. Moreover, the model proposes to determine the gaps, challenges, discussions, and effectively implement EMM.

Thereafter, the brand can also target the EMM based on demographic data, socio-economic segmentation and their social media network’s platform of choice. However, it is very important that the brand defines the objectives and strategies for the use of EMM, and provide proper training so that the measurement of success and effectiveness would be in alignment with these objectives.

The proposed extended model with clear stages of application contributes to the body of existing literature and is reconstructed to apply to developing countries. Hence, the extended model can be used for future reference in the field of Electronic Media Marketing.

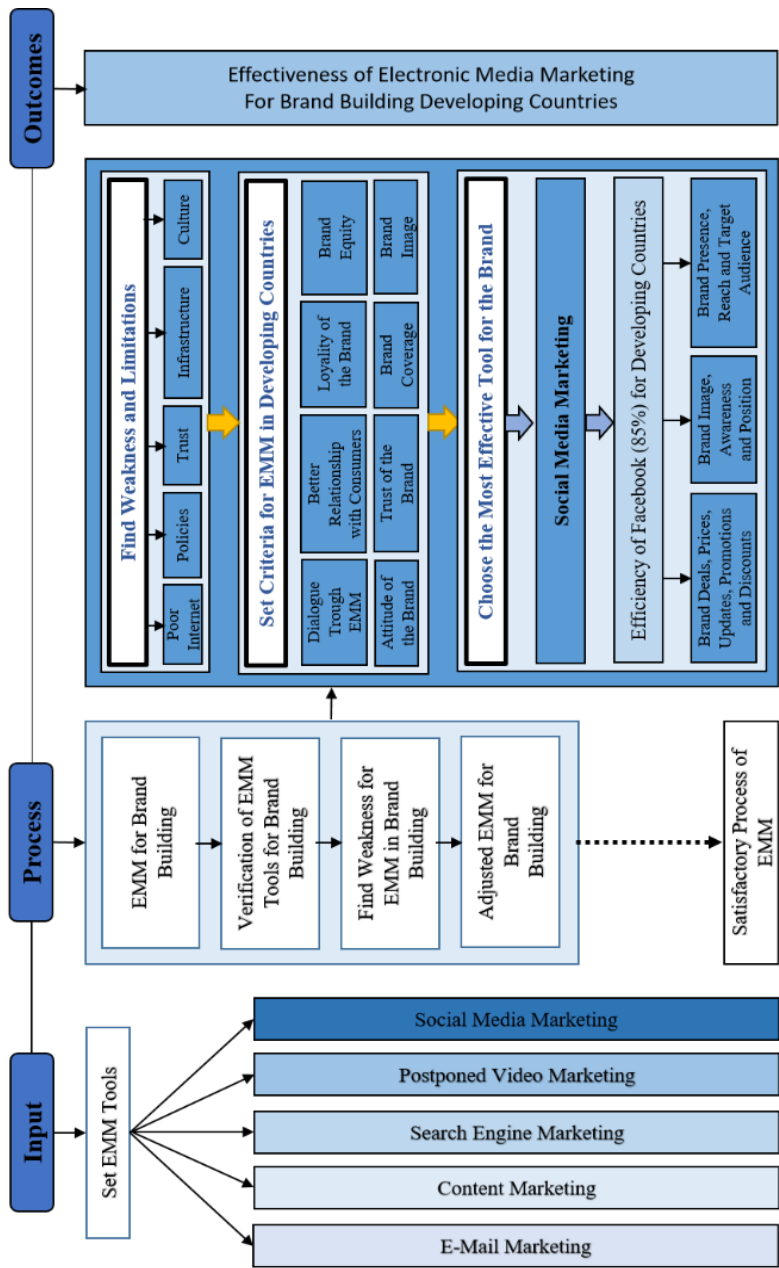


Fig. 3.1. Extended of model for EMM in developing countries. Compiled by author, 2022

The proposed model provides many necessary steps that need to be completed when implementing EMM in developing countries. In addition, the model clearly shows that the priority for brands is to know their objectives before embarking on EMM possibilities and potentiels. Knowing the challenges and encounters will guide brands throughout the process of implementing EMM in order to achieve consumer satisfaction and brand loyalty. The framework provided in this research can assist brands in developing countries to craft effective EMM strategies. The framework suggests that for brands to perform well in EMM use, they must know their target customers and learn about their online behaviour. It is necessary for brands to know the most used EMM tools in their area to be able to reach out to the maximum number of customers. It is also essential for firms to study EMM functions in order to use them effectively and actively in Marketing. It is also suggested in this model that brands must provide feedback, manage negative comments, and keep up to date with current trends in the market. Electronic Media Marketing can change the economies of the developing nations. It can integrate these nations back into the global market, which in turn improves and strengthens the economic well-being of these nations. However, the practice of EMM in these nations is still in its early stages and there are still major challenges that can hold back its growth. Some of the main challenges can be categorized into major parts:

- Lack of online culture

Electronic way of doing business is a new concept for the societies of the developing nations. People usually buy and sell on face-to-face basis. They see and touch (physically) what they want, negotiate on best deals, and buy. This is the type of business activity they are familiar with; an entirely different approach from the online way of doing business. The idea of buying goods and services that cannot be seen and touched physically is not the type of risk they can afford. They are not confident either about whether online merchants are trustworthy enough to deliver products and services as promised. Brands as well are hesitant to build their images over the Electronic Marketing. Considering the lack of online trusting habits within the society, and because of EMM is still not a familiar concept, they think it is a high risk for the business to take on. They usually are not willing to invest in online ventures. Thus, this extremely damages the growth of E-commerce in developing countries.

- Lack of Trust

Trust is a major issue in EMM and in the online business environment. People in developing countries do not trust the online way of doing business. Because Electronic Media Marketing is not a practice in these countries, and business is

done mainly face-to-face, people usually raise trust issues. They are obliged to think how they could trust brands. Besides, because there are no specific Electronic Media policies and laws in most of the developing countries; hence, firms are afraid where to go in case of disputes.

- Infrastructural issues

Limited access to Telecommunication infrastructure and high cost of Internet Electronic Media Marketing requires solid technological foundation and high connection speed. One of the major challenges is the bad access to the Internet in developing countries. Running an online Brand Building campaign requires a stable internet connection with high speed. However, Internet connection in developing countries is mostly a “dial up” connection, which is very limited and slow. Besides, the cost of possessing it is high. This is another challenge Electronic Media Marketing faces in the developing countries.

- Limited access to Personal Computers

Another major technological facility Electronic Media Marketing needs is personal computers. Possessing computers is very expensive in the developing countries because they usually are imported products from the developed nations, which is another major challenge for the growth of EMM in these countries. Moreover, the depreciation and fluctuations of the currencies nowadays due to the economic crises have become two new major problems and challenges. Customers are away for Electronic Media Marketing; currency values fluctuate depending on several factors including developing countries economic activities and growth prospects, interest rates, and geopolitical risk.

- Lack of Electronic payment facilities that enable transfer of funds

Banking and payment facilities is another major facility needed for Electronic Media Marketing, and in most cases, the developing countries lack this major facility. An online Brand Building company in these countries is obliged to use offshore banking facilities to do business over the web. To this date, for example, PayPal does not support developing countries even though it is a cheap solution. PayPal, the world's leading service managing online payments, is becoming increasingly ubiquitous in developing countries. Any person in developing countries wanting to buy goods or services via PayPal are not permitted to do so. Even those based in developing countries with foreign bank accounts face many payments problems.

- Imperfect legal system and policy barriers

In order to do Electronic Media Marketing for Brand Building, a firm needs a perfect legal system with clear policies. Without them, it is impossible to do business online. However, developing nations usually lack these major systems which in turn could make doing EMM very difficult. However, even though doing business online in the developing nations is difficult, it is not impossible at all, if brands integrate EMM in an effective way. Though it can be done under proper circumstances, it could take more effort to succeed at it. In addition, Brand Building company needs time to utilize its potentials. Thus, realizing the potential of EMM in the developing nations, there are concerned bodies that can make a big difference if they properly cooperate: government, professionals, online brands, banks and customers. If they can work together and collaborate, they can fully avoid all the above-mentioned obstacles and can benefit developing countries from the outputs of Electronic Media Marketing. Moreover, some factors must be taken into consideration in developing countries in order to implement EMM effectively after perceiving their challenges and gaps.

- Corporate

Each Brand Building operates within different boundaries and constraints. The budget, resources, size, ability, equity, image, and other corporate factors determine these boundaries. Based on these elements, brands make choices based on their values and attributes. Thus, customers also build brand value using information that is received through many sources such as distribution channels and advertising.

- Exogenous Factors

These are the external factors such as interest rates, weather, regulations, government policies, etc. that lie outside of Brand Building immediate control and still have an impact on the effectiveness of EMM. Understanding the impact that these exogenous factors have on consumers can help in designing programs that can be advantageous in developing countries. Therefore, exogenous factors often influence Brand Building to improve their results such as leveraging many other factors seasonality, interest rates, regulations, cutting barriers, policies) in an effort to improve effectiveness of Electronic Media Marketing.

Marketing Strategy

Improving Electronic Media Marketing effectiveness can be achieved by employing a superior Marketing strategy for developing countries. By positioning the Brand Building correctly, it will be more successful using EMM. The match-up between the product, the consumer lifestyle, and the follower is important for

the effectiveness of brand communication. Even with the best strategy, brands must execute their programs properly to achieve effective results.

- Marketing Creative

Better creativity for Brand Building can improve results. Without any change in strategies, Brand Building in developing countries will be unable to achieve stunning results. Brand Building in developing countries must introduce new creative concepts that promote the corporate identity and play a significant role in Brand Building. Apart from communicating the brand, consistency in design across various mediums helps reinforce a specific offering in the minds of the audience. Using typography, imagery and color, creative use of EMM strategies would relate emotions to a brand.

- Marketing Execution

By improving how Brand Building goes to market, it can achieve significantly greater results without changing strategies or their creative execution. At the Marketing mix level, marketers can improve their execution by making small changes in any or all of the 4-Ps (Product, Price, Place and Promotion). Adopting Electronic Media Marketing without introducing changes to the strategic position or creative execution would not allow marketers to improve effectiveness and deliver increased revenue. It is commonly known that consistency of a Marketing Creative strategy across various Media (e.g. TV, Radio, Print and Online), not just within each individual Media message, can amplify and enhance the impact of the overall EMM effort.

- Marketing Infrastructure

Marketing infrastructure, also known as Marketing management, is considered to improve the EMM that can lead to significant gains for the company. Brand Building through motivation, coordination and awareness can lead to improved effectiveness of EMM and improved results. The overall accountability for Brand Building Leadership is reflected in a brand management department that must study the main elements of EMM infrastructure. Marketing infrastructure is the development of all the necessary Internet and social media platforms and profiles that a brand needs in today's connected world to build its image:

- Human resources

Technology applications, such as CRM, analytic tool, social media tools.

Database and audience segments data points.

Electronic Media Marketing collateral (physical & digital).

Website development & optimization.

Blog development & migration of blog articles.

Search engine optimization.

Visual Content Creation.

IT solutions.

Hardware and Software.

Internet speed and availability.

Infrastructure Management Services.

The scientific importance of the present work lies in the fact that it combines factors of Electronic Media Marketing and key solutions for effectiveness, with novel techniques (i.e. two structural equation modeling, path analysis and a proposed model for implementation EMM for Brand Building).

3.4. Conclusions of Chapter 3

1. In this chapter, an extended model of Electronic Media Marketing for Brand Building was created and developed. After approbation and analyses of research result, the model provides additional alternative steps that need to be completed when implementing EMM in developing countries. The model proposes to determine the gaps, challenges, discussions, and effectively implement EMM.
2. The model related three variables: Brand Building, customer satisfaction and EMM. The model shows that the priority of the brand is to know their objectives before embarking EMM possibilities. The model suggests that organizations must know their brands targets and the most effective tool for them will be allocated. The model was tested, measured and clarified by verifying EMM tools in developing countries. The result also shows that social media marketing is considered as the most effective tool for companies in developing countries. The result also indicates that customers are affected positively by EMM, but companies still have a lack of knowledge and less experience concerning EMM.
3. The use of the factors of the conceptual model proposed can help managers in the Middle East, to put all their potential and awareness of the need of use Electronic Media Marketing to reach effectiveness and work with new perspectives and perceptions of the consumer.

General Conclusions

1. The thesis studied theoretical approaches of Electronic Media Marketing for Brand Building. It further identified key factors in order to extend the theoretical model for Brand Building in developing countries, since there is a lack of knowledge and experience in this field. Thus, in order to evaluate developing countries' specifics, this research identified the main tools: e-mail marketing, postponed marketing, content marketing, search engine marketing, postponed videos marketing and social media marketing. After discussing previous research on Electronic Media Marketing, the indispensable need to create and evaluate a conceptual EMM model emerged. This model aimed at helping managers reach effectiveness and overcome the gaps and challenges of online marketing through finding key factors that would help them develop better strategies to achieve their goal of reaching effectiveness of media marketing for their brands.
2. Throughout the process of identifying the key factors to develop the model, the research methodology involved using surveying tools: expert evaluation, company's questionnaire and customer's questionnaire. Surveys show a little attention and much lack of knowledge about EMM. This proves that there is a necessity to create a model for developing countries so they could satisfy Brand Building on the one hand,

and customers on the other hand. The growth of the agricultural companies in Lebanon is highly dependent on Electronic Media Marketing. Moreover, a direct relationship appeared between “EMM” and “Brand Building” and “customer satisfaction. Hypothesis testing showed that EMM significantly affects branding, and positively affects customer satisfaction. The result indicates that brands significantly lack effective integration of Electronic Media Marketing due to the absence of a specific or clear model to apply. Hence, this study adopted two questionnaires to recognize the needs and requirements for Brand Building and customer satisfaction. The growth of EMM is one of the main results of EMM changes that is by itself one of the main concerns of organizational Brand Building. To reach effectiveness in Electronic Media Marketing, a company must respond to the needs of consumers and face the challenges of the market itself.

3. The outcome of the data collection lead to the creation of an extended model relating three variables: Brand Building, customer satisfaction and EMM. The model was tested, measured and clarified by verifying EMM tools in developing countries, finding weaknesses, and adjusting Electronic Media Marketing gaps for Brand Building. The result also shows that social media marketing is considered the most effective tool for companies in developing countries. The result also indicates that customers are affected positively by EMM, but companies still have a lack of knowledge concerning EMM. The peculiarities of agro companies in Lebanon shows that companies must test the effectiveness of EMM for their brands in order to identify the gaps and try to find solutions. Though this research considered Electronic Media Marketing for agro companies in Lebanon, the model could also be generalized to developing countries that lack both information and a specific model for implementation. Thus, the correlation analysis conducted between BB, EMM and CS rates could be studied in future research when more in-depth data becomes available.
4. Further researches might be conducted with a larger scope of regions. That will allow for more specific focus on tools or platform in EMM context. Future research calls more in-depth studies about the effectiveness of Electronic Media marketing through a wide investigation of social media marketing with cultural and regions profiles. Social media marketing and many other EMM tools may also be compared with other factors or issues. Further speculation on the origins of determinants and empirical verification of all factors is necessary to build an understanding of this critical phenomenon. Additionally, future research should

consider the use of experimental methods to study the extended model's structure for Brand Building. Therefore, future research should consider splitting the model into its managerial components. The resulting model then could be compared for its ability to explain effectiveness of Electronic Media Marketing.

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Summary in Lithuanian

Ivadas

Problemos formulavimas

Informacinių ryšių technologijų (IRT) plėtra lėmė santykio tarp prekės ženklo ir kliento pokyčius, o siekiant išplėsti įmonių galimybes tapo būtina naudoti elektroninių medijų marketingo priemones (Rajib, 2015). Šiuolaikinėms įmonėms svarbu išmanyti elektroninių medijų marketingo poveikį, nes priešingu atveju jos susiduria su daugybe iššūkių (Tiago & Veríssimo, 2014). Pavyzdžiui, kai kurios besivystančių šalių įmonės šiuo metu susiduria su didžiuliu iššūkiu dėl šiuolaikinės kartos pirkėjų polinkio pirkti internetu (Ashraf, Razzaque & Thongpapanl, 2016). Augantis elektroninių medijų priemonių naudojimas skatina įmones naudoti mediją kuriant ir palaikant prekės ženklą internete bei įmonės įvaizdžio vertę (Gómez, Fernández, Molina & Aranda, 2018). Šioje disertacijoje nagrinėjama elektroninių medijų marketingo efektingumo problema, kuri tiriama vertinant veiksmus, turinčius įtakos prekės ženklo kūrimui Artimuosiuose Rytuose bei atsižvelgiant į vartotojų elgseną, prekės ženklo kūrimo tradicijas ir evoliuciją. Daugelis tyrimų rodo, kad, naudojant elektroninių medijų marketingą, įgyjamas didelis pranašumas kuriant prekės ženklą ir nors daugelis mokslininkų atliko tyrimus šioje srityje, tačiau šiandien stokojama modelio, kuris atitiktų šiuolaikinius iššūkius, reikalavimus ir naujas sąlygas. Siekiami rasti specifinius ir tam tikrus medijų marketingo priemonių naudojimą lemiančius

veiksnius, mokslininkai dirba šioje srityje (Poorkavoos, Duanas, Edwardsas, & Ramathan, 2016; Paulssen, Leischnig, Ivens & Birk, 2016). Dažnai elektroninių medijų marketingo efektyvumas yra skirstomas į lygius: pažintinį, emocinį ir elgsenos (Farhadloo, Patterson ir Rolland, 2016), todėl reikia identifikuoti priemones ir sukurti modelį, kuris sudarytų prielaidą gerinti prekės ženklo kūrimo priemonių rezultatus. Pasak Diono ir Mazzalovo (2016), šiuolaikinių marketingo strategijų pokyčiai rodo įmonių poreikį keisti komunikacijos būdą. Taigi tradicinių priemonių naudojimas turi prisitaikyti prie šių pakeitimų bei transformacijų (Tucker, Hendy & Barlow, 2016). Inovatyvus požiūris į medijų marketingą leidžia susieti vartotojus ir prekės ženklą pozicijos, komunikacijos prasmės, laiko ir daugeliu kitų veiksnių atžvilgiu (Lim, Kim & Cheong, 2016).

Šiuo tyrimu siekiama prisidėti prie EMM sprendimų ir pasiūlyti elektroninių medijų marketingo modelį prekės ženklui kurti, atsižvelgiant į Artimųjų Rytų regionui būdingą specifiką. Įvertinus kaip keičiasi nauja elektroninių medijų marketingo naudojimo prekės ženklui kurti paradigma besivystančiose rinkose bei identifikuoti vadybos sprendimus, kurie leistų susieti vartotojus su rinkos vieta ir padidinti prekės ženklo matomumą, pripažinimą ir lojalumą.

Darbo aktualumas

Svarbu identifikuoti ir išanalizuoti veiksnius, darančius įtaką elektroninių medijų marketingo sprendimams kuriant prekės ženklą. Pastebėta, jog šiuo metu stokojama šios srities tyrimų, kurie atlieptų Artimųjų Rytų specifiką (nepakankama organizacijų patirtis, žemas IRT raštingumas, statistikos duomenų stygius ir kt.). Šio tyrimo svarba apibrėžiama nustatant veiksnius, skirtus prekės ženklui kurti elektroninių medijų marketingo priemonėmis, ir analizuojant juos besivystančių šalių kontekste, siekiant sukurti stiprų prekės ženklo identitetą ir prekės ženklo įvaizdį. Darbo aktualumas grindžiamas specifinio modelio poreikiu, kurio paskirtis siejama su elektroninių medijų marketingo modelio kaip gairių naudojimo galimybėmis kuriant stiprų prekės ženklą besivystančiose šalyse.

Tyrimo objektas

Šio tyrimo objektas yra elektroninių medijų marketingas skirtas prekės ženklui kurti.

Darbo tikslas

Šio tyrimo tikslas yra išplėsti teorines žinias prekių ženklų kūrimo srityje suformuojant elektroninių medijų marketingo modelį, skirtą prekės ženklui kurti besivystančiose šalyse.

Darbo uždaviniai

Siekiant tyrimo tikslo įgyvendinimo, užsibrėžta išspręsti šiuos uždavinius:

1. Išanalizuoti elektroninių medijų marketingo panaudojimo prekės ženklui kurti teorijas ir identifikuoti elektroninių medijų marketingo sprendimų kokybinio matavimo veiksnius, kas leistų išplėtoti teorinį prekių ženklų kūrimo modelį besivystančiose šalyse.
2. Parengti elektroninių medijų marketingo, skirto prekės ženklui kurti teorinio modelio aprobavimo metodiką.
3. Parengti patikslintą EMM modelį prekės ženklui kurti besivystančiose šalyse, pagrįstą atliktų tyrimų rezultatais.

Tyrimo metodologija

Disertacijoje taikomi tyrimo metodai buvo pagrįsti mokslinio tyrimo metodologija, išsamiai išanalizavus socialinių mokslų tyrimo metodus ir jų pritaikomumo aspektus. Viso tyrimo metu taikytas tyrimo metodas apėmė lyginamąją analizę, aprašomąją ir sintezės analizę. Prekės ženklo kūrimo elektroninių medijų marketingo tyrimas grindžiamas šios srities mokslinių tyrimų ribotumais ir kylančiais iššūkiais. Tyrimai buvo vykdomi dviem kryptimis: atliktas giluminis verslo atstovų interviu (43) ir vartotojų apklausa (385 respondentai). Siekiant išplėsti šiame tyrime siūlomą EMM prekės ženklui kurti modelį besivystančiose šalyse, naudota regresinė analizė. Teoriniam modelio išplėtimui po tyrimo patikrintos hipotezės paskatino suformuoti išplėstinį modelį.

Darbo mokslinis naujumas

Ankstesnių tyrimų apžvalga leido identifikuoti, kad trūksta žinių apie elektroninių medijų marketingo naudojimą ir jos poveikį prekės ženklo kūrimui. Taigi, kad elektroninių medijų marketingas padėtų sukurti tvirtą prekės ženklą, būtina pasitelkti naujausius elektroninių medijų marketingo metodus ir priemones (Acharjya & Das, 2017). Šis teiginys buvo principinis taškas plėtojant EMM modelį, leidžiantį nustatyti aktualiausias elektroninių medijų marketingo priemones prekės ženklui kurti, pabrėžiant naujus siūlymus orientuotus į besivystančių šalių specifiką. Remiantis ankstesnėmis žiniomis, išsami analizė atskleidžia, kad tam tikri EMM įrankiai atlieka skirtingus vaidmenis kuriant prekės ženklą. Pagrindinė inovacijų paradigma yra ta, kad naujos ir originalios idėjos sujungia praeities žinias nauju būdu. Šioje disertacijoje pristatomos elektroninių medijų rinkodaros priemonės, skirtos prekės ženklui kurti, ir nagrinėjamas jų ryšys su valdymo metodais. Išplėstiname modelyje pristatomas prekės ženklo kūrimo sprendimai, padedantis įmonėms efektyvinti prekės ženklo rezultatus.

Darbo rezultatų praktinė reikšmė

Tyrimo rezultatais gali pasinaudoti įvairių šalių įmonės, analizuodamos elektroninių medijų marketingo pritaikymo prekės ženklo kūrimui galimybes.

Koncepcinis modelis yra būtina elektroninių medijų marketingo taikymo sąlyga, o suklasifikuoti veiksniai leidžia nustatyti šių veiksnių reikšmę besivystančioms šalims.

Tyrimų pagrindu suformuotos ir pristatytos rekomendacijos tobulinti elektroninių medijų marketingo prekės ženklui kurti besivystančių šalių įmonėse.

Ginamieji teiginiai

1. Pasiūlytas išplėstinis EMM modelis prekės ženklui kurti besivystančiose šalyse praplečia mokslinių tyrimų šioje srityje spektrą ir vadybos mokslą.
2. Tyrimai atskleidė problemas ir iššūkius kylančius siekiant pritaikyti EMM prekės ženklui kurti besivystančiose šalyse: kultūros internete trūkumas, nepasitikėjimas, infrastruktūros problemos ir ribota prieiga prie interneto, mokėjimo priemonių trūkumas, netobula teisinė sistema ir politikos formavimo kliūtys.
3. Išplėstinis modelis pagerins besivystančių šalių prekių ženklų kūrimo efektingumą ir kokybę.
4. Identifikavus EMM mokslinių žinių trūkumus ir suformavus teorinį modelį jis ištestuotas Libano žemės ūkio įmonėse, kas leido atskleisti jo reikšmingumą ir pritaikomumą. Rezultatas atskleidė, kad EMM yra reikšmingas kuriant prekės ženklą, tačiau vis tiek nepadidina vartotojų pasitenkinimo.

Darbo rezultatų aprobavimas

Disertacijos tema yra išspausdinti 6 moksliniai straipsniai, tame tarpe straipsniai recenzuojamuose tarptautiniuose moksliniuose žurnaluose (Chalfoun, Davidavičienė 2017; Davidavičienė, Chalfoun, Mačiulytė-Šniukienė 2018; Davidavičienė, Chalfoun, 2018; Chalfoun 2018; Davidavičienė, Chalfoun 2019; Chalfoun, Davidavičienė 2019). Renigiant disertaciją atliktų tyrimų rezultatai buvo paskelbti mokslinėse konferencijose:

- Is Environmental Sustainability a Case of Failure of Policy? TFCR international conference on Marketing, Management, Business, Economics, Finance, Social Sciences & Humanities, November 3–4, 2018 – Istanbul, Turkey.
- Impact of Information and Communication Technology (ICT) on social changes within the communities. *III International Scientific and Practical Conference "Marketing and Digital Technologies"* May 25–26, Vol. 2, 16–19, Odessa.
- Internet and aging population. TFCR international conference on Business, Economics, Social Science (BESS), February 9-10-2019 Istanbul, Turkey.
- Online Marketing of Lebanese Agriculture and Cultivation. 10th International Scientific Conference, BUSINESS AND MANAGEMENT 2018, HELD on 3–4 May, 2018 at Vilniaus Gedimino technikos universitetas Lietuva.
- Online Marketing of Lebanese Agriculture and Cultivation. 20-oje Lietuvos jaunųjų mokslininkų konferencijoje; vykusioje 2017 m. vasario 9 d. Vilniaus Gedimino technikos universitete.

Disertacijos struktūra

Disertaciją sudaro įvadas, trys skyriai ir bendrosios išvados.

Taip pat yra šeši priedai (A-B-C-D-E-F) (pridedami kompaktiniame diske).

Darbą sudaro 126 puslapiai su nuorodomis ir priedais, naudojant IBM, SPSS ir Excel formules, darbe pateikti 6 paveiksiai bei 47 lentelės. Naudoti 155 literatūros šaltiniai.

1. Teoriniai elektroninių medijų marketingo, kuriant prekės ženklą, aspektai

Šiame skyriuje pagrindinis dėmesys skiriamas elektroninių medijų marketingo teorijoms, pabrėžiant jų svarbą ir reikšmingumą. Be to, pirmajame skyriuje atskleidžiamos esamos EMM sąvokos ir elektroninių medijų marketingo poveikis kuriant prekės ženklą. Skyriuje identifikuojami ir klasifikuojami EMM vertinimo veiksniai ir EMM įrankiai prekės ženklui kurti, siekiant parengti tyrimo metodiką ir atlikti tyrimą. Atlikta literatūros analizė ir jos rezultatai sudaro prielaidas mažiau EMM taikymo patirties turinčioms besivystančių šalių regiono įmonėms tirti ir nustatyti EMM ypatumus, siekiant taikyti EMM veikloje.

Elektroninių medijų marketingo efektyvumo matavimo ir vertinimo procesams svarbiais laikoma daug veiksnių. Marketingo strategijos prekės ženklo kūrimui gali būti adaptuojamos atsižvelgiant į vartotojų poreikius. Prekės ženklas siekia numatytų tikslų ir uždavinių, panaudojant elektroninių medijų marketingą. Matuojant efektyvumą ir atsižvelgiant į gautus rezultatus, prekės ženklo kūrimo procesas yra įgyvendinamas per konceptualų modelį, siekiant pabrėžti įvaizdžio vertę ir įsitraukimą į elektroninę rinką. Egzistuoja skirtingi EMM įrankiai ir platformos. Pasižymint efektyvumo veiksnių supratimu, galima numatyti būsimų investicijų planą. Taigi daugiakanalio marketingo efektyvumas turėtų būti analizuojamas išsamiai. Iki šiol atlikta analizė parodė, kad yra plačiai taikomų vertinimų ir matavimų standartų, lemiančių EMM efektyvumą, todėl prekės ženklą kuriančios įmonės turi pasinaudoti juos taikant gautomis įžvalgomis, kadangi tai yra svarbu rinkodaros investicijų grąžai.

Kuriant prekės ženklą besivystančiose šalyse svarbu yra nustatyti ir greitai suprasti, kurios priemonės geriausiai tinka numatytoms vertybėms ir tikslams įgyvendinti, nes tai, kas efektyvu vienai įmonei, gali būti neveiksminga kitai. Todėl prekės ženklų kūrėjai turi nuspręsti, kuriuos rinkos integracijos veiksnius ir kokią EMM priemonę naudoti. Organizacinis prekės ženklo kūrimas turėtų sudaryti prielaidas derinti efektyvumo bei efektingumo didinimo priemones ir tai, kaip jie gali būti naudojami kartu siekiant įmonės tikslų.

Kadangi elektroninių medijų marketingo tinklai sparčiai plėtojasi, EMM tapo labai aktualu tinkamai įgyvendinant įmonių prekės ženklo kampanijas. Taigi, kuriant santykius tarp įmonės prekės ženklo ir vartotojo, produktyvesnis ir tinkamesnis yra elektroninių medijų marketingo procesas. Verslo plėtos ir įmonių kūrimo istorijoje, EMM vaidmuo nuolat kito. EMM pasižymi svarba vartotojų elgsenos ir marketingo efektyvumo tyrimams. EMM yra naudinga priemonė formuojant ar kuriant organizacijoms prekės ženklą. EMM veiksmingumas sulaukė didelio verslo atstovų dėmesio, o tuo pačiu plito ir mokslininkų tyrimų spektras. David-Ferdon ir Hertz (2007) siekė išanalizuoti EMM priėmimą ir plėtrą

reklamos agentūrose ir nustatė, kad integruota EMM komunikacija yra svarbus elementas siekiant efektyvumo, vertinant laiko ir išteklių kiekį bei analizuojant integracijos indėlių.

Prekės ženklo kapitalo kūrimo strategijos dabar yra vienos svarbiausių organizacijose taikomų strategijų. Organizacinis prekės ženklo kūrimas reiškia veiksmų, susijusių su preke ar paslauga, derinį, pvz., pavadinimą, logotipą ir simbolius, dizainą ir pakuotę, taip pat jos veikimą, kai vartotojai prisimena prekės ženklą. Organizacinio prekės ženklo nuosavybės kūrimo strategijos apima prekės ženklo koncepcijos visumą, apimančią prekės ženklo tapatumą ir prekės ženklo įvaizdį.

Organizacinio prekės ženklo kūrimo žinomumo idėja yra įvertinti pavadinimo pakartotinį naudojimą ir pakartotinį vartotojo dėmesio pritraukimą, kas gali būti naudinga įmonei. Badgaiyan ir kt. (2016) teigė, kad prekės ženklo žinomumas yra vienas svarbiausių prekės ženklo vartotojiško kapitalo komponentų, jis atspindi prekės ženklo svarbą kliento sąmonėje. Sąmoningumas gali turėti keletą lygių, pavyzdžiui, atpažinimas, pakartotinis naudojimas ir minties užkariavimas. Minties užkariavimas – viena pirmųjų organizacinių prekės ženklo kūrimo metrikų, skirtų įvertinti atkreiptą klientų dėmesį ir pasireiškia tuomet, kai prekės ženklas įvardijamas pirmiausia atsižvelgiant į produktų kategoriją. Tačiau, kaip pažymi Ivanova ir Wang (2014), norint, kad organizacinis prekės ženklo kūrimas būtų laikomas pasirinkimu produktų asortimente, pirmiausia vartotojas turi jį atpažinti.

Apibendrinant galima teigti, kad EMM augimas yra vienas iš pagrindinių EMM pokyčių rezultatų, kuris pats savaime yra svarbus organizacijos prekės ženklo kūrimo aspektas. Siekdama efektyvumo elektroninių medijų marketinge, prekės ženklą naudojanti įmonė turi atsakyti į vartotojų poreikius ir įveikti rinkos iššūkius. Klientai siekia susisiekti su prekės ženklais naudodami EMM įrankius.

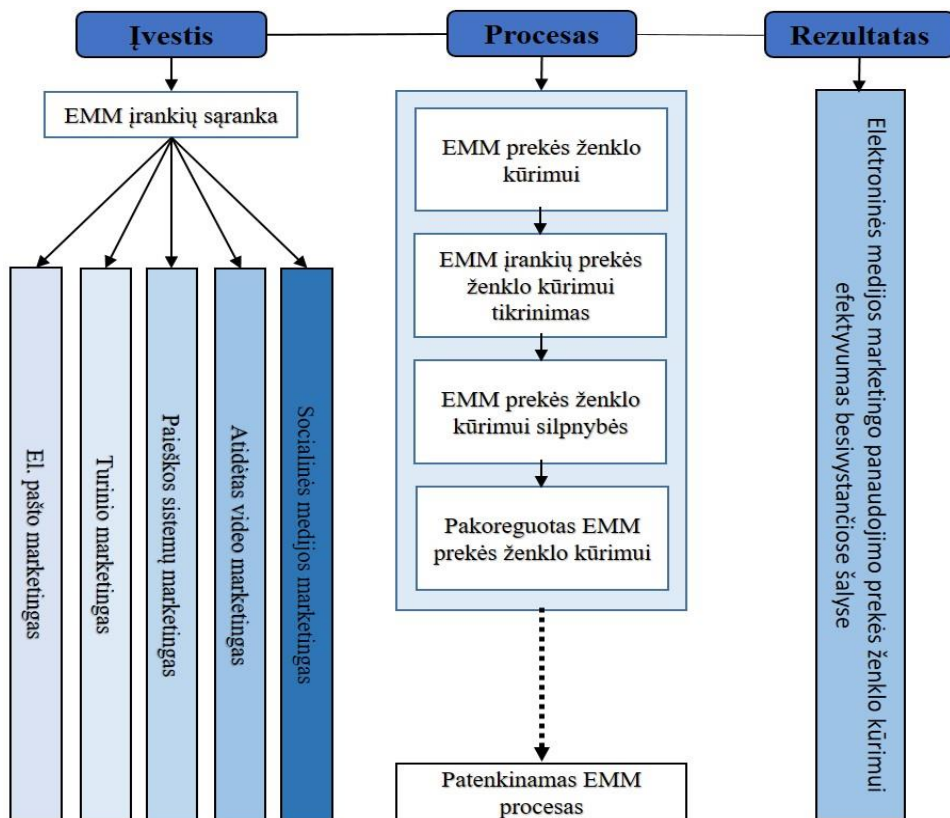
Artimuosiuose Rytuose stokojama išsamių elektroninių medijų rinkodaros tyrimų, todėl augantis susidomėjimas tyrimais pasireiškia per naujosios prekės ženklo kūrimo, naudojant elektroninių medijų rinkodarą, paradigmą, kuri keičiasi sąveikaujant matavimo priemonėms ir sprendimams, o leidžia klientams prisijungti prie rinkos.

Kadangi Artimuosiuose Rytuose yra nedaug reikšmingų tyrimų EMM srityje, stokojama priemonių ir mokslinių žinių, tampa svarbu pabrėžti mokslinius tyrimus, priemones, modelius, mokslo žinias. Taigi, turi būti identifikuoti ištekliai, veiksniai ir jų prieinamumas bei turi būti sukurtas auditorijos pasiekimo modelis, naudojant socialinių medijų marketingą „verslas verslui“ sektoriuje. Dirbant šioje srityje reikia išryškinti esamus iššūkius ir rasti sprendimus. EMR metodikos kūrimo procese atliekama priemonių ir veiksmų analizė padeda rasti prekės ženklo kūrimo sprendimus, o vartotojai prisideda prie išplėstinio modelio iš kitų ir ankstesnių modelių, siekiant problemos sprendimo.

2. Elektroninių medijų marketingo naudojamas prekės ženklui kurti

Šiame skyriuje pateikiamas EMM ankstesnių tyrimų įvertinimas, patobulinimai ir spragos, tada suformuojamas modelis siekiant nustatyti pagrindinius veiksnius, įrodančius elektroninių medijų marketingo efektyvumą prekės ženklui kurti.

S2.1 paveiksle parodyta, kiek procentų dirbama su EMM veiksmingumu Amerikoje, Azijoje ir Europoje, tačiau šiai dienai vis tik stokojama konkretaus EMM naudojimo modelio Artimuosiuose Rytuose. Daugumoje analizuotų straipsnių paaiškinamos metodikos, patobulinimai, įrankiai ir kiti aspektai, tačiau nebuvo pristatytas aiškus ar konkretus įgyvendinimo modelis, apibrėžiantis veiksnius ar žingsnius, kaip veiksmingai įgyvendinti EMM.



S2.1 pav. Teorinis elektroninių medijų marketingo prekės ženklui kurti modelis

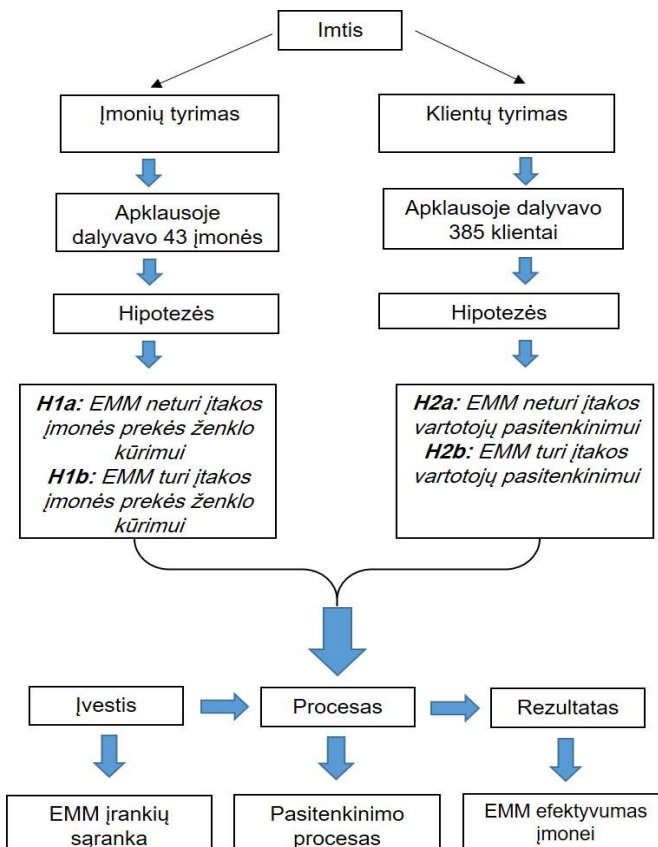
Žinių spraga turėtų būti užpildoma abipusiu supratimu apie EMM įgyvendinimą taikant konkretų įgyvendinimo modelį, tačiau nė viename iš analizuotų tyrimų jis nebuvo aiškiai ir konkrečiai apibrėžtas. Ypatingai šių žinių stokojama Azijos ir ypač besivystančių šalių regione. Azijos regiono tyrimų analizė sudaro tik apie 30,08% tyrimų, ir tai yra nedidelė procentinė dalis, palyginti su Europa ar kitomis šalimis. Atlikta literatūros analizė leido nustatyti, kad dar nebuvo tirta arba buvo nepakankamai tirtas konkretus EMM įgyvendinimo modelis, kas įvardijama kaip žinių spraga. Tai gali būti susiję su besivystančių

šalių gyventojais arba imtimi (dydžiu, tipu, vieta ir kt.) dėl elektroninių medijų marketingo efektyvumo.

Yra daugybė priežasčių, kodėl organizacijos, atliekančios prekės ženklo kūrimą, turėtų įvertinti EMM efektyvumą savo marketingo strategijose. Efektyvumo matavimas ir vertinimas pagal šį modelį sudarė prielaidas įmonėms padidinti EMM įgyvendinimo efektyvumą pritaikant modelio koncepciją. Matavimas ir vertinimas yra būtini, norint tęsti tobulinimo procesą, planus ir strategijas. Prekės ženklai gali naudoti daugybę metrikų, kurios laikomos naudingomis strateginių tikslų derinimo priemonėmis.

Pateiktas siūlomas modelis atsižvelgiant į šiame tyrime panaudotus veiksniai, kriterijus ir įrankius. Išplėstinis modelis, tinkamas besivystančioms šalims, bus sukurtas kitame skyriuje.

S2.2 paveiksle pristatomas EMM teorinio modelio aprobavimo tyrimų procesas.



S2.2 pav. Tyrimo schema

Pagrindinių veiksmų ir efektyvumo rodiklių derinys aukščiau pateiktame konceptualiaame modelyje pabrėžia įmonės prekės ženklo kūrimo procesą. Susumavus visus kiekybinius duomenis, gautus iš interviu ir klausimynų, kuriuose 385 vartotojai detalizavo požiūrį į dabartinę EMM kuriant prekės ženklą padėtį žemės ūkio įmonėse Libane. Tyrimų rezultatų analizė leido nustatyti, kad klientui reikia daugiau įsitraukimo ir jie yra teigiamai vertina tokias organizacijų iniciatyvas, o prekės ženklai vis dar turi daug trūkumų ir nėra galimybės labai integruoti elektroninių medijų marketingą, nes nėra konkretaus ar aiškaus modelio, kurį būtų galima įgyvendinti ir taikyti.

Suformuluotos tyrimo hipotezės siekiant iširti, ar EMM turi įtakos prekės ženklui ir vartotojų pasitenkinimui žemės ūkio įmonėse Libane.

H1a: EMM neturi įtakos įmonės prekės ženklui

H1b: EMM turi įtakos įmonės prekės ženklui

H2a: EMM neturi įtakos vartotojų pasitenkinimui

H2b: EMM turi įtakos vartotojų pasitenkinimui

Šios hipotezės buvo suformuotos siekiant išanalizuoti EMM potencialą padidinti prekės ženklo kūrimo efektyvumą. EMM naudojimas lemia didesnę vartotojų bei gamintojų informuotumą ir jų įsitraukimą, išmanesnius ūkius ir patobulintas viešąsias paslaugas. EMM panaudojimo lygis labai skiriasi, tačiau besivystančiose šalyse dabartinis lygmuo yra žemesnis.

Antrąją tyrimo imtį sudaro 41 įmonė, išsibarsčiusi visoje šalyje ir veikianti skirtingose žemės ūkio šakose Libane. Remiantis sudarytais klausimynais, kurie apima prekės ženklo ir vartotojo aspektus, sudarytas modelis buvo testuojamas siekiant tiksliau identifikuoti veiksmus, kurie apibrėžia specifinius faktorius ir EMM efektyvumo didinimo procesą.

Modelis buvo tiriamas naudojant suformuotas hipotezes, orientuotas į įmones ir vartotojus. Tyrimų rezultatų analizė leido nustatyti, jog elektroninių medijų marketingo naudojimas turi reikšmingos įtakos prekės ženklo kūrimui, tačiau jo naudojimą reikia tobulinti siekiant vartotojų pasitenkinimo. Kaip buvo aptarta anksčiau, šiame tyrime nagrinėjami du žemės ūkio rinkos aspektai - paklausos ir pasiūlos pusės. Atliktas tyrimas leido apžvelgti paklausą per vartotojų nuomonės analizę, toliau šiame skyriuje analizuojama pasiūla, pasitelkiant žemės ūkio įmones atspindinčią imtį. Vadovaujantis ta pačia racionalią prasmę, pirmiausia pateikiama aprašomoji įmonių imties statistika, paskui atliekama patikimumo ir veiksmų analizė, siekiant apskaičiuoti tris dominančius rodiklius (EMM, prekės ženklo kūrimo ir vartotojų pasitenkinimo (toliau - VP)), vėliau sudaryta koreliacijos matrica ir galiausiai modeliai.

Sudarius konceptualų elektroninių medijų marketingo efektyvumo modelį ir iškelus hipotezę, kuri bus tikrinama siekiant surinkti duomenis, kad nustatyti santykio tarp kintamųjų reikšmę, bus atliekamas tyrimas, pasitelkiant Pearsono koreliacijos metodą, naudojant veiksmus, apibrėžiančius efektyvumą. Hipotezė tikrinama siekiant atlikti kai kurias statistines operacijas su surinktais duomenimis iš respondentų. Atlikus surinktų kiekybinių duomenų analizę, toliau bus atliekamas interviu tyrimas, pasitelkiant ekspertų žinias apie dabartinę elektroninių medijų marketingo padėtį Libane ir tai, kaip žemės ūkio įmonės gali maksimaliai padidinti naudą, susijusią su informacinių komunikacinių technologijų (toliau – IKT) naudojimu. Vertinama koreliacija tarp klientų pasitenkinimo ir prekės

ženklų kūrimu naudojant elektroninių medijų marketingą. Kitame skyriuje apibrėžta koreliacija tarp šių dviejų kintamųjų, kurie yra svarbūs siekiant nustatyti žinių spragą ir tai, ko iš tikrųjų trūksta prekės ženklų kūrimo procese naudojant elektroninių medijų marketingą.

Ištirta Libano žemės ūkio įmonių imtis, siekiant identifikuoti naujas verslas-verslui, panaudojant EMM įrankius koncepcijas ir sprendimus, skirtus besivystančioms rinkoms, kurių dalyviai nėra įsitraukę į EMM veiklas ir turi kur kas mažiau patirties šioje srityje. Praktikos metodika leis nustatyti, kaip naujasis modelis gali pakeisti vartotojo patirtį ir lūkesčius, naudojant internetinio marketingo įrankius (pvz., socialinių tinklų svetaines, internetinius forumus, vaizdo įrašus ir perdirbtą medijų turinį, tinklaraščius, minios finansavimo iniciatyvas ir programas bei valdiklius) bei formuojant supratimą dėl EMM naudojimo efektyvumo kuriant prekės ženklą tokioje konkrečioje situacijoje, bei išplečiant EMM valdymo žinias besivystančiose rinkose.

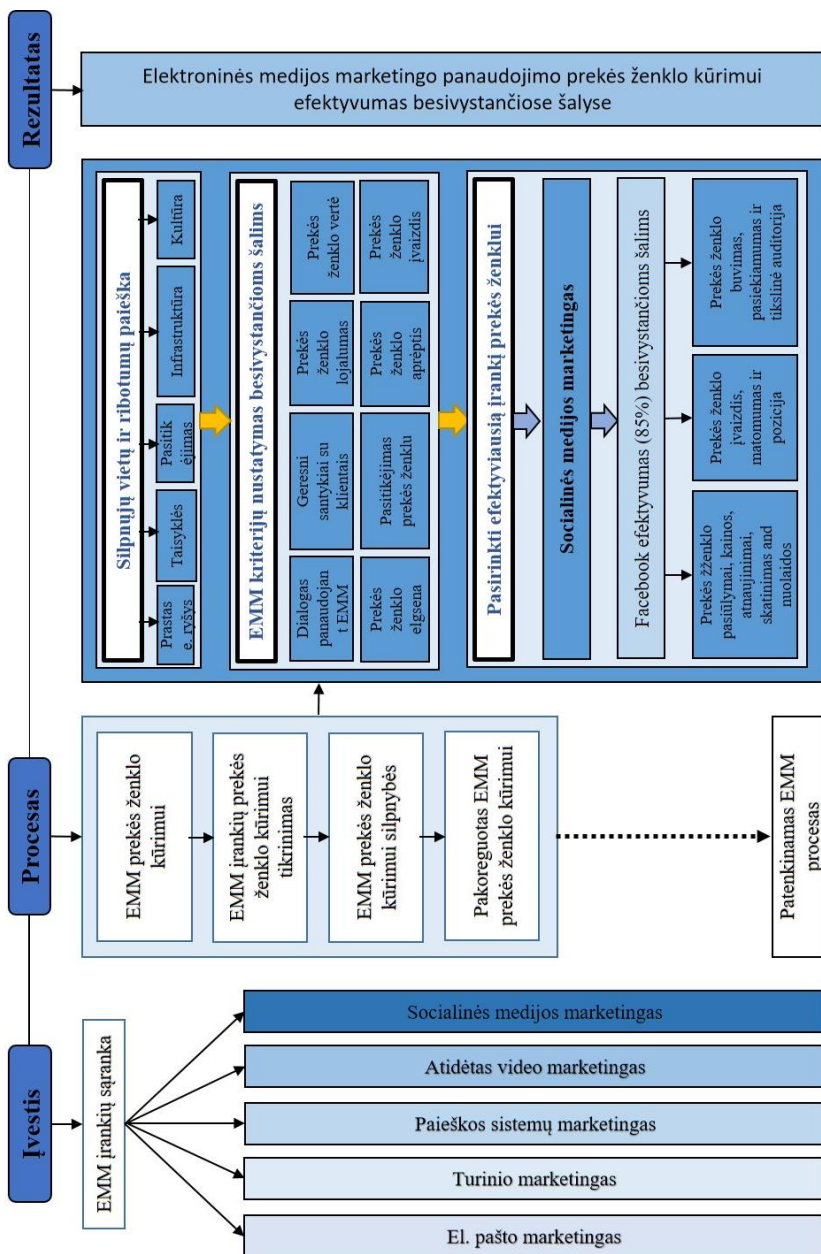
3. Elektroninių medijų marketingo modelis prekės ženklų kūrimui besivystančiose šalyse

Šiame skyriuje pateiktos surinktų duomenų analizės rezultatai ir išvados. Pateikiami kiekybinių bei kokybinių tyrimų rezultatai, didesnę dėmesį šiame skyriuje skiriant kiekybinio tyrimo rezultatų analizei bei pristatymui.

Pastebėta, jog Artimuosiuose Rytuose stokojama išsamių EMM tyrimų, todėl nuspėta giliau paanalizuoti kiekybinių tyrimų rezultatus tiriant tris pagrindinius objektus (EMM, verslą-verslui, vartotojus), literatūros apžvalga skirta kokybiniams rezultatams. Pirma, tyrimas leidžia identifikuoti dabartines tendencijas, susijusias su EMM naudojimu Libano žemės ūkio įmonėse (pasirinkta Libano įmonių imtis), kurios susiduria su žemu elektroninių medijų marketingo naudojimu. Be kitų tyrimo aspektų, buvo nagrinėjami skirtumai tarp įmonių, kurios naudoja EMM bei tų, kurios nenaudoja.

Antra, tyrimu siekiama nustatyti, ar yra statistiškai reikšmingų privalumų dėl EMM naudojimo prekės ženklų kūrimui lyginant tarpusavyje įmones, kurios naudoja EMM su tomis, kurios to nedaro. Trečia, tyrimu siekiama nustatyti EMM poveikį vartotojui, kuris nenaudoja medijų. Taip pat trečiuoju punktu dėmesys sutelktas į EMM poveikį klientų pasitenkinimui. Šie aspektai padeda nustatyti, ar yra kokių nors statistiškai reikšmingų pranašumų, susijusių su konkrečia EMM koncepcijos modelio pritaikymu klientų pasitenkinimo atžvilgiu.

Siekiant pritaikyti siūlomą koncepcinį modelį, skirtą padidinti besivystančių šalių, Libano žemės ūkio įmonių prekės ženklų kūrimo proceso, panaudojant elektroninių medijų marketingą, efektyvumą, kadangi šios įmonės yra vienos iš labiausiai paveiktų EMM sprendimų įgyvendinimo stokos.



S3.1 pav. EMM prekės ženklo kūrimui modelis, skirtas besivystančioms šalims

Nustatyta, jog egzistuoja ryšys ir tarpusavio poveikis tarp EMM ir prekės ženklo kūrimo, tačiau šių žinių negalima taikyti įmonių vartotojų pasitenkinimui. Žemiau pateiktos dvi apskaičiuotos regresijos rodo, kad, tobulinant EMM procesą, tai leidžia žymiai pagerinti žemės ūkio įmonės produkto prekės ženklo kūrimą ir matomumą Libano ekonomikoje. Šie rezultatai reikšmingi esant 5%, todėl atmetama nulinė hipotezė, kad nėra poveikio (P reikšmė $< 5\%$, tada yra maža tikimybė, kad H_0 yra teisinga ir todėl atmetama). Todėl EMM reikšmingai ir teigiamai veikia prekės ženklo kūrimą. Šią išvadą galima apibendrinti žemės ūkio įmonėms Libane.

$$\text{Prekės ženklo kūrimas} = -0,197 + 0,912 \text{ EMM}^* \quad (S\ 3.1)$$

Kalbant apie EMM poveikį vartotojų pasitenkinimui (toliau - V_p), teigiamas poveikis yra nuo EMM iki vartotojų pasitenkinimo, tačiau jis nėra statistiškai reikšmingas. Tai reiškia, kad didėjant EMM naudojimui, didės vartotojų pasitenkinimas, tačiau ši išvada yra griežtai susijusi su nagrinėjamais pavyzdžiais ir negali būti naudojama bendrinant įmones (kadangi nereikšminga P vertė $> 5\%$, nėra pakankamai įrodymų) atmesti nulinę hipotezę, jog nėra poveikio)

$$\widehat{V_p} = 3,186 + 0,264 \text{ EMM} \quad (S\ 3.2)$$

Tyrimų rezultatų pagrindu buvo sukurtas išplėstinis besivystančių šalių modelis (žr. S3.1 pav.).

Siūlomas išplėstinis modelis su nurodytais taikymo etapais prisideda prie literatūros apžvalgos ir adaptuotas besivystančių šalių specifikai, tad gali būti naudojamas ateityje elektroninių medijų marketingo srityje. Siekiant sėkmingo EMM diegimo besivystančiose šalyse, modelis numato apibrėžtus būtinus atlikti veiksmus. Tai aiškiai parodo, kad prekės ženklų prioritetą yra žinoti savo tikslus prieš pradedant naudotis EMM galimybėmis ir potencialu. Nustačius ir apibrėžus iššūkius, EMM diegimo prekės ženklams procesas taps sklandesnis, siekiant vartotojų pasitenkinimo ir įsipareigojimo prekės ženklui didinimo. Šio tyrimo rezultatų pagrindu sudaryta sistema gali padėti besivystančių šalių prekės ženklams parengti veiksmingas EMM strategijas. Sudaryta sistema siūlo, kad prekės ženklai galėtų pagerinti savo veiklą naudodami EMM. Jie turi žinoti savo tikslinius klientus ir ištirti jų elgesį internete. Prekės ženklai turi žinoti savo regione dažniausiai naudojamas EMM priemonės, kad galėtų pasiekti maksimalų klientų skaičių. Taip pat buvo būtina ištirti EMM funkcijas, kad būtų galima jas efektyviai ir aktyviai naudoti savo marketinge. Šiame modelyje taip pat siūloma, kad prekės ženklai turėtų pateikti grįžtamąjį ryšį, valdyti neigiamus komentarus ir nuolat atnaujinti dabartines rinkos tendencijas.

Elektroninių medijų marketingas gali pakeisti besivystančių šalių ekonomiką. Tai lemia didesnes integracijas į pasaulinę rinką galimybes, o tai savo ruožtu gerina ir stiprina ekonominę šių tautų gerovę.

Bendrosios išvados

1. Baigiamajame darbe nagrinėjamos elektroninių medijų marketingo prekės ženklui kurti teorijos bei praktika. Įvertinus ankstesnius tyrimus elektroninių medijų

marketingo srityje, iškilo būtinybė sukurti ir įvertinti konceptualų EMM modelį. Tyrimų metu identifikuoti pagrindiniai veiksniai, kurie būtini siekiant išplėsti teorinį prekės ženklo kūrimo modelį besivystančiose šalyse, nes šioje srityje trūksta nustatytas žinių ir patirties trūkumas. Taigi, siekiant įvertinti besivystančių šalių specifiką, disertacijoje buvo išskirtos pagrindinės priemonės: elektroninio pašto marketingas, turinio marketingas, paieškos sistemų marketingas, socialinių tinklų marketingas ir kt. Suformuotas modelis padeda organizacijoms nustatyti pagrindinius veiksnius lemiančius EMM sprendimus bei jų sėkmę, leidžiančius parinkti geresnes marketingo strategijas, kurios padėtų sukurti stiprų prekės ženklą.

2. Modelio formavimo procese buvo parengtas koncepcinis EMM prekės ženklui kurti, kurio aprobavimui besivystančioms šalims pasitelkti interviu ir apklausos metodai. Parengtas klausimynas įmonėms ir klausimynas vartotojams. Atlikti tyrimai atskleidė žinių apie elektroninio marketingo priemones ir jų sukuriamas galimybes trūksta tiek įmonėms tiek vartotojams. Tai įrodo patvirtina EMM suformavimo poreikį besivystančioms šalims, kad organizacijos galėtų kurti prekės ženklus ir, kad šios pastangos atlieptų vartotojų poreikius bei lūkesčius. Pažymėtina, kad Libano žemės ūkio bendrovių augimas labai priklauso nuo elektroninių medijų marketingo. Hipotezių testavimas atskleidė, kad EMM reikšmingai veikia prekės ženklą ir teigiamai veikia klientų pasitenkinimą. Rezultatas rodo, kad prekės ženklu labai trūksta veiksmingo EMM integracijos Libano žemės ūkio sektoriaus įmonėse.
3. Atlikti tyrimai leido sukurti išplėstinį EMM modelį prekės ženklui kurti besivystančiose šalyse, apjungiantį prekės ženklo, klientų pasitenkinimo ir EMM dedamąsias. Modelio tikrinimo Libano žemės ūkio įmonių kontekste rezultatas rodo, kad socialinių tinklų rinkodara yra laikoma veiksmingiausia priemone besivystančių šalių įmonėms. Rezultatas taip pat rodo, kad EMM klientus veikia teigiamai, tačiau įmonėms vis dar trūksta žinių apie EMM, todėl jų pastangos neatliepia vartotojų lūkesčių. Žemės ūkio sektoriaus įmonių ypatumai Libane rodo, kad įmonės turi išbandyti EMM efektyvumą savo prekiniais ženklais, siekdamos nustatyti spragas ir ieškoti sprendimų. Nors šiame tyrime buvo nagrinėjama Libano žemės ūkio įmonių elektroninės medijų marketingo modelis prekės ženklui kurti, tačiau jis taip pat gali būti taikomas besivystančioms šalims.
4. Tolesni tyrimai gali būti atliekami su didesniu - regionų mastu. Būsiami tyrimai reikalauja nuodugnesnių EMM veiksmingumo tyrimų, atliekant platesnės apimties tyrimą apimančią papildomus kultūrinius regionų aspektus. Socialinių medijų marketingas ir daugelis kitų EMM įrankių turėtų būti lyginami su kitais veiksniais kylančių iššūkių kontekste. Norint suprasti šį reiškinį, būtina toliau tyrinėti veiksnius pokyčių kontekste. Šiai analizei reikalinga atlikti papildomus eksperimentus, bei kokybinio pobūdžio tyrimus. Kokybiniai tyrimai gali apimti fokus grupės tyrimą ir (arba) asmenų, naudojančių elektroninių medijų marketingą, stebėjimą. Be to, tolimesni tyrimai turi apimti eksperimentinių tyrimų metodus, siekiant ištirti modelio struktūros tinkamumą prekės ženklui kurti.

Annexes²

Annex A. Tables of Electronic Media Marketing in Brand Building Literature Review, Analysis and Synthesis

Annex B. Calculations of Customers Research

Annex C. Calculations of Companies Research

Annex D. Declaration of Academic Integrity

Annex E. The Coauthors Agreements to Present Publications for the Dissertation Defence

Annex F. Copies of Scientific Publications by the Author on the Topic of the Dissertation

² The annexes are supplied in the enclosed compact disc.

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MODEL OF ELECTRONIC MEDIA MARKETING
FOR BRAND BUILDING

Doctoral Dissertation

Social Sciences,
Management (S 003)

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