

The role of strategic innovation in the effectiveness of digital marketing
- a case study of Amazon
A field study

A research plan submitted to register a master's degree in digital marketing

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Dedication

To my family and friends, who thought me that it's never too late to choose my passion,
to continue on my path and achieve my success.

Table of Contents

Chapter One: The general framework of the study	1
1.1. Introduction:.....	1
1.2. Problem Statement:	3
1.3. Study questions:.....	4
1.4. Objectives:	5
1.6. Study variables:.....	6
Study model:.....	7
1.7. Study hypotheses:.....	7
1.8. Terminology of study:	8
Chapter Two: Conceptual Framework and Previous Studies	10
2. Conceptual Framework:	10
2.1. Section One: Strategic Innovation:	10
2.2. Section Two: Digital Marketing:	13
2.3.Literature:	16
The first axis: strategic innovation:	16
The second axis: digital marketing:	18
Chapter Three: Study Methodology:	20
3.1. Study Approach:	20
3.2. Measuring tool:	20

3.3. Scale correction:	22
3.4. Study population and sample:	23
Chapter Four: Results and Hypothesis Analysis:	25
4.1. Descriptive Analysis of Demographic Data:	25
4.2. Results of the descriptive analysis of the dimensions of the independent variable (strategic innovation) and the dependent variable (digital marketing effectiveness):	27
4.3. Results of the descriptive analysis of the dimensions of the independent variable (strategic innovation):	29
4.4. Results of the descriptive analysis of the dependent variable (digital marketing effectiveness):	36
4.5. Answering the research hypotheses:	39
Chapter Five: Conclusions and Recommendations	44
5.1. Conclusions:	44
5.2. Recommendations	45
REFERENCES:	46

List of tables

table	Page number
Table (1): Debugging keys	22
Table (2) shows the results of the descriptive analysis of the study sample	25
Table (3) Descriptive analysis of the dimensions of the independent variable (strategic innovation) and the dependent variable (digital marketing effectiveness)	27
Table (4) Descriptive analysis of the first dimension - innovation in digital technology	29
Table (5) Descriptive analysis of the second dimension - innovation in services and customer experience	31
Table (6) Descriptive analysis of the third dimension - innovation in business models	33
Table (7) Descriptive analysis of the dimensions of the dependent variable (digital marketing effectiveness)	36
Table (8) The result of testing the first main hypothesis	39
Table (9) The impact of strategic innovation on the effectiveness of digital marketing at Amazon	42

List of figures

	Page number
Figure 1. Study Model	7
Figure (2) Summary of demographic data prepared by the researcher based on SPSS v28 outputs	26

Chapter One: The general framework of the study

1.1. Introduction:

Digital marketing is considered one of the most important tools that companies rely on in the current era to reach their target audience and increase their sales. With rapid technological developments, strategic innovation has become an imperative necessity to achieve effectiveness in digital marketing. Strategic innovation enhances companies' ability to adapt to market changes and meet customer needs more accurately and quickly.

Strategic innovation contributes to creating competitive advantages for companies by developing innovative marketing strategies based on deep analysis of data and understanding customer consumption behavior (Kotler & Keller, 2016). Businesses can use digital analytics tools to analyze big data and extract valuable information that helps in making effective marketing decisions.

Innovation has been defined as creating value by using relevant knowledge and resources to transform an idea into a new product, process, or practice, or improvements in an existing product, process, or practice, while strategic innovation is defined as creating value by using relevant knowledge and resources to transform an idea into a product or process. Or a new practice with the potential to have a significant transformative impact on the development of institutions and organizations, (Varadarajan, 2018)

In today's rapidly changing economic environment, innovation becomes a necessity, not only through developing new products or services, but also through creating new business models, which often means changing the rules of the game (Afuah, 2009). Studies show that organizations that prioritize innovation are also those that have the highest increases in productivity. About 79% of organizations that introduced at least one innovation since 2011 saw their productivity increase by

more than 25% by 2014 (European Commission, 2015). Competitive advantage is not simply a function of how well a company performs according to the current rules of the game. It also depends on the company's ability to break those rules (Govindarajan & Gupta, 2001). Breaking the rules of the game means that an organization can strategically redefine its business and take a completely different path in order to achieve long-term success (Markides, 1997).

Digital marketing has become an indispensable necessity for companies seeking success and growth in global and local markets. Digital marketing allows companies to reach a wider audience at a lower cost compared to traditional marketing methods, and can provide accurate data and analysis that help improve marketing strategies and increase return on investment.

Digital marketing is defined as the use of the Internet, electronic devices, and digital platforms such as websites, social media, email, and search engines to promote products and services. Digital marketing includes a wide range of activities, from search engine optimization (SEO) and content marketing to paid advertising, social media and email marketing (Chaffey & Ellis-Chadwick, 2019).

Thanks to digital marketing, companies can reach a global audience without the need for large investments in infrastructure. Digital advertising can target specific audiences based on their interests and online behavior (Kotler & Armstrong, 2018).

Strategic innovation in marketing is crucial to a brand's success. It helps attract customer attention and achieve a competitive advantage. Through innovation, companies can better meet customers' needs and offer unique products or services. This, in turn, contributes to building strong relationships with customers and increasing brand loyalty.

Amazon occupies a prominent position in the world of digital marketing, as the intelligent use of technology helps it build effective and innovative marketing campaigns that target the right audience and enhance its presence in the market in a strategic and sustainable manner.

It is the commercial giant that relies widely on artificial intelligence applications in marketing strategies. Artificial intelligence algorithms are an essential part of Amazon's success in providing unique marketing experiences to its customers, whether by recommending products, personalizing promotions, or improving the shopping experience through its website.

This research seeks to know the role of strategic innovation in the effectiveness of Amazon's digital marketing from the perspective of its customers. The focus of this study will be on analyzing a group of innovative initiatives and projects taken by Amazon, in addition to reviewing the challenges it faced in this context and the recommendations proposed to improve performance. In the field of innovation in digital marketing.

1.2. Problem Statement:

Innovation in digital marketing has become an urgent necessity to achieve excellence in performance and competitiveness, especially in light of the global shift towards considering knowledge as one of the most prominent elements of human progress (Haroun, 2019). Since Amazon plays a vital role in this context, it needs increased directions towards achieving quality standards and ensuring the participation of all customers and consumers in developing performance.

In an era of technological development and ongoing economic and social transformations, raising the quality of digital marketing has become crucial to achieving sustainable development and enabling societies to keep pace with global challenges. In this context, the role of strategic innovation

comes as an effective tool to improve the quality of digital marketing to keep pace with increasing and changing requirements.

Amazon faces multiple challenges that require innovation and innovation in its methods of reaching customers. Perhaps the research problem is the gap in studies and research that address the role of strategic innovation in raising the level of quality of digital marketing. Despite the importance of this topic, there is a lack of literature that sheds light on how to apply strategic innovation in improving the quality of digital marketing and identifying the factors influencing it. The success of these efforts.

In recent years, Amazon has become a leading model in adopting strategic innovation to enhance the effectiveness of digital marketing and achieve a competitive advantage in the global market. Despite its great successes, Amazon faces constant challenges in innovating and achieving excellence in a marketing environment characterized by rapid change and intense competition.

1.3. Study questions:

The main question in this research is:

How can strategic innovation contribute to increasing the effectiveness of digital marketing at Amazon?

Which results in the following questions:

What is the concept of strategic innovation based on and what are its dimensions?

What is the reality of e-marketing at Amazon?

What is the role of strategic innovation in supporting Amazon's digital marketing efforts?

1.4. Objectives:

Based on the study problem, the research objectives can be determined as follows:

1. Identify the concept and reality of strategic innovation at Amazon.
2. Study the effectiveness of digital marketing at Amazon.
3. Study the role of strategic innovation in the effectiveness of digital marketing at Amazon.

1.5. Research importance:

Scientific importance:

Researching the role of strategic innovation in the effectiveness of Amazon's digital marketing is of great scientific importance for many reasons:

- The research contributes to increasing scientific knowledge about how to use strategic innovation to improve the effectiveness of digital marketing. The research will fill gaps in the current academic literature by presenting a field study examining a leading company such as Amazon, adding new value and deeper understanding of advanced digital marketing practices.
- The research provides practical models and innovative strategies that other companies can benefit from in developing their digital marketing strategies. Real-life examples and practical applications will help understand how to adopt strategic innovation effectively.
- The research contributes to providing new insights into the concept of strategic innovation and how it can be applied in the digital context. The research will clarify the relationship between strategic innovation and digital marketing effectiveness, helping academics and practitioners develop more efficient and effective strategies.

Practical importance:

Research into the role of strategic innovation in Amazon's digital marketing effectiveness is of great practical importance for many reasons, which include the benefits it can accrue to businesses, practitioners, and the economic community as a whole:

- Companies, especially those operating in the digital market, can use the findings from this study to improve their marketing strategies. By understanding how Amazon uses strategic innovation to enhance the effectiveness of its digital marketing, other companies can adopt similar practices to improve their marketing performance.

- Small and medium-sized companies can benefit from Amazon's innovation strategies to develop new competitive advantages. By adopting strategic innovation, these companies can increase their ability to compete in the global market and achieve sustainable growth.

- By adopting innovation strategies that enhance interaction with customers and meet their needs in innovative ways, companies can improve customer satisfaction and increase brand loyalty. This contributes to building long-term relationships with customers.

1.6. Study variables:

The independent and dependent variables can be defined as follows:

Independent variable: strategic innovation. Its dimensions include innovation in digital technology, innovation in services, customer experience, and innovation in business models.

Dependent variable: effectiveness of digital marketing.

Dimensions of strategic innovation	
Innovation in digital technology	(Chaffey & Ellis-Chadwick, 2019)
Innovation in services and customer experience	(Ryan, 2016)
Innovation in business models	(McKinsey & Company, 2020)

Study model:

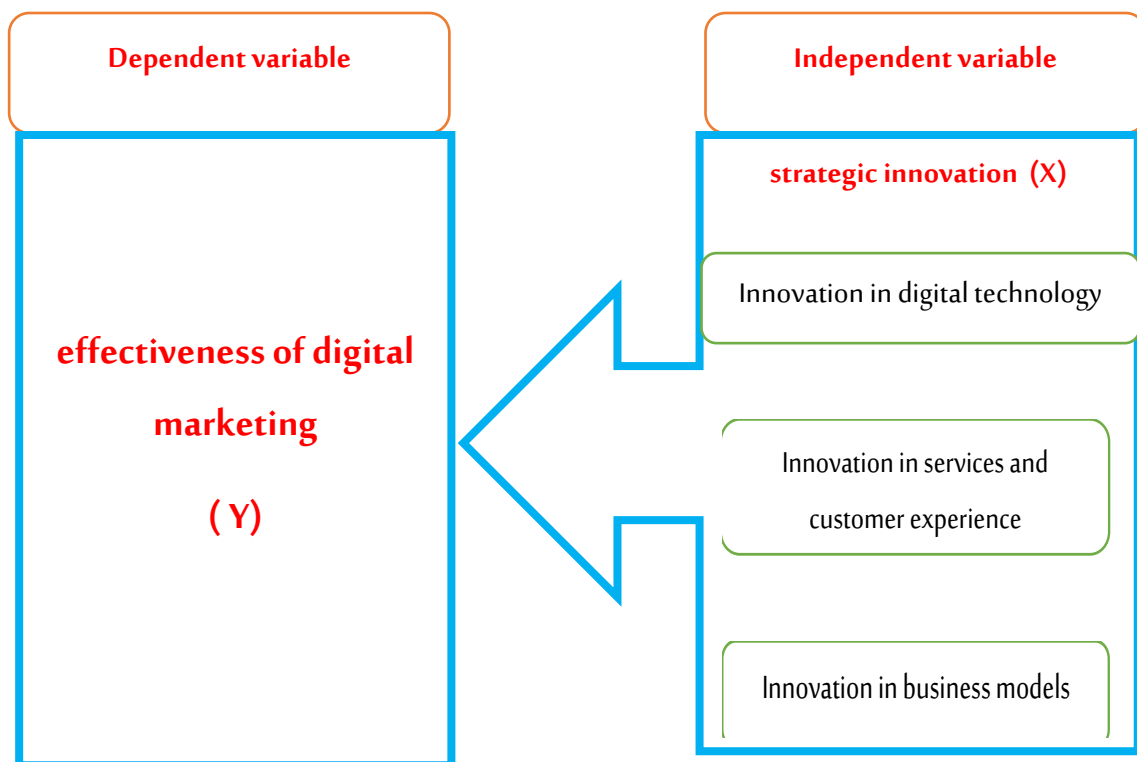


Figure 1. Study Model

1.7. Study hypotheses:

1. The first main hypothesis: There is a statistically significant relationship at a significant level ($\alpha \leq 0.05$) between strategic innovation and digital marketing effectiveness at Amazon.
- The first sub-hypothesis: There is a statistically significant relationship between innovation in digital technology and the effectiveness of digital marketing at Amazon.

The second sub-hypothesis: There is a statistically significant relationship between innovation in services, customer experience, and the effectiveness of digital marketing at Amazon.

The third sub-hypothesis: There is a statistically significant relationship between innovation in business models and the effectiveness of digital marketing at Amazon.

2. The second main hypothesis: There is a statistically significant effect at a significant level ($\alpha \leq 0.05$) between strategic innovation in its dimensions (innovation in digital technology, innovation in services, customer experience, and innovation in commercial models), and the effectiveness of digital marketing at Amazon.

1.8. Terminology of study:

Strategic innovation:

It is viewed as the generation, acceptance and implementation of new ideas, products or services because it involves the successful implementation of creative ideas within an organization. (Kariuki, 2014)

Strategic innovation is the unveiling of an overall exceptional strategy (or way of competing) in an existing industry. (Aiqershi et al., 2019).

The researcher defines it practically:

Strategic innovation is defined procedurally as the process that Amazon uses to develop and improve its digital marketing strategies by adopting and applying new technologies and ideas aimed at increasing marketing effectiveness and achieving a sustainable competitive advantage.

Digital marketing

Digital marketing is the use of the Internet, electronic devices and digital platforms to promote products and services. This type of marketing includes a wide range of activities that include search engine optimization (SEO), search engine marketing (SEM), content marketing, social media marketing, email marketing, and paid online advertising. Digital marketing aims to reach a target audience, achieve engagement, and increase sales by using digital technology and analytical techniques to improve performance and target customers accurately. (Chaffey & Ellis-Chadwick, 2019)

The researcher defines it practically:

Digital marketing is defined procedurally as all the activities and strategies that Amazon uses online, social media platforms, paid advertising, email, and mobile devices to reach its target audience, achieve engagement, and increase sales.

Chapter Two: Conceptual Framework and Previous Studies

2. Conceptual Framework:

Introduction:

As competition between companies increases and the complexity of the business environment increases, the focus on marketing aspects increases to ensure better results and enhance excellence. Amazon is one of the leading companies in the world that strives to achieve its marketing goals, and considers strategic innovation as one of the effective means of improving the effectiveness of digital marketing. In this chapter, we will review the most prominent concepts related to strategic innovation and digital marketing.

2.1. Section One: Strategic Innovation:

2.1.1. The concept of strategic innovation:

Strategic innovation is a very important term in the field of innovation management, and is defined as a distinct and exceptional change in the strategy or the way the organization competes in the current industry. Strategic innovation stems from expected changes, contradictions, needs or transformations in the industry and market. Strategic innovators effectively reformulate the mix of new needs in the world, and develop new strategies that answer questions such as what, how and why?

Thus, the definition of strategic innovation can be summarized as an exceptional change in an organization's strategy, aimed at achieving sustainable competitive advantage through an effective response to changes in the external and internal environment, and meeting the new needs and aspirations of customers and markets. (Yin and Chang, 2022). Strategic innovation represents a

comprehensive and systematic approach focused on generating differential innovations. Strategic innovation can only be considered a deliberate and repeatable process that creates a significant difference in the value provided to consumers, customers, partners, and other companies. It can be said that strategic innovation is a fundamentally different way of competing in an existing business (Charitou & Markides, 2003), which can help in continuous innovation, and avoid the risk of going with what may seem like best practices (Prince, Barrett, & Oborn, 2014).

Strategic innovation refers to the deliberate and systematic pursuit of innovative strategies aimed at achieving sustainable competitive advantage and enhancing organizational performance over the long term. In contrast to incremental innovations that focus on making small improvements to existing products, services, or processes, strategic innovation involves fundamental changes in the way organizations operate, compete, and create value.

Strategic innovation emphasizes the proactive and deliberate pursuit of innovation initiatives that are aligned with the organization's strategic goals and vision (Charitou et al., 2003). It involves a systematic approach to identifying opportunities, generating ideas, and implementing new solutions that drive organizational growth and success.

Strategic innovation requires a systematic and disciplined approach to managing innovation, including processes, frameworks, and methodologies for identifying, evaluating, and prioritizing strategic opportunities (Stošić, 2013). It involves creating dedicated innovation teams, processes, and resources to foster a culture of innovation within the organization.

Strategic innovation also goes beyond incremental improvements and involves the pursuit of breakthroughs or discontinuous innovations that create significant leaps in value for customers, stakeholders, and the organization (Charitou et al., 2003).

It focuses on identifying unmet needs, disrupting existing markets, and redefining industry standards.

Strategic innovation is also closely aligned with an organization's business strategy, serving as a catalyst for achieving strategic objectives and gaining competitive advantage (Johnston et al., 2013).

It involves integrating the innovation strategy with the overall business strategy, ensuring coherence and synergy across organizational functions.

Strategic innovation enables organizations to adapt to dynamic and uncertain business environments by anticipating and responding to emerging trends, disruptions, and market shifts (Markides, 1997). It involves developing flexible and agile strategies that enable organizations to take advantage of new opportunities and mitigate potential threats.

2.1.2. Characteristics of Strategic Innovation:

Characteristics of strategic innovation include its forward-looking nature, its focus on creating sustainable competitive advantage, its organizational approach, and its alignment with business strategy:

- Forward-looking nature: Strategic innovation is future-oriented, with a focus on identifying emerging trends, opportunities, and challenges that will shape the competitive landscape (Markides, 1997). It involves anticipating market shifts, technological advances, and changing customer preferences to proactively position the organization for success.
- Focus on sustainable competitive advantage: Strategic innovation aims to create sustainable competitive advantage by differentiating the organization from competitors and enhancing its ability to survive in the long term (Porter, 1996). It involves developing unique capabilities, assets, and value propositions that are difficult for competitors to imitate or replicate.

- **Systemic approach:** Strategic innovation takes a systemic approach to managing innovation, including processes, structures, and mechanisms that support the identification, evaluation, and implementation of innovative strategies (Tidd & Bessant, 2018). It involves integrating innovation into all aspects of organizational activity, from product development to business model design.
- **Alignment with business strategy:** Strategic innovation is closely aligned with the organization's overall business strategy, serving as a key enabler of strategic goals and priorities (Charitou et al., 2003). It involves ensuring coherence and synergy between innovation initiatives and broader strategic goals, such as market expansion, cost leadership, or differentiation.

2.2. Section Two: Digital Marketing:

2.2.1. Concept of Digital Marketing:

Digital marketing is a set of marketing activities conducted online using various digital media with the aim of promoting products or services and interacting with customers. Digital marketing includes a set of tools and strategies such as search engine optimization (SEO), social media marketing (SMM), email marketing, content marketing, and digital advertising (Pay-Per-Click). The success of digital marketing depends on the ability to use these tools effectively to achieve marketing goals, increase brand awareness, improve customer experience, and increase sales.

Basic dimensions of digital marketing:

- **Search Engine Optimization (SEO):** This involves optimizing websites to increase their visibility in search engine results, which helps attract more visitors.

- **Social Media Marketing (SMM):** This involves using social media platforms such as Facebook and Instagram to promote the brand and engage with the audience.
- **Content Marketing:** This involves creating and distributing valuable content to attract and retain customers, such as blogs, videos, and articles.
- **Digital Advertising:** This includes pay-per-click (PPC) ads, which appear on search engines or websites and directly drive potential customers to the target page.
- **Email Marketing:** This involves sending promotional emails to existing and potential customers, and is considered one of the most cost-effective digital marketing tools.
- **Using Data and Analytics:** This involves tracking and analyzing data from marketing activities to measure performance and make informed decisions to improve marketing strategies.
- **Digital Marketing Effectiveness:** The success of digital marketing is measured by a range of indicators such as conversion rates, return on investment (ROI), and increased brand awareness. The effectiveness of digital marketing depends on the ability to reach the target audience in innovative and cost-effective ways, adapt to rapid changes in the digital market, and apply technological innovations to enhance performance.

According to a study by Chaffey and Ellis-Chadwick (2019), digital marketing is a critical tool for achieving business success in the digital age, as it allows companies to reach a wider audience, accurately measure results, and quickly adapt campaigns to achieve maximum impact.

2.3. The relationship between strategic innovation and digital marketing effectiveness:

Strategic innovation is a critical factor in enhancing the effectiveness of digital marketing. It involves developing and implementing innovative strategies that bring about fundamental

changes in how products and services are delivered and how a company interacts with its customers across digital platforms. Strategic innovation in the digital context includes a set of practices such as improving customer experience, offering new services, developing innovative business models, and using advanced technologies such as artificial intelligence and data analytics.

1. Improving customer experience: Innovation in customer experience through the use of technologies such as virtual reality (VR) and augmented reality (AR) contributes to providing immersive and interactive shopping experiences. This type of innovation enhances customer interaction with the brand, which increases the effectiveness of digital marketing campaigns. Studies have shown that improved customer experience leads to increased customer loyalty and purchase intentions (Chaffey & Ellis-Chadwick, 2019).

2. Developing new business models: Innovation in digital business models such as monthly subscriptions, on-demand services, and data-driven services allows companies to provide added value to customers in innovative ways. These new models help create new marketing opportunities and enhance competitiveness, leading to improved digital marketing effectiveness (Teece, 2018).

3. Use of advanced technology: Artificial intelligence and big data analysis help companies accurately identify target groups and customize marketing messages according to individual customer preferences. This approach increases the efficiency of digital marketing campaigns, leads to higher conversion rates and improved return on investment (ROI). (Davenport & Ronanki, 2018).

4. Innovation in digital marketing strategies: Developing new digital marketing strategies such as influencer marketing and performance-based marketing can increase the effectiveness of digital

marketing. These strategies allow companies to reach new market segments in unconventional ways, enhancing the impact of digital campaigns (Kotler et al., 2021).

2.3.Literature:

Introduction

Previous studies are essential for understanding and analyzing phenomena and relationships in the field of research. These previous studies reflect the valuable collection of research and ideas that contributed to developing knowledge and scientific understanding of the research topic. The “Previous Studies” section of the research aims to review and analyze previously published research, articles and other sources that address topics relevant to the main topic of the study.

The first axis: strategic innovation:

Smith, J. & Brown, A. (2020) study aimed to evaluate the impact of strategic innovation on the effectiveness of digital marketing, as the study found that strategic innovation enhances customer experience and increases customer loyalty, leading to increased sales and market share.

The study recommended that companies continue to invest in modern technologies and strategic innovations to enhance the effectiveness of digital marketing, and it also encourages the development of flexible and adaptable business models to technological changes.

The study by Johnson, P., & Smith, R. (2019) aimed to analyze the impact of strategic innovation on organizational performance.

The study found that companies that embrace strategic innovation achieve better performance by improving operational efficiency and increasing market share. Innovation in products and services as well as in organizational processes leads to sustainable competitive advantage.

The study recommends enhancing the culture of innovation within institutions, providing the necessary resources to support innovation, and encouraging cooperation between different departments to enhance comprehensive innovation.

In Brown, A., & Lee, M. (2018), the study aimed to explore the role of strategic innovation in achieving competitive advantage.

The study indicated that strategic innovation contributes to developing competitive advantages by providing new and distinctive products and services, improving internal operations and increasing customer satisfaction. Strategically innovative companies were better able to adapt to market changes.

The study encourages companies to invest in research and development, constantly analyze the market to understand customer needs, and develop innovative strategies that respond to these needs.

The study by Williams, K., & Davis, J. (2017) aimed to provide a framework for managing strategic innovation for administrative officials.

The study showed that managing strategic innovation requires a balance between creative thinking and practical implementation. Companies that succeeded in achieving this balance were able to bring innovative solutions to the market and achieve sustainable growth.

The study recommends creating multidisciplinary work teams to enhance cooperation and innovation, developing training programs to enhance creative thinking among employees, and adopting a flexible management approach that enables rapid adaptation to changes.

These studies demonstrate how strategic innovation can have a significant impact on the work of organizations, and provide applicable recommendations for companies seeking to improve their marketing performance using innovation.

The second axis: digital marketing:

Brown, A., & Johnson, R. (2020) study aimed to evaluate the effectiveness of influencer marketing in the digital age.

The study showed that influencer marketing can increase brand awareness and enhance purchase intent. Influencers who have an engaged and trusted audience positively influence purchasing decisions.

The study recommends that influencers should be carefully selected based on the match of their audience with the brand's audience, and measure return on investment to determine the effectiveness of marketing campaigns.

While the study by Williams, M., & Martinez, L. (2018) sought to study the impact of mobile marketing on consumer behavior.

The study showed that mobile marketing, including text ads, applications, and push notifications, contributes significantly to increasing interaction and stimulating purchases. Personal interaction and timeliness have been key to mobile marketing success.

The study recommends developing value-added mobile apps and providing personalized offers based on the location and previous purchasing behavior of customers.

The study by Davis, S., & Thompson, H. (2017) analyzed the relationship between search engine optimization (SEO) and content marketing.

The study found that combining SEO and content marketing increases a website's visibility in search results, which increases traffic to the site. Quality and fit were key to success.

The study advises focusing on creating high-quality content suitable for keywords, and improving the site structure to facilitate crawling and indexing by search engines.

These studies provide diverse insights into different aspects of digital marketing, and provide practical recommendations that can be applied to improve companies' digital marketing performance.

Chapter Three: Study Methodology:

Introduction

In order to determine the role of strategic innovation in the effectiveness of digital marketing at Amazon, an electronic questionnaire was used through which answers were collected from the study sample, which represents the population studied and meets the objectives of the study. SPSS V 28 was used to analyze the results of the questionnaire.

In this part, we will review the most important study tools, the study population, and its sample through which the results were reached and a set of recommendations were formulated.

3.1. Study Approach:

To achieve the objectives of the study, the descriptive analytical method was adopted, through which we attempt to collect, classify, analyze, compare and interpret data, which is known as one of the most appropriate scientific research methods for this type of research, as it is a method of research that deals with events, phenomena and practices that exist and are available for study and measurement. The research aims to know the role of strategic innovation in the effectiveness of digital marketing at Amazon.

3.2. Measuring tool:

In order to measure the role of strategic innovation in the effectiveness of digital marketing at Amazon, the researcher chose the questionnaire as a means of measuring that role, which is the most appropriate tool in such topics.

The questionnaire is a tool and means of collecting data, which is provided to the respondents who were chosen for the subject of the study to answer the questions contained in it, without helping the

researcher in understanding the questions or recording the answers to them (Kandilji, 2002), within the framework of the field study. Based on many previous studies and with the aim of testing the existence of a link between the variable of the role of strategic innovation and the effectiveness of digital marketing, the questionnaire was built and several tests were carried out to ensure the validity and reliability of the questionnaire. The stability of the questionnaire means ensuring that the answer is approximately the same if it is repeatedly applied to the same people. Its validity means ensuring that it will measure what it was prepared to measure. The questionnaire was divided into several main axes in addition to demographic data:

1- Demographic data: data related to the respondent, which is (gender, age, job category, educational qualification, years of experience).

2- General information about the company.

3- The first axis: strategic innovation:

It includes three parts:

Part One: Innovation in digital technology

Part Two: Innovation in services and customer experience

Part Three: Innovation in Business Models

The second axis: The effectiveness of digital marketing.

A five-point Likert scale was used, which is a method of measuring behaviors and is used in questionnaires, especially in the field of statistics (Abdel Fattah, 2014). The scale is based on responses indicating the role of strategic innovation in the effectiveness of digital marketing at Amazon based on arithmetic averages:

A five-point Likert scale was used to measure the respondents' answers to the questionnaire statements, as follows:

- ✓ Strongly disagree.
- ✓ Disagree.
- ✓ Neutral.
- ✓ Agree.
- ✓ Strongly agree.

3.3. Scale correction:

The researcher determined the range for the five-point scale by calculating (the lower and upper limits), where the range was calculated (highest value - lowest value = (4 - 1 = 3). To obtain the length of the category, the range was divided by the largest values in the standard, i.e. (3 / 4 = 0.75). Then the value of the category length was added to the lowest value in the standard, which is (1), to determine the upper limit for this category. Then, in this manner, the category length was added to the rest of the values, to determine all levels of the scale in the five-point scale, as shown in the table As follows:

$$L = \frac{MAX - MIN}{5} = (4 - 1) / 5 = 0.6$$

Table (1): Debugging keys

Coding	Standard	range	indication
1	Strongly Disagree	1.79-1.00	very low
2	Disagree	2.59-1.80	low
3	Neutral	3.39-2.60	middle
4	agree	4.19-3.40	high
5	Strongly Agree	5.00-4.20	very high

3.4. Study population and sample:

The study population expresses all the vocabulary that is included in the study and has one or several common characteristics that distinguish it from others.

The study population is represented by Amazon customers, as they are the group most closely associated with strategic innovation.

As for the study sample: The sample is a partial sum of the research community and best represents the elements of the community, so it is chosen to represent the community well, then studied and identified with its characteristics. In this study, the simple random sampling method was adopted, and the questionnaire was distributed to them through the distribution of a link. Questionnaire via smart phone applications.

3.5. Validity of the study tool:

Content validity: The study tool, in its initial form, with its questions and hypotheses, was presented to the study supervisor for discussion and review of its paragraphs. Then it was presented to a group of specialists and some inappropriate questions were excluded.

3.6. Stability of the study tool:

To ensure the stability of the study tool, the reliability coefficient was calculated using the internal consistency method according to the Cronbach alpha test.

3.7. Data collection sources:

Secondary sources: The researcher relied on books, periodicals, references, university dissertations, and articles that dealt with the subject of the study directly and indirectly in order to determine the

scientific foundations related to the current study, which helped in building the theoretical framework of the study.

Primary sources: The questionnaire was built on the theoretical framework of the study, previous research and studies, and was guided by some existing tools in the field. The questionnaire was analyzed using the program SPSS V.28.

3.8. Proposed Statistical Methods and tests:

- Descriptive statistics: arithmetic means, standard deviations, frequencies,...
- Cronbach's alpha reliability coefficient.
- Regression analysis.

Summary:

In this chapter, the appropriate research tool, which is the questionnaire form, was chosen. The study population was also identified and a sample was taken from it using the simple random sampling method, and the Stephen Thompson equation was used to determine the sample size.

We also discussed the sources and methods of data collection, and the statistical methods that we will use in analyzing the results.

Chapter Four: Results and Hypothesis Analysis:

Introduction:

In this chapter, the main results collected and analyzed in this study will be presented and explained. These results will also be analyzed in detail, and interpreted directly in relation to the research objectives and proposed hypotheses. The discussion will include exploring statistical meanings and applicable research practices, in addition to interpreting the results.

This part of the study is pivotal in understanding the main dimensions of the data and their potential implications, and the results and discussion will be used to provide objective and evidence-based recommendations and conclusions, and to identify areas that deserve future attention and additional research.

4.1. Descriptive Analysis of Demographic Data:

Table (2) shows the results of the descriptive analysis of the study sample:

Table (2) Results of the descriptive analysis of the study sample

	number	(%)
Gender		
male	46	74.19
female	16	25.81
the total	62	100
the age		
25-20	6	9.68
34-26	26	41.94
45 -35	14	22.58
45<	16	25.81
the total	62	100
qualification		

Bachelor's	23	37.10
Master's	25	40.32
Ph.D	14	22.58
the total	62	100
Years of experience		
5-1	6	9.68
10-6	32	51.61
15-11	14	22.58
15<	10	16.13
the total	132	100.00

Source: Prepared by the researcher based on SPSSv28 outputs

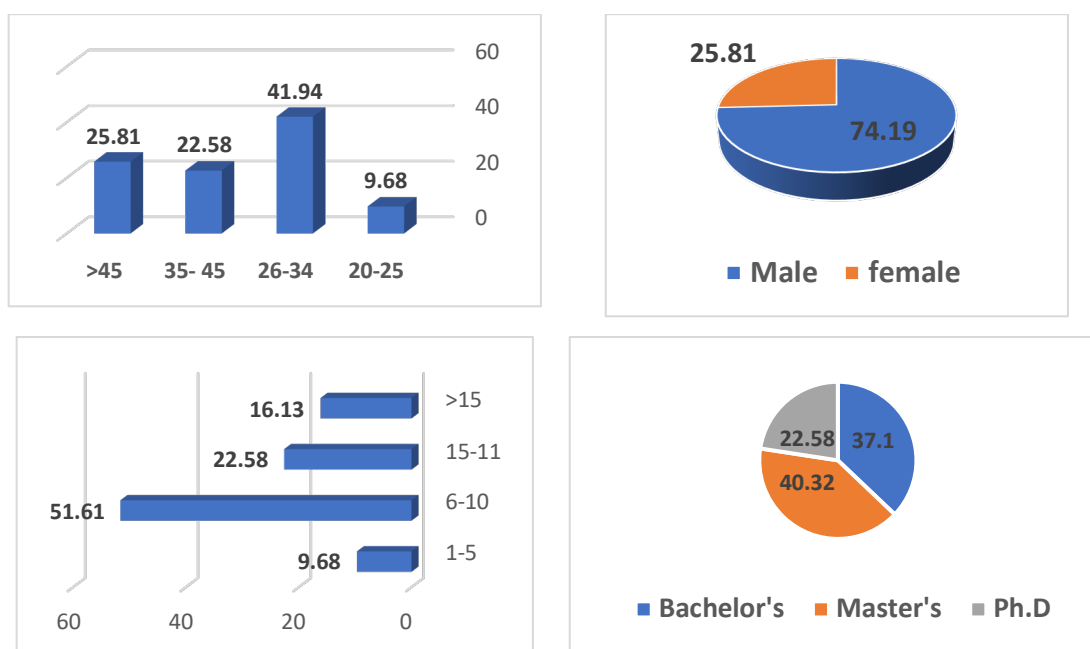


Figure (2) Summary of demographic data prepared by the researcher based on SPSS v28 outputs

4.2. Results of the descriptive analysis of the dimensions of the independent variable (strategic innovation) and the dependent variable (digital marketing effectiveness):

Table (3) Descriptive analysis of the dimensions of the independent variable (strategic innovation) and the dependent variable (digital marketing effectiveness)

Search variables	number	mean	Standard deviation	Ranking	Approval level
Innovation in digital technology	62	3.772	0.787	1	high
Innovation in services and customer experience		3.394	0.789	3	middle
Innovation in business models		3.512	0.801	2	high
Independent variable (strategic innovation)		3.559	0.792	-	high
Dependent variable (effectiveness of digital marketing)		3.650	0.767	-	high

Source: Prepared by the researcher based on SPSS V28 outputs.

Table (3) presents a descriptive analysis of the dimensions of the independent variable "strategic innovation" and its three sub-dimensions: innovation in digital technology, innovation in services

and customer experience, and innovation in business models. In addition, the dependent variable "effectiveness of digital marketing" is analyzed.

Innovation in digital technology achieved a high level of approval, indicating that participants believe that Amazon has made significant progress in this field, which contributes to improving the customer experience. Innovation in services and customer experience received an average rating, which may indicate that there are some aspects of Amazon's services and customer experience that need further improvement to better meet customer expectations. Innovation in business models received a high rating, indicating participants' satisfaction with Amazon's innovative business strategies, such as flexible payment options and special offers.

Strategic innovation in general achieved a high level of approval, indicating that the innovations implemented by Amazon in the fields of technology, services, and business models are effective and influential in improving its overall performance.

Amazon's digital marketing effectiveness was rated highly, indicating that the digital marketing strategies adopted by Amazon achieve positive results and contribute to enhancing the customer shopping experience.

The researcher concludes:

Amazon achieves remarkable success in strategic innovation in general, excelling in innovation in digital technology and business models. However, innovation in services and customer experience requires more attention and improvement. In addition, Amazon's digital marketing effectiveness is high, indicating that digital marketing strategies are effectively integrated with other strategic innovations to enhance the company's performance.

4.3. Results of the descriptive analysis of the dimensions of the independent variable (strategic innovation):

4.3.1. Results of the descriptive analysis of the first dimension - innovation in digital technology:

Table (4) Descriptive analysis of the first dimension - innovation in digital technology

	Paragraph	Mean	Standard deviation	Ranking	Approval
1	Amazon digital applications contribute to significantly improving the shopping experience	3.74	0.810	4	high
2	Amazon provides advanced technologies that facilitate the process of searching for the desired products	3.64	0.641	5	high
3	Amazon uses artificial intelligence techniques to improve its interaction with me as a customer	3.84	0.832	2	high
4	I feel safe using Amazon's digital payment technologies	3.79	0.829	3	high
5	I find the Amazon mobile app convenient and easy to use	3.85	0.822	1	high
The first dimension: innovation in digital technology		3.772	0.787		high

Source. Prepared by the researcher based on SPSS V28 outputs

Table (4) shows the descriptive analysis of the first dimension, which is innovation in digital technology, and includes five paragraphs related to Amazon's digital services and technologies. The

analysis includes the arithmetic mean, standard deviation, ranking, and level of agreement for each paragraph.

- The highest paragraph in the arithmetic mean: The fifth paragraph "I find the Amazon mobile application convenient and easy to use" achieved the highest arithmetic mean of (3.85) with a standard deviation of (0.822), indicating that participants find the Amazon mobile application convenient and easy to use to a high degree.

- The lowest paragraph in the arithmetic mean: The second paragraph "Amazon provides advanced technologies that facilitate the process of searching for the required products" obtained the lowest arithmetic mean of (3.64) with a standard deviation of (0.641), however, the ranking is still at a high level, indicating participants' satisfaction with the technology used.

- Standard deviation distribution: The standard deviation ranges between (0.641) and (0.832), indicating a relative homogeneity in participants' opinions on the digital innovation paragraphs. The third paragraph related to artificial intelligence technologies shows the highest variance (0.832) in opinions, which may reflect differences in customer experience with artificial intelligence.

- General arrangement of paragraphs: The arrangement of paragraphs reflects participants' preference for a practical and convenient user experience of the Amazon application, followed by a sense of security with payment technologies, then improvements in customer interaction through artificial intelligence.

- General score of the dimension: The first dimension "Innovation in digital technology" achieved an arithmetic mean of (3.772) and a standard deviation of (0.787), indicating a high agreement among participants on the effectiveness and innovation of the digital technologies used by Amazon.

The researcher concludes:

Based on the results, it is inferred that Amazon has a high level of innovation in digital technology, which contributes to improving users' experience and attracting their overall satisfaction. The paragraphs related to the practical user experience and security in payment represent strong aspects of users' interaction with Amazon's digital technology.

4.3.2 Results of the descriptive analysis of the second dimension - innovation in services and customer experience:

Table (5) Descriptive analysis of the second dimension - innovation in services and customer experience

	Paragraph	Mean	Standard deviation	Ranking	Approval
6	Amazon is adopting new technologies to improve customer experience	3.381	0.820	3	middle
7	Amazon customer service is accessible and accessible across multiple channels	3.598	0.641	5	high
8	Amazon offers innovative solutions to any problems I may encounter while shopping	3.291	0.835	2	middle
9	Amazon's shipping and delivery services are fast and reliable	3.788	0.830	4	high
10	Amazon makes customer reviews and ratings transparent, which helps in making purchasing decisions	2.914	0.821	1	middle
The second dimension: innovation in services and customer experience		3.394	0.789		middle

Source. Prepared by the researcher based on SPSS V28 outputs

Table (5) shows the descriptive analysis of the second dimension, which focuses on innovation in services and customer experience through five paragraphs that address different aspects of Amazon services. The analysis includes the arithmetic mean, standard deviation, ranking, and level of agreement for each paragraph>

- The highest paragraph in the arithmetic mean: The ninth paragraph "Amazon's shipping and delivery services are fast and reliable" achieved the highest arithmetic mean (3.788) with a standard deviation (0.830), indicating that participants believe that Amazon provides high-quality and reliable shipping and delivery services, and this service is considered one of the most innovative and effective aspects.
- The lowest paragraph in the arithmetic mean: The tenth paragraph "Amazon provides customer reviews and ratings in a transparent manner, which helps in making purchasing decisions" achieved the lowest arithmetic mean (2.914) with a standard deviation (0.821), indicating that participants may not see the transparency of ratings and reviews as sufficient to make purchasing decisions, or that they see room for improvement in this service.
- Standard deviation distribution: The standard deviation ranges between (0.641) and (0.835), indicating a relative disparity in participants' opinions about the paragraphs of innovation in services and customer experience. The eighth paragraph related to providing innovative solutions to problems showed the highest disparity (0.835) in opinions, which may indicate different experiences with the solutions provided by Amazon.
- General arrangement of paragraphs: The arrangement of paragraphs reflects participants' high appreciation for Amazon's shipping and delivery services, as well as the availability of customer service through multiple channels. In contrast, there is a lower evaluation of

innovation in the transparency of customer reviews and ratings, indicating a gap that may need improvement.

- Overall score of the dimension: The second dimension "Innovation in services and customer experience" achieved an arithmetic mean of (3.394) and a standard deviation of (0.789), indicating an average evaluation of Amazon's innovation in this field.

The researcher concludes:

Amazon achieves average to high performance in innovation in services and customer experience.

The most popular aspects of the survey were shipping and delivery services and the availability of customer service across multiple channels. However, there is room for improvement in the transparency of customer reviews and ratings, as this service was rated lower than the other aspects.

Amazon could benefit from improving this section to further improve customer satisfaction.

4.3.3. Results of the descriptive analysis of the third dimension - innovation in business models:

Table (6) Descriptive analysis of the third dimension - innovation in business models

	Paragraph	Mean	Standard deviation	Ranking	Approval
11	Amazon offers various purchasing options such as subscriptions and additional services	3.791	0.820	3	high
12	The business models used by Amazon make products and services accessible to everyone	3.581	0.641	5	high
13	Amazon provides its customers with an integrated shopping experience thanks to its innovative business models	3.831	0.835	2	high

14	Amazon's business models allow it to offer ongoing special offers and discounts	3.772	0.830	4	high
15	Amazon offers its customers flexible payment options thanks to its diverse business models	3.843	0.821	1	high
16	Items can be retrieved easily and refunds can be obtained without waiting	2.843	0.812	7	middle
17	The replacement policy is satisfactory and is carried out with the required efficiency	2.925	0.847	6	middle
The third dimension: innovation in business models		3.512	0.801		high

Source. Prepared by the researcher based on SPSS V28 outputs

Table (6) presents the descriptive analysis of the third dimension, which focuses on innovation in Amazon's business models. The table includes seven paragraphs that address various aspects of the business models offered by Amazon, with an analysis of the arithmetic mean, standard deviation, ranking, and level of agreement for each paragraph.

- The highest paragraph in the arithmetic mean: The fifteenth paragraph "Amazon provides its customers with flexible payment options thanks to its diverse business models" achieved the highest arithmetic mean (3.843) with a standard deviation (0.821), indicating that participants believe that Amazon provides great flexibility in payment options, which enhances their shopping experience.
- The lowest paragraph in the arithmetic mean: The sixteenth paragraph "Items can be easily returned and the amounts paid can be obtained without waiting" achieved the lowest arithmetic mean (2.843) with a standard deviation (0.812), indicating that participants may find the return process difficult or that the refund process may take longer than they expect.

- Standard deviation distribution: The standard deviation ranges between (0.641) and (0.847), indicating a relative disparity in participants' opinions about the paragraphs of innovation in business models. The seventeenth paragraph related to the replacement policy showed the highest disparity (0.847) in opinions, which may reflect participants' varying experiences with the efficiency of this policy.
- General arrangement of paragraphs: The arrangement of paragraphs shows a high appreciation for the flexibility of payment options and the integrated shopping experience provided by Amazon's innovative business models. In contrast, participants' evaluation of the return and replacement policies was lower, indicating areas that need improvement.
- General score of the dimension: The third dimension "Innovation in business models" achieved an arithmetic mean of (3.512) and a standard deviation of (0.801), indicating a high agreement among participants on the effectiveness of the innovative business models provided by Amazon.

The researcher concludes:

Amazon's innovative business models, including payment flexibility and the integration of the shopping experience, achieve a high level of satisfaction among customers. However, it seems that the return and exchange policies need improvement to better meet customer expectations. Overall, it appears that innovation in Amazon's business models contributes significantly to improving the shopping experience and expanding the range of options available to customers.

4.4. Results of the descriptive analysis of the dependent variable (digital marketing effectiveness):

Table (7) Descriptive analysis of the dimensions of the dependent variable (digital marketing effectiveness)

	Paragraph	Mean	Standard deviation	Ranking	Approval
18	Amazon's digital marketing strategies enhance my purchasing experience	3.862	0.830	1	high
19	Amazon uses social media effectively to communicate with customers.	3.547	0.650	7	high
20	Amazon's digital advertising is innovative and engaging	3.710	0.722	6	high
21	Amazon's digital marketing approach makes it easy to find the products I need	3.762	0.731	4	high
22	The targeted digital ads I see from Amazon are relevant to my interests	3.804	0.778	3	high
23	Amazon is effectively using influencer marketing to attract more customers	2.947	0.771	8	middle
24	The use of artificial intelligence has increased the effectiveness of marketing methods	3.724	0.773	5	high
25	Artificial intelligence technologies have made my product research easier	3.846	0.881	2	high
:Dependent variable of digital marketing effectiveness		3.650	0.767		high

Source. Prepared by the researcher based on SPSS V28 outputs

Table (7) presents the descriptive analysis of the dimensions of the dependent variable "Digital Marketing Effectiveness" for Amazon, as it includes eight paragraphs that evaluate the effectiveness of the digital marketing strategies used by the company. The analysis includes the arithmetic mean, standard deviation, ranking, and level of agreement for each paragraph.

- The highest paragraph in the arithmetic mean: the eighteenth paragraph "The digital marketing strategies followed by Amazon enhance my shopping experience" achieved the highest arithmetic mean (3.862) with a standard deviation (0.830), indicating that the participants feel that the digital marketing strategies followed by Amazon greatly enhance their shopping experience.
- Lowest paragraph in the arithmetic mean: The twenty-third paragraph "Amazon uses influencer marketing effectively to attract more customers" had the lowest arithmetic mean (2.947) with a standard deviation (0.771), indicating that participants may not see influencer marketing as one of Amazon's most powerful tools in digital marketing, or that they did not interact with this type of marketing as positively as other tools.
- Standard deviation distribution: The standard deviation ranges between (0.650) and (0.881), indicating a relative disparity in participants' opinions about the paragraphs of digital marketing effectiveness. The twenty-fifth paragraph related to artificial intelligence technologies showed the highest disparity (0.881) in opinions, which may reflect participants' varying experiences with these technologies.
- General arrangement of paragraphs: The arrangement of paragraphs shows that general digital strategies, the use of artificial intelligence in product search, and targeted digital advertising are among the most effective aspects of Amazon's digital marketing. In contrast,

the use of influencer marketing is considered less effective according to the participants' opinion.

- The overall score for the dependent variable: Digital Marketing Effectiveness achieved an arithmetic mean of (3.650) and a standard deviation of (0.767), indicating a high agreement among participants on the effectiveness of Amazon's digital marketing.

The researcher concludes

Amazon's digital marketing is generally effective, as digital marketing strategies significantly enhance the customer's shopping experience, especially with regard to the use of artificial intelligence and targeted digital advertising. However, there are some aspects that can be improved, such as influencer marketing, which did not achieve the same level of effectiveness compared to other tools used. The overall evaluation reflects that Amazon remains a leader in the field of digital marketing, as its strategies achieve tangible results in improving the customer experience and attracting them.

4.5. Answering the research hypotheses:

4.5.1. The first main hypothesis: There is a statistically significant relationship at a significance level (≤ 0.05 α) between strategic innovation and the effectiveness of digital marketing at Amazon.

Table (8) The result of testing the first main hypothesis

Research axes		Dependent variable: effectiveness of digital marketing		
		N	Pearson correlation (R)	Significance level
Dimensions of the independent variable	Innovation in digital technology	62	**0.541	0.000
	Innovation in services and customer experience		**0.627	0.000
	Innovation in business models		**0.723	0.000
Independent variable	Strategic innovation		**0.794	0.000

Source. Prepared by the researcher based on SPSS V28 outputs

To answer the first main hypothesis, which states that "there is a statistically significant relationship at a significance level ($\alpha \leq 0.05$) between strategic innovation in its dimensions and the effectiveness of digital marketing at Amazon", we need to examine the results of the Pearson correlation coefficient and the significance level for each dimension of strategic innovation and the effectiveness of digital marketing.

Pearson correlation coefficient: $R = 0.794$

Significance level: 0.000

Analysis: There is a strong positive relationship between strategic innovation in general and the effectiveness of digital marketing. The significance level (0.000) is less than 0.05, which means that the relationship is statistically significant.

Conclusion:

Since the significance level value (0.000) is less than 0.05, we reject the null hypothesis that there is no statistically significant relationship between strategic innovation in its various dimensions and the effectiveness of digital marketing. On the contrary, there is a statistically significant relationship at a significance level (≤ 0.05 α) between strategic innovation and digital marketing effectiveness at Amazon.

The researcher concludes the importance of continuing to enhance strategic innovation at Amazon, including innovation in digital technology, services and customer experience, and business models, given its strong positive impact on digital marketing effectiveness.

- **The first sub-hypothesis:** There is a statistically significant relationship between innovation in digital technology and digital marketing effectiveness at Amazon.

The results confirm the existence of a direct and statistically significant correlation between innovation in digital technology and digital marketing effectiveness at Amazon, as the correlation coefficient ($R=0.541$), with a significance level ($P\text{-Value}=0.000$) was less than 0.05.

Therefore, we reject the null hypothesis, and accept the alternative hypothesis "There is a statistically significant relationship between innovation in digital technology and digital marketing effectiveness at Amazon."

The second sub-hypothesis: There is a statistically significant relationship between innovation in services, customer experience, and digital marketing effectiveness at Amazon.

The results confirm the existence of a direct and statistically significant correlation between innovation in services, customer experience, and digital marketing effectiveness at Amazon, as the correlation coefficient ($R=0.627$), with a significance level ($P\text{-Value}=0.000$) less than 0.05.

Therefore, we reject the null hypothesis, and accept the alternative hypothesis "There is a statistically significant relationship between innovation in services, customer experience, and digital marketing effectiveness at Amazon".

The third sub-hypothesis: There is a statistically significant relationship between innovation in business models and digital marketing effectiveness at Amazon.

The results confirm the existence of a direct and statistically significant correlation between innovation in business models and digital marketing effectiveness at Amazon, as the correlation coefficient ($R=0.723$), with a significance level ($P\text{-Value}=0.000$) less than 0.05.

Therefore, we reject the null hypothesis, and accept the alternative hypothesis "There is a statistically significant relationship between innovation in business models and digital marketing effectiveness at Amazon".

4.5.2. The second main hypothesis: The second main hypothesis: There is a statistically significant effect at a significance level ($\alpha \leq 0.05$) between strategic innovation in its dimensions (innovation in digital technology, innovation in services, customer experience, and innovation in business models), and the effectiveness of digital marketing at Amazon.

Table (9) The impact of strategic innovation on the effectiveness of digital marketing at Amazon

Impact	Impact value β	sig	Coefficient of determination (R^2)	F	decision
Fixed limit	1.571	0.000	0.6304	127.472	There is an effect
Strategic innovation	0.427	0.000	(%63.04)	) 0.000)	
Innovation in digital technology	0.245	0.062	0.542 (%54.2)	64.226	There is an effect
Innovation in services and customer experience	0.237	0.000			
Innovation in business models	0.390	0.000			
Fixed limit on model dimensions	2.123	0.000			

Source. Prepared by the researcher based on SPSS V28 outputs

Based on the presented table (9), the impact of strategic innovation and its dimensions on the effectiveness of digital marketing at Amazon can be analyzed as follows:

Coefficient of determination: $R^2 = 0.6304$, which means that strategic innovation and its dimensions explain 63.04% of the changes in the effectiveness of digital marketing.

The calculated F value (127.472, and the significance level (sig = 0.000), which indicates that the model as a whole is statistically significant and shows the presence of an impact of strategic innovation on the effectiveness of digital marketing.

The impact of strategic innovation (independent variable):

The impact value (β): = 0.427

The significance level (sig): = 0.000

Analysis: Strategic innovation as a whole has a significant and statistically significant positive impact on the effectiveness of digital marketing at Amazon.

Table (9) shows that all dimensions of strategic innovation (innovation in digital technology, innovation in services, customer experience, and innovation in business models) have a statistically significant impact on the effectiveness of digital marketing, as the significance value (sig) is less than the specified significance level (≤ 0.05).

The calculated F value shows that there is an overall impact of the independent variables (strategic innovation) on the effectiveness of digital marketing at Amazon.

Based on the presented results, the researcher can conclude that strategic innovation in general and its three dimensions (innovation in digital technology, innovation in services, and customer experience) Customers and business model innovation) have a positive and statistically significant impact on the effectiveness of digital marketing at Amazon.

Chapter Five: Conclusions and Recommendations

Introduction:

In this chapter, we review the conclusions and recommendations based on the data and analysis we conducted in this study on the role of strategic innovation in the effectiveness of digital marketing at Amazon. In this chapter, we will review the main conclusions of the study and provide the necessary recommendations in this area.

5.1. Conclusions:

Based on the results we have reached, the following conclusions can be formulated:

- All dimensions of strategic innovation show a high level of agreement. This indicates that the study participants highly value innovation in the aspects of digital technology, services, customer experience, and business models.
- The arithmetic means of the different dimensions range between 3.394 and 3.772, with a standard deviation of around 0.789. This distribution indicates a relative agreement among the participants on the importance of the different dimensions of strategic innovation, with little variation in opinions.
- The arithmetic mean of the independent variable (strategic innovation) is 3.559, which places it at a high level of agreement. This reinforces the idea that strategic innovation is an important factor in increasing the effectiveness of digital marketing.
- The results generally reflect that innovation in digital technology is considered highly important by the participants. However, some aspects such as the company's flexibility in accommodating innovations need further improvement. Focusing on developing these aspects can further enhance the level of innovation and collaboration, ultimately leading to increased digital marketing effectiveness.
- Innovation in services and customer experience is considered moderately important by the participants, with some aspects needing improvement such as providing platforms for sharing experiences. Focusing on developing these aspects can enhance the level of innovation in services and customer experience, ultimately leading to increased digital marketing effectiveness.
- Innovation in business models is considered highly important by the participants, with some aspects needing improvement such as the use of technology in administrative processes. Focusing on developing these aspects can enhance the level of innovation in business models, ultimately leading to increased digital marketing effectiveness.

- There is a strong positive relationship between strategic innovation in general and digital marketing effectiveness. The significance level (0.000) is less than 0.05, which means that the relationship is statistically significant. All dimensions of strategic innovation (innovation in digital technology, innovation in services, customer experience, and innovation in business models) have a statistically significant impact on the effectiveness of digital marketing, as the significance value (sig) is less than the specified significance level (≤ 0.05).
- Strategic innovation in general and its three dimensions (innovation in digital technology, innovation in services, customer experience, and innovation in business models) have a positive and statistically significant impact on the effectiveness of digital marketing at Amazon.

5.2. Recommendations

Based on the results, we can recommend the following:

1. Expand the use of technology in digital marketing operations at Amazon.
2. Provide continuous training for employees in the marketing department and customer service on the latest technological and administrative techniques.
3. Invest in technical infrastructure, such as electronic systems and digital resources.
4. Develop platforms for exchanging educational experiences between employees and marketing experts at Amazon.
5. Encourage the use of innovative marketing strategies and interactive content.
6. Review current policies and procedures to stimulate innovation within the company.
7. Establish committees or work teams dedicated to supporting and developing organizational innovation.
8. Adopting flexible management practices that enable innovations to be absorbed and implemented more quickly and effectively.
9. Creating programs to encourage effective communication between marketing and administrative departments.

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Appendix

The first axis: strategic innovation						
The first dimension: innovation in digital technology						
	phrase	Strongly agree	Agree	Neutral	Disagree	Totally disagree
1	Amazon digital applications contribute to significantly improving the shopping experience					
2	Amazon provides advanced technologies that facilitate the process of searching for the desired products					
3	Amazon uses artificial intelligence techniques to improve its interaction with me as a customer					
4	I feel safe using Amazon's digital payment technologies					
5	I find the Amazon mobile app convenient and easy to use					
The second dimension: innovation in services and customer experience						
	phrase	Strongly agree	Agree	Neutral	Disagree	Totally disagree
6	Amazon is adopting new technologies to improve customer experience					
7	Amazon customer service is accessible and accessible across multiple channels					

8	Amazon offers innovative solutions to any problems I may encounter while shopping					
9	Amazon's shipping and delivery services are fast and reliable					
10	Amazon makes customer reviews and ratings transparent, which helps in making purchasing decisions					
The third dimension: innovation in business models						
	phrase	Strongly agree	Agree	Neutral	Disagree	Totally disagree
11	Amazon offers various purchasing options such as subscriptions and additional services					
12	The business models used by Amazon make products and services accessible to everyone					
13	Amazon provides its customers with an integrated shopping experience thanks to its innovative business models					
14	Amazon's business models allow it to offer ongoing special offers and discounts					
15	Amazon offers its customers flexible					

	payment options thanks to its diverse business models					
16	Items can be retrieved easily and refunds can be obtained without waiting					
17	The replacement policy is satisfactory and is carried out with the required efficiency					
The second axis: The effectiveness of digital marketing						
	phrase	Strongly agree	Agree	Neutral	Disagree	Totally disagree
18	Amazon's digital marketing strategies enhance my purchasing experience					
19	Amazon uses social media effectively to communicate with customers.					
20	Amazon's digital advertising is innovative and engaging					
21	Amazon's digital marketing approach makes it easy to find the products I need					
22	The targeted digital ads I see from Amazon are relevant to my interests					
23	Amazon is effectively using influencer marketing to attract more customers					
24	The use of artificial intelligence has increased					

	the effectiveness of marketing methods					
25	Artificial intelligence technologies have made my product research easier					