

Midocean University
College of Management
Department Of Business Administration



The Impact of Entrepreneurs' Reliance on Digital Marketing:
A Study Based on Entrepreneurs in Saudi Arabia

Prepared by:
Fadia Al-Salmi

Supervised by:

Dr.Al-Faisal Abdulhamed	Dr.Fayez Jarad
-------------------------	----------------

Year:
2025

Copyright and Printing Rights

MIDOCEAN University holds the copyright and printing rights to this research. All included materials and content are the university's property and shall not be used, reproduced, or shared in any form without prior authorization from MIDOCEAN University.

- The Author

Abstract

This research studies the impact of Saudi entrepreneurs' reliance on Digital Marketing on their enterprises. It references several local and international studies related to the topic.

In addition, it examines a number of 55 Saudi entrepreneurs using a questionnaire as a data collection tool to determine the extent of their reliance on digital marketing, and whether it affects their enterprises positively or negatively.

Moreover, it tests the hypothesis that digital marketing is a familiar concept among members of Saudi society, and the fact that it became an essential part of enterprises' growth, as well as the positive impact it has on enterprise's profits.

Finally, it demonstrates the research and the findings through a descriptive methodology and provides a few recommendations related to the topic.

Key Words: Digital Marketing, Entrepreneurs, Enterprises, Social Media.

Acknowledgement

First of all, I would like to express my gratitude for Allah for he gave me the ability and opportunity to learn and achieve what I achieved until this day. I am thankful for every blessed second that led to where I am at the moment, and I am grateful in advance for whatever he destined for me to come in the future.

I would like to dedicate this paper to the man who stood by me in this educational/life journey, my brother. As well as my parents and my friends who unwaveringly supported me, and everyone who kept my name in their prayers.

Most importantly, I would like to dedicate this paper to my younger self, who has always been a believer, passionate, and never stopped being ambitious.

Furthermore, I would like to extend my gratitude to every researcher that I included his/her words in my paper. Each and every one who helped me perfect this research by the knowledge they delivered through their work. Without their help, this research would have lacked a lot of necessary information to be completed.

Lastly, I would like to thank MIDOCEAN University for giving me and avid learners around the world this opportunity to gain knowledge and proceed to grow beyond our limits.

INDEX

Printing Rights	A
Abstract	B
Acknowledgement	C
Index	D
List of tables and figures	E
List of terminology	F
Chapter 1: Marketing	1
1.1 Introduction	2
1.2 Statement of the problem	5
↳ Questions of the study	
1.3 Significance of the study	6
1.4 Objectives of the study	7
Chapter 2: previous studies	8
2.1 Literature review	9
Chapter 3: Methodology	14
3.1 Study hypotheses	15
3.2 Methodology	16
3.3 Limitations of the study	17
Chapter 4: Conclusion and recommendations	18
4.1 Data analysis and results	19
List of References	25
Appendix	28

List of Tables and Figures

- **Tables:**

Table 1: The Evolution of the Marketing Definition.

Table 2: Firms' Label, Industry, Adoption of Digital Marketing and Total Number of Employees.

- **Figures:**

Figure 1: Gender of the respondents.

Figure 2: Region of the respondents.

Figure 3: Saudi entrepreneurs sample's familiarity with "digital marketing".

Figure 4: The impact of digital marketing on respondents' profits.

Figure 5: The beginning of reliance on digital marketing by the respondents.

Figure 6: The most effective social media platform for digital marketing.

Figure 7: The opinion of the respondents on the impact of digital marketing.

Figure 8: The most effective channel used by the respondents for digital marketing.

List of Terminology

- *Marketing*: The process of creating, communicating, delivering, and exchanging offerings that have value for customers, clients, partners, and society.
- *Digital Marketing*: The use of online channels and digital technologies to promote products and services.
- *Entrepreneurs*: Individuals who start and run businesses, taking on financial risks in hopes of profit.
- *Enterprise*: A business or company engaged in commercial or professional activities.
- *Technology Acceptance Model (TAM)*: A model that explains how users accept and use technology, based on its usefulness and ease of use.
- *Social media*: Digital platforms that enable communication, interaction, and content exchange among individuals, and are used in various fields such as media, marketing, and education.
- *Artificial Intelligence*: The ability of machines or software to perform tasks that typically require human intelligence, such as learning and decision-making.

-
- *التسويق*: عملية إنشاء وتوصيل وتسليم وتبادل العروض التي لها قيمة للمستهلكين والعملاء والشركاء والمجتمع.
 - *التسويق الرقمي*: استخدام القنوات عبر الإنترنت والتقنيات الرقمية للترويج للمنتجات والخدمات.
 - *رواد الأعمال*: الأشخاص الذين يبدؤون ويديرون مشاريع تجارية ويتحملون المخاطر المالية لتحقيق الأرباح.

- مشروع: منشأة أو شركة تمارس أنشطة تجارية أو مهنية.
- نموذج تقبل التكنولوجيا (TAM): نموذج يفسر كيفية قبول المستخدمين للتكنولوجيا بناءً على مدى فائدتها وسهولة استخدامها.
- مواقع التواصل الاجتماعي: منصات رقمية تتيح التواصل والتفاعل وتبادل المحتوى بين الأفراد، وتُستخدم في مجالات متعددة مثل الإعلام والتسويق والتعليم.
- الذكاء الاصطناعي: قدرة الآلات أو البرمجيات على أداء مهام تتطلب ذكاءً بشرياً، مثل التعلم واتخاذ القرار.

CHAPTER ONE:
MARKETING

1.1 Introduction

Technology has undergone a remarkable transformation in the past decade. It witnessed an impressive improvement and an astonishing shift that highly influenced the world in many different areas. Especially, with the invention of artificial intelligence. This development affected multiple aspects of life that enhanced human life in general. Some of these aspects include: Health, Education, Social Life, Entertainment, and a lot more. But, most importantly, Business field. It helped people develop new skills or improve existing ones. Such as marketing, communication, graphic design, content creation, and social media management, and other similar skills that are highly important for business growth.

Table 1. The Evolution of the Marketing Definition

Date	Author	Definition
1921	Converse	Marketing, in a broad sense, covers the activities of entrepreneurs related to the creation of place and time utilities. Marketing, for the economist, is then part of production (Brunswick, 2014).
1931	Converse	Marketing is about getting goods and services from the hands of the producers into the hands of the final consumers (Brunswick, 2014).
1932	Maynard, Weilder and Beckman	Another brief definition that has considerable merit is that marketing includes all business activities involved in the flow of goods and services from producer to consumer, excluding only those activities that involve changing form (Brunswick, 2014).
1935	AMA	“(Marketing is) the performance of business activities that direct the flow of goods and services from producers to consumers.”
1957	Alderson	Marketing is the transaction that takes place between consumer groups, on the one hand, and supplier groups, on the other (Brunswick, 2014).
1960	McCarthy	Marketing is the performance of business activities that direct the flow of goods and services from the producer to the consumer or user to better satisfy consumers and achieve company objectives (Brunswick, 2014).
1967	Kotler	Marketing is the analysis, organization, planning, and control of a company’s resources, policies, and activities that affect customers, with a view to satisfying the needs and wants of selected customer groups, while making a profit (Brunswick, 2014).
1983	Kotler	Marketing is a human activity aimed at satisfying needs and desires through exchange processes (Polsa, 2016).
1985	AMA	Marketing is the process of planning and executing the design, pricing, promotion, and distribution of ideas, goods, and services to create exchanges that satisfy individual and organizational objectives.
2004	AMA	Marketing is an organizational function and set of processes to create, communicate, and deliver value to customers and manage customer relationships in ways that benefit the organization and its stakeholders.
2017	AMA	Marketing is the activity, set of institutions, and processes for creating, communicating, delivering, and exchanging offerings that have value for customers, clients, partners, and society at large.

(Ratchford, 2020). The history of academic research in marketing and its implications for the future.

Many years ago, people have used various ways to market their goods and flourish their own businesses using the most creative ways according to their available sources at the time, and the concept of marketing has developed accordingly through the years. However, the current era is different.

Nowadays resources are much easier to access, and tools to put those resources to use became simpler to learn and master, and the chances to create new strategies to market came to be an available option thanks to technology development.

One of the most impressive market strategies is Digital Marketing. Digital marketing can be defined as the strategic use of online channels and digital technologies to promote and sell products or services. It refers to "The creation and dissemination of content through digital media channels— websites, landing pages, social media, email, and mobile applications—and the promotion of that content using a variety of strategies across paid, earned, and owned digital channels, including SEO, SEM, pay-per-click (PPC) advertising, content syndication, social, email, text, and more." **Oracle**.

In addition, Artificial Intelligence came to be such a distinguish part of digital marketing. Many entrepreneurs that rely on content creation has utilized artificial intelligence in their process of transforming their ideas into reality. Whether it was by sharing their thoughts with generative artificial intelligence applications such as ChatGPT. Or, by simply just asking artificial intelligence Chatbots - like Alexa for Amazon, Siri for Apple, Gemini for Google, or Meta AI for Meta - for help with new content ideas and suggestions for the trends that might strategically improve the project's performance.

Each and every day, digital marketing proves to be a substantial strategy in different ways. Both practically and financially. Starting from utilizing

artificial intelligence services that minimized the possibility of wasting both customers and Owners' time, to provide a positive easy experience and if so called, advertising. Which enabled business owners to enhance their profitability and guarantee customers' satisfaction.

Recently, the researcher noticed that the reliance on digital marketing as a strategy was not exclusive on large businesses owners only. Currently, even small businesses owners can use it on a daily basis through their journey, and it might help them with their growth process. Whether it was for help with creating content and marketing ideas and trends, or just for simply checking facts and statistics.

Moreover, the researcher finds it interesting how digital marketing became essential almost to every enterprise in The Kingdom of Saudi Arabia, and wondering what kind of effects would it have on these enterprises. Therefore, this study is conducted, and hopefully it will benefit any further researches about the same matter.

1.2 Statement of the problem

Given the rapid evolution of digital marketing in general, and the reliance of a considerable number of Saudi entrepreneurs on digital marketing, it became a place of interest to the researcher to observe the influence of this evolvement on The Kingdom of Saudi Arabia's market and enterprises.

As a result, the research discusses the impact of this reliance and measures the extent of this impact. In addition, it focuses on the entrepreneurs' opinions and motivations that caused this type of reliance. It also shows and explains a few of the methods and channels that serves the benefits of digital marketing strategies from the entrepreneurs to customers.

- Questions of the study:

- Are people familiar with the term Digital Marketing?
- Do entrepreneurs rely mostly on usual marketing or digital marketing?
- Does the majority of entrepreneurs rely on digital marketing?
- What made entrepreneurs decide to utilize digital marketing?
- Which region in Saudi Arabia relies the most on digital marketing?
- Who would be more likely to rely on it, male business owners or female business owners?
- In which year did the reliance on digital marketing started and/or increased in Saudi Arabia?
- How did digital marketing affect enterprises' profits?
- What is the more effective social media platform related to digital marketing?

1.3 Significance of the study

In the light of the recent remarkable advancement of technology in the Kingdom of Saudi Arabia specially on business field, this study aims to examines the outcomes of relying on digital marketing. In addition, this study's results might serve as a simple guidance for future and present entrepreneurs to make a serious decision based on other entrepreneurs' experience on how to effectively utilize appropriate digital marketing channels.

- Scientific Significance:

There are not as many studies on this topic in the Kingdom of Saudi Arabia as predicted. The reliance on digital marketing in the Kingdom of Saudi Arabia has become more common than any other marketing strategy in the present time. Ranging from large companies and reaching to small ones. Startups, so to speak. Therefore, this study slightly discusses the impacts it might have on enterprises and entrepreneurs themselves.

- Applied Significance:

This study examines to what extent does the digital marketing actually influences an enterprise. Moreover, it examines the profits and losses scale as a result of entrepreneurs' reliance on digital marketing. Hence, determining whether that influence is positive or negative.

The outcomes of this study might help entrepreneurs and researchers in the future understands the influences of relying on digital marketing and decide what could be the best way to take advantage of it.

1.4 Objectives of the study

The main concern of this study is to find out the range to what extent can an entrepreneurs' reliance affect an enterprise. Also, it aims to explore whether this influence is considered as a positive influence or a negative one.

There are multiple subsidiary goals for this study, including;

- Finding out to what degree are society members familiar with the term "Digital Marketing".
- Testing what is the most effective channel for the implementation of digital marketing.
- Testing what is the most efficient application on social media for achieving digital marketing's purposes.
- Examining a few of Saudi entrepreneurs as a sample to determine which gender uses digital marketing more on their enterprises.
- Slightly tracking the sample's enterprises' profits and losses to decide what kind of effect the implementation of digital marketing as a strategy does to an enterprise.

CHAPTER TWO: **PREVIOUS STUDIES**

2.1 Literature Review

Now that the critical role of technology has been undeniable on businesses and their advancements, it is important to leverage technology. A **local study** by (*Alshammari. A, 2024*) on the Impact of digital marketing and E-Payments on Saudi online startup consumers discussed this aspect by TAM.

The Technology Acceptance Model (TAM) and Digital Marketing

TAM is an extremely valuable tool to understand how consumers adopt to recent technologies especially in areas like digital marketing. It shows a foundation to point out major factors that influences consumers' behavior towards technology. By doing so, businesses can improve their clients' experiences and interactions, which makes TAM a key tool in the present time.

His study has supporting dimensions for implicating digital marketing both theoretically and practically by combining the Technology Acceptance Model (TAM) and other theories. As well as strategies like Perceived Ease of Use, Attitude towards Using and Intention to Purchase Online which are influencing positively on online purchases. The study highlights the importance of security on customers' behavior since online shopping became widespread. In order to maintain customers' trust and loyalty, it is important to make them feel secure enough to make digital transactions, and interacting with digital marketing experience in general.

With the rapid digital development, understanding how clients perceive and interact with technology is an important factor for enterprises to expand in markets. In the world of digital marketing, user-friendly platforms require a small amount of training, leading to a higher adoption rate. Thus, making it more likely for businesses owners to utilize these tools in their marketing

strategies (*Venkatesh et al, 2012*). Moreover, (*Yakaitis et al, 2023*). Stated that as digital marketing technologies continue to evolve, guaranteeing the ease of use is a crucial part for gaining clients satisfaction and expanding worldwide.

Based on a **Local study** by (*Salama. Mai, 2021*) on the effectiveness of using artificial intelligence techniques in digital marketing through social media that was conducted on students of marketing communication departments in Saudi universities, the findings show that there was a difference in what degree are people familiar with artificial intelligence techniques and their opinions on the importance of using it as a digital marketing strategy.

In addition, it shows how did the role of using artificial intelligence grew recently. It became an effective tool to impact on public opinion, and educate the younger generation. As a result of the artificial intelligence implementation in digital marketing via social media apps.

Moreover, in relation to the extent of the impact of using artificial intelligence technologies in digital marketing, majority of the research sample indicated that it has a moderate impact, with a percentage of (55.5%), the rest indicated it has a strong impact with a percentage of (44.5%). Regarding the extent to which they noticed a difference in digital marketing activities via social media before and after using artificial intelligence technologies in terms of speed and interaction, most of them indicated that there was a difference of (96.8%), compared to (3.2%) who did not notice any difference.

Also, it showed that using artificial intelligence can be positive by enhancing public relationships' management, chat bots, and marketing through content creation. On the other hand, using artificial intelligence in digital marketing has its negative side as well. Including: legal and ethical challenges due to copyrights, misleading information, privacy violations and breaches, and the

replacement of workforce associated with social media apps.

A study by (*Lahdensuo, S, 2018*) showed that websites can help entrepreneurs track the pages that attracted people mostly, and provide a statistic on page views per visit. Which will lead to identifying the needs and attracting factors to a customer. More importantly, it helps with the promoting process of products and services. Also, using digital marketing through websites can lead to an increase in profits due to the understanding of a clients' needs, which can be observed by the time spent on the enterprise's website.

Nowadays, social media and websites of most enterprises are connected. Websites like Zid and Sella provide a pre-designed templet where contact information is accessible from almost every part of the page, and there is always a phone number written, links to social media accounts, the email address, and more detailed information that are usually available in the bottom of the page. As well as all the support service information and ratings, which leads to gaining more viewers, and expanding socially through digital marketing.

In order to determining profits doing so, the study results showed that four metrics were needed, which included; Click Through Rate (CTR), Cost Per Click (CPC), Customer Acquisition Cost (CAC) and Average Order Value (AOV). (*Lahdensuo, S, 2018*)

Social media management involves a various possibility of activities such as establishing strategies for identifying and attracting the target clients, and posting a company's content in different social media platforms. Some of the applications that businesses can use to advertise include Facebook, Instagram, X (Twitter), Snap chat, TikTok, and more.

Facebook advertisement is one of the most popular approaches that is used to market on the internet. It is capable of reaching target clients based on factors such as location, gender, behaviors, interests. (*Bowen & Ozuem, 2016*).

However, Facebook as a marketing strategy is not as common in Saudi Arabia as the rest of the world.

YouTube is also one of the most commonly social media platforms used to digital marketing. It proved itself given the large number of users on that platform. YouTube became a distinguish tool not only for entertainment and videos, but also as a promotion tool for new products and services. In addition, it serves as a popular search engine.

Twitter is representing a vast internet society, which means that all its members are free in posting Tweets and following other users. However, marketing through twitter should follow certain rules to achieve the intended goals, such as writing hashtags properly, maintaining particular ideas and values and encouraging friendly atmosphere that will establish a long-term relationship between a business owner and the customer.

Instagram is another worldwide used platform, a lot of Facebook users in particular. It mainly uses the forms of images and short videos, focusing on personality and people's highlighted moments of their lives. Instagram's user-friendly structure can encourage a lot of business owners to market through its posts. (*Sotnikova, A, 2016*).

Recently, TikTok emerged as a new popular platform on social media as a result of its addictive nature which makes it easy for users to watch random videos for a long period of time. It recommends trendy topics to its users, helping to capitalize on local trends and generate viral content for the platform. TikTok sends personalized recommendations to each of its users to

ensure they are always up to date on the latest content trends. Using these techniques, TikTok was able to become a widespread platform for both entertainment and marketing as much as the other apps. (*Guarda, T, 2021*).

Table 2. Firms' Label, Industry, Adoption of Digital Marketing and Total Number of Employees.

Firms' Label	Economic Activity of the Firms	Adoption of Digital Marketing (%)	Adoption of Traditional Marketing (%)
A	Agriculture, forestry, and fishing	17%	83%
B	Mining and quarrying	27%	73%
C	Manufacturing	34%	66%
D	Electricity, gas, steam, and air conditioning supply	57%	43%
E	Water supply; sewerage, waste management, and remediation activities	47%	53%
F	Construction	21%	79%
G	Wholesale and retail trade; repair of motor vehicles and motorcycles	23%	77%
H	Transportation and storage	31%	69%
I	Accommodation and food service activities	43%	57%
J	Information and communication	59%	41%
K	Financial and insurance activities	60%	40%
L	Real estate activities	28%	72%
M	Professional, scientific, and technical activities	41%	59%
N	Administrative and support service activities	31%	69%
O	Education	47%	53%
P	Human health and social work activities	39%	61%
Q	Arts, entertainment, and recreation	43%	57%
R	Other service activities	58%	42%

Establishment Size	Number of Employees	% of using social media for advertisement	% of using social media for communication	% of using social media for searching info.
Small	2,494,554	25	15	16
Medium	1,752,733	54	20	36
Total	4,247,287			

Source: General Authority for Statics(GASAT)

According to the table above, a study by (*Elrayah, M, 2021*) shows that the small-size organizations in Saudi Arabia use social media for advertisements (25%), communication (15%), and searching for information (16%). On the other hand, the table shows that medium-sized organizations use social media for advertisements (54%), communication (20%), and searching for information (36%). This study also finds that the average of organizations in Saudi Arabia that uses social media for advertisement is about 80%. While 35% of organizations use social media for communication, and about 53% of organizations use social media for information searching purposes.

CHAPTER THREE:

METHODOLOGY

3.1 Study hypotheses

This research is conducted to examine the influence of relying on digital marketing in the Kingdom of Saudi Arabia. Hence, it aims to test the following statements regarding the strategy of digital marketing:

- Society members of Saudi Arabia see and interact with digital marketing on a daily basis, but they do not have the sufficient knowledge of the term.
- Saudi female entrepreneurs rely on digital marketing in their enterprises more than Saudi male entrepreneurs.
- Digital marketing is an essential part to an enterprise's growth nowadays, considering the cyber evolution we live in our present time.
- Reliance on digital marketing affects enterprises' profits positively most of the time, due to the same previous reason.

3.2 Methodology

Since there is a considerable amount of information to be studied, this research will follow a descriptive methodology to describe the implications and findings of the previous studies about digital marketing usage and its effects, and demonstrates the results of gathered data on the research stated sample below.

- Instruments of data collection:

Depending on the nature of the needed data in order to test the impact of relying on digital marketing in enterprises, the researcher finds a set of mixed open and closed questions in the form of a questionnaire serves as the ideal tool to collect the required data.

- Study Sample:

The study was conducted on a random small sample of entrepreneurs in the kingdom of Saudi Arabia due to the narrow window of time. Data were gathered starting from 3rd of July to 14th of July of the year 2025.

The sample was chosen randomly for several reasons:

- To gather various opinions and obtain demographic variety which could possibly support the research's hypotheses.
- Due to the lack of time and resources for the researcher to determine the exact suitable sample, the sample was chosen randomly, but mostly contained entrepreneurs in order to gather as much data as needed to achieve the study's goals.

3.3 Limitations of The Study

There are 2 main possible limitations regarding this research which might affect its results and effectiveness:

- Lack of previous studies regarding the topic of reliance on digital marketing in Saudi Arabia:

There are multiple studies and researches that discuss the implementations of digital marketing as a strategy and its effects on business field in general. However, there are not as many studies as needed about the relying on it specifically. Specially in Saudi Arabia. Despite its importance across most enterprises, several challenges remain unaddressed, and there are definitely still quite a few issues to appear and to be discussed in the future.

- Insufficient sample size and limited time to examine the sample:

Although many businesses owners do in fact rely on digital marketing to grow their businesses, it was a bit difficult for the researcher to reach a large sample of them to apply the required collecting data method on, and get the hoped results. Mainly, due to the limited time to apply the study and get results in short notice, and the desire of some of entrepreneurs to protect their own privacy.

CHAPTER FOUR:
CONCLUSION AND RECOMMENDATIONS

4.1 Data Analysis and Results:

The random sample overall included a variety of ages that ranged from 19 years old to 50 years old. The majority were in their 20s, with the age of 27 being the highest of the sample.

Figure 1 shows the demographic information of the sample regarding the gender, it shows that 67.3% of them are males, and 32.7% are females. In addition, it shows clearly that the percentage of males is more than females.

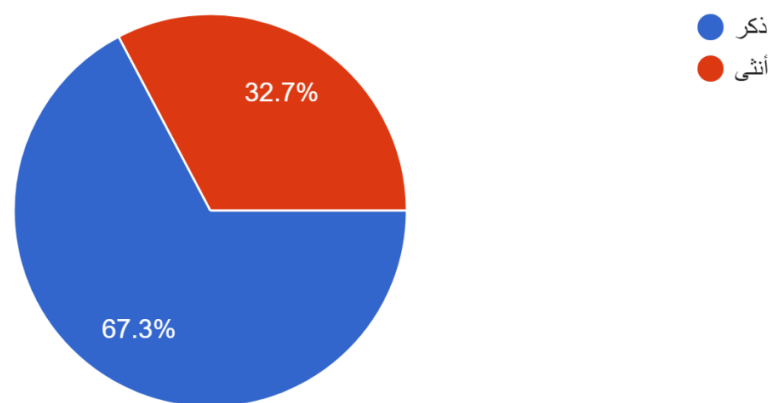


Figure1: Gender of the respondents.

Figure 2 shows the demographic info of the sample regarding the region, it shows that the majority are from the Western region with a percentage of 78.2%, then comes the Middle region with 9.1%. After that, the Southern region with 7.3%, the Eastern with 3.6%, and finally the Southern region with 1.8%.

إلى أي منطقة في السعودية تنتمي؟
55 responses

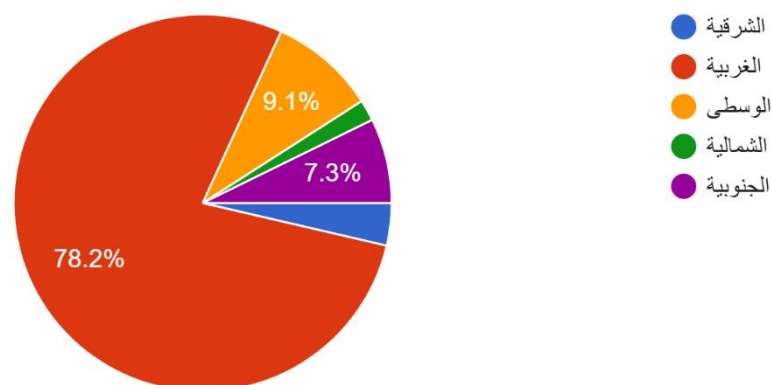


Figure2: Region of the respondents.

In relation to the concept of digital marketing. **Figure 3** illustrates how many people are familiar with the term "digital marketing". 60% of the sample are in fact familiar with the concept, and 40% are not.

هل أنت مُلم بمفهوم "التسويق الرقمي" ؟

55 responses

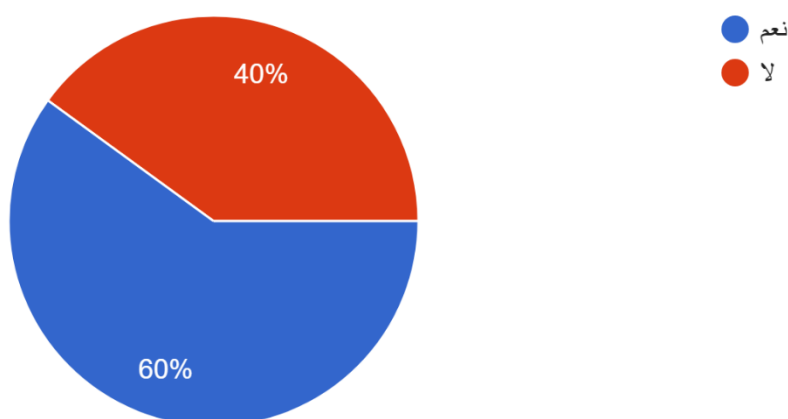


Figure3: Saudi entrepreneurs sample's familiarity with "digital marketing".

Although 49.1% of the sample owns an enterprise, 63.6% of them do not use digital marketing as their marketing strategy rather they rely on usual marketing. However, this could be related to the fact that 60.2% of their businesses are small businesses, and some are even considered startups.

On the other hand, the remaining stated that they do in fact rely on digital marketing due to multiple reasons. Such as: the easiness of implementing digital marketing strategies, expanding the enterprise, establishing a worldwide base of clients, increased profits, and the impressive outcomes of utilizing digital marketing. This answers as well to the impact of relying on digital marketing on profits, where the majority agreed that it has a positive impact on profits. 80% of the sample agreed that it increased their profits, whereas the rest thought it has no effect at all, as shown in **Figure 4** below.

كيف تصف تأثير التسويق الرقمي على أرباح مشروعك؟

55 responses

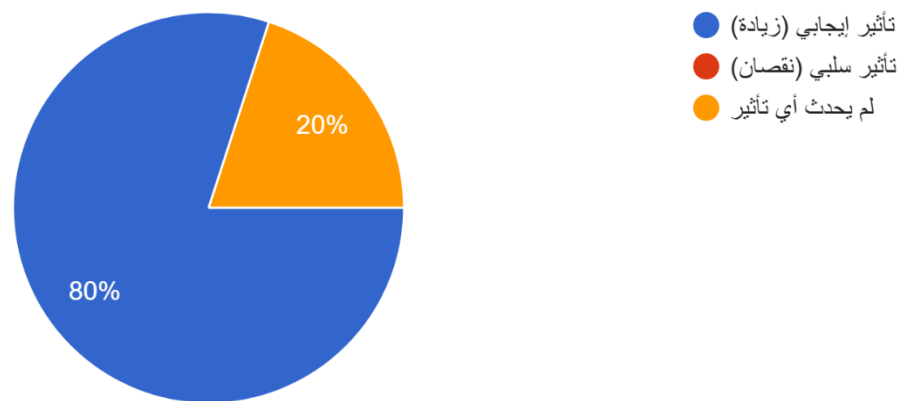


Figure4: The impact of digital marketing on respondents' profits.

According to **Figure 5**, 20.6 % of the entrepreneurs started relying on digital marketing from the year range of 2016 until 2019, 58.8% started from the year range of 2020 until 2023, and the rest relied since 2024 and on, which shows how impactful digital marketing has become.

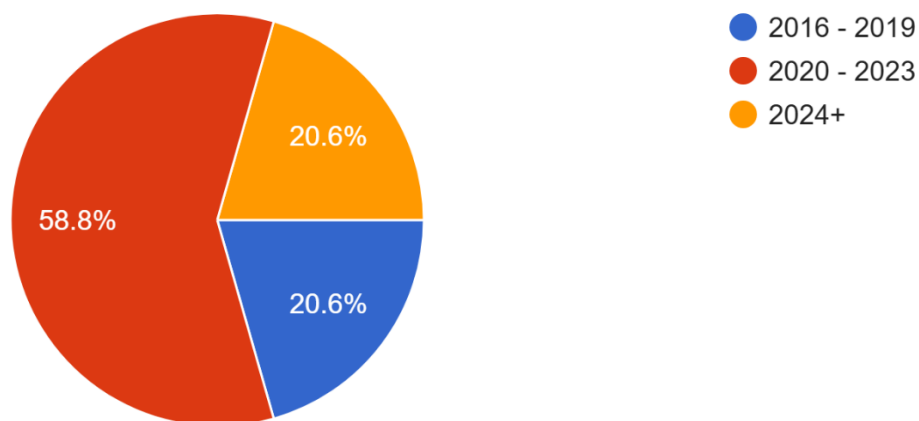


Figure5: The beginning of reliance on digital marketing by the respondents.

As a result, the questionnaire included a question regarding the most effective social media platform to apply the digital marketing through. **Figure 6** below shows clearly that the sample sees TikTok as the most effective of all with 65.5%. Next comes SnapChat with 20% of the answers, 7.3% to Instagram, the rest of 5.4% answered to WhatsApp.

ما هو التطبيق الذي تعتقد بأنه الأكثر فعالية للتسويق الرقمي؟

55 responses

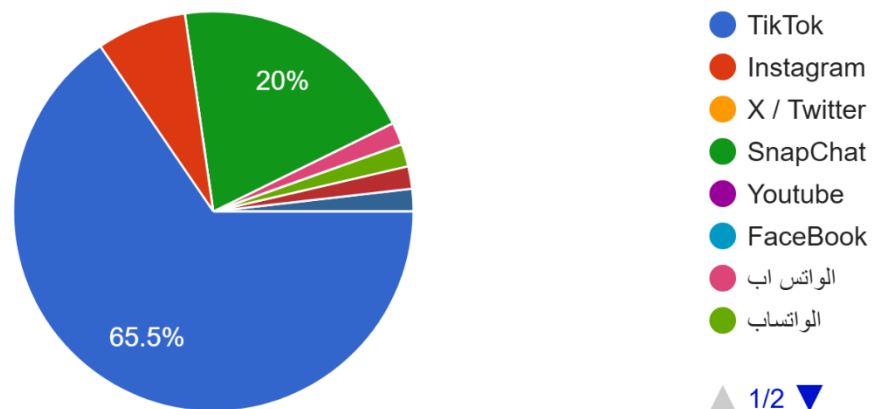


Figure6: The most effective social media platform for digital marketing

Figure 7 indicates the opinion of the sample on the effects of the digital marketing whether it is beneficial or not in general. Overall, 67.3% thinks it does, and 32.7% do not have an opinion on the matter.

هل ترى بأن للتسويق الرقمي آثار تعود بالفائدة أو الضرر عامة ؟

55 responses

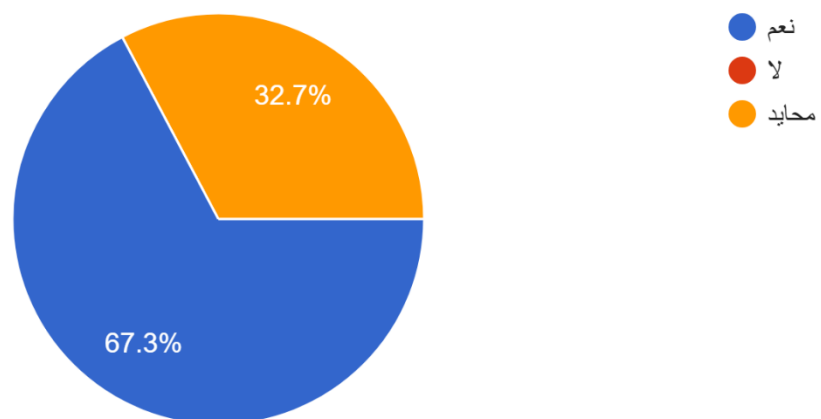


Figure7: The opinion of the respondents on the impact of digital marketing.

Most importantly, the research aims to determine what the majority of entrepreneurs in Saudi Arabia rely on as a digital marketing channel. **Figure 8** below shows that 56.4% of the sample actually relies on social media accounts with special content related to their services and products as their channel to promote.

ما هي التطبيقات الرقمية التي تقوم باستخدامها في التسويق؟

55 responses

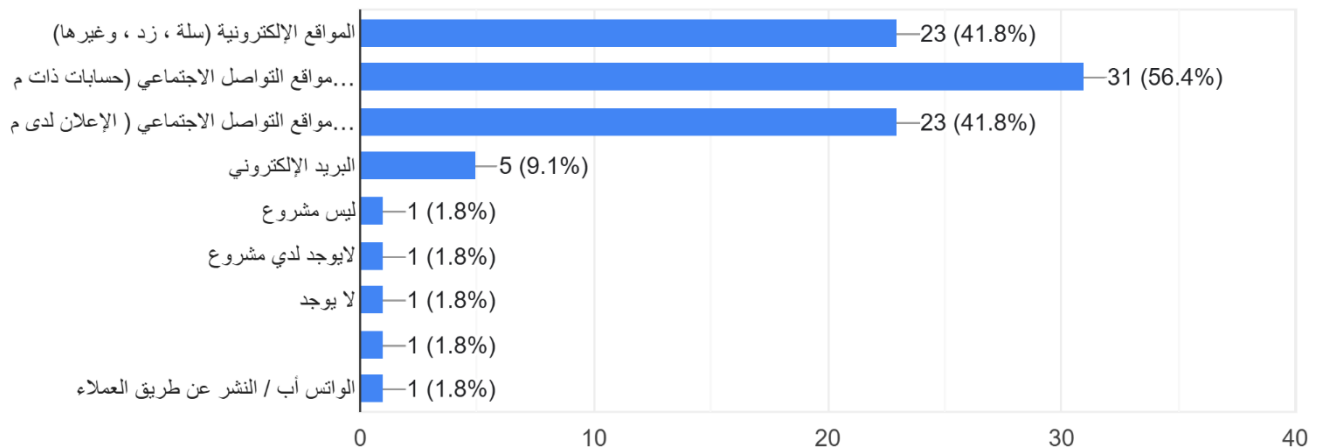


Figure8: The most effective channel used by the respondents for digital marketing.

• The Results:

According to the data analysis demonstrated previously, the findings of this study include the following:

- Saudi entrepreneurs and Saudis in general interact with digital marketing, and some of them do know and understand the concept of digital marketing.
- Saudi males rely on digital marketing more than Saudi females.
- Digital marketing has become an important strategy to gain more and various loyal clients worldwide, and establish a reliable brand for the enterprise.
- Profits are proven to increase as a result of relying on the approach of digital marketing.

• Recommendations:

Due to the impact that the limits of the study had on the results of it, the researcher would like to advise future researchers who might rely on this study regarding their own, to do more research regarding the specific influence of reliance on digital marketing, especially in Saudi Arabia.

However, we live in a revolutionary time where everything is dealt with through cyber technology. Therefore, reliance on digital marketing could be an optimal approach for enterprise's growth, as proven that digital marketing helps promote products and services to larger base and worldwide clients.

In addition, digital marketing today is more accessible and effective than ever. Content creation and artificial intelligence services supported many startups, and delivered promotion to clients while effectively supported the ideal achievement of enterprise's goals.

Furthermore, the researcher encourages entrepreneurs who will rely on digital marketing to maintain integrity in their marketing practices in general. But, most importantly on cyber approaches. As well as ensuring credibility to their clients in order to both gain them as regulars, and build a good reputation.

LIST OF REFERENCES

- Alshammari, A.F. (2024). *Impact of digital marketing and E-Payments on Saudi online startup consumers*. Amazonia Investiga, 13(81), 39-58.
Doi: [10.34069/AI/2024.81.09.3](https://doi.org/10.34069/AI/2024.81.09.3)
- Bowen, G. & Ozuem, W. (2016). *Competitive social media marketing strategies*. Hershey, Pennsylvania (701 E. Chocolate Avenue, Hershey, PA 17033, USA: IGI Global, pp.1-64.
DOI: [10.4018/978-1-4666-9776-8](https://doi.org/10.4018/978-1-4666-9776-8)
- Elrayah, M. (2021). *The relationship between the adoption of digital marketing, revenues, costs, and skills gap among marketing professionals in the small and medium-sized enterprises (SMEs)*. International Journal of Marketing and Technology, 11(5).
<https://shorturl.at/BrTLK>
- Guarda, T., Augusto, M. F., Victor, J. A., Mazón, L. M., Lopes, I., & Oliveira, P. (2021). *The impact of TikTok on digital marketing*. In A. Rocha, H. Adeli, & M. López (Eds.), Marketing and smart technologies (pp. 35–43). Springer. Doi: [10.1007/978-981-33-4183-8_4](https://doi.org/10.1007/978-981-33-4183-8_4)
- Lahdensuo, S. (2018). *Profitability in digital marketing* [Master's thesis, Lappeenranta University of Technology].
<https://urn.fi/URN:NBN:fi-fe2018110547271>

Oracle, (2025), *What is Digital Marketing?*

<https://rb.gy/syi6f4>

Ratchford, B. T. (2020). *The history of academic research in marketing and its implications for the future*. Spanish Journal of Marketing – ESIC, 24(1), 1-15. <https://doi.org/10.1108/SJME-11-2019-0096>

Sotnikova, A. (2016). *The application of digital marketing strategies to increase profits of the organization* (Bachelor's thesis). Häme University of Applied Sciences.

<https://shorturl.at/jqG9I>

Salameh, M. (2021). *The effectiveness of using artificial intelligence techniques in digital marketing through social networking sites from the point of view of students of marketing communication departments in Saudi universities*. The Egyptian Journal of Media Research, (77, Part 2). Doi: [10.21608/ejsc.2021.224849](https://doi.org/10.21608/ejsc.2021.224849)

Yakaitis, I., Shakhovnina, N., Nikoliuk, O., Shestakovska, T., Hrykhno, M. H., & Matiukha, V. (2023). *Application of information technologies and modeling in management operating systems for improving efficiency and safety*. Amazonia Investiga, 12(70), 51-62.

<https://doi.org/10.34069/AI/2023.70.10.5>

APPENDIX

The Questionnaire was written in Arabic language due to the language spoken by the majority of the research sample, and it included the following set of open and closed questions:

1. العمر:
(إجابة مفتوحة)

2. الجنس:

- ذكر
 - أنثى
-

3. إلى أي منطقة في السعودية تنتمي؟

- الشرقية
 - الغربية
 - الوسطى
 - الشمالية
 - الجنوبية
-

4. هل تمتلك / تمتلكين مشروع؟

- نعم
 - لا
-

5. ما هو حجم المشروع؟

- صغير
- متوسط
- كبير
- أفضل عدم التصريح

6. هل أنت ملم بمفهوم "التسويق الرقمي"؟

- نعم
- لا

7. هل تستخدم التسويق الرقمي في مشروعك؟

- نعم
- لا

8. إذا كانت إجابتك نعم، ما المحفز الذي جعلك تستخدم التسويق الرقمي؟
(إجابة مفتوحة)

9. في أي سنة بدأت في الاعتماد على التسويق الرقمي؟

- 2016 - 2019
- 2020 - 2023
- 2024+

10. ما هي القنوات الرقمية التي تقوم باستخدامها في التسويق؟

- المواقع الإلكترونية (مثل: سلة، زد، وغيرها)
- مواقع التواصل الاجتماعي (حسابات ذات محتوى خاص بالمشروع)
- مواقع التواصل الاجتماعي (الإعلان لدى مؤثرين وما إلى ذلك)
- البريد الإلكتروني
- Other (خيار مفتوح للكتابة)

11. ما هو التطبيق الذي تعتقد بأنه الأكثر فعالية في التسويق الرقمي؟

- TikTok
- Instagram
- X / Twitter
- SnapChat
- YouTube
- FaceBook
- Other (خيار مفتوح للكتابة)

12. كيف تصف تأثير التسويق الرقمي على أرباح مشروعك؟

- تأثير إيجابي (زيادة)
- تأثير سلبي (نقصان)
- لم يحدث أي تأثير

13. هل ترى بأن للتسويق الرقمي آثار تعود بالفائدة أو الضرر عامة؟

- نعم
- لا
- محايد

المخلص:

تتناول هذه الدراسة أثر اعتماد رواد الأعمال السعوديين على التسويق الرقمي داخل مؤسساتهم. وتقوم بذكر عدد من الدراسات السابقة المحلية والدولية التي تناولت موضوعات ذات صلة. كما تعتمد الدراسة على استبيان موجه لعينة صغيرة عددها 55 شخصاً من رواد الأعمال السعوديين بهدف قياس مدى اعتمادهم على التسويق الرقمي، وما إذا كان لهذا الاعتماد تأثير إيجابي أو سلبي على مؤسساتهم.

بالإضافة إلى ذلك، تبحث الدراسة في فرضية مفادها أن التسويق الرقمي أصبح مفهوماً مألوفاً لدى أفراد المجتمع السعودي، وأنه يمثل عنصراً أساسياً في نمو المؤسسات، فضلاً عن تأثيره الإيجابي على زيادة الأرباح. وقد اتبعت الدراسة المنهج الوصفي في عرض النتائج، واختتمت بمجموعة من التوصيات ذات الصلة بموضوع البحث.

الكلمات المفتاحية: التسويق الرقمي، رواد الأعمال، المؤسسات، وسائل التواصل الاجتماعي.

جامعة ميدأوشن

كلية الإدارة

قسم إدارة الأعمال



أثر اعتماد رواد الأعمال على التسويق الرقمي:

دراسة على رواد الأعمال في المملكة العربية السعودية

إعداد الطالبة: فادية السالمي

تحت إشراف:

د.فايز جراد

د.الفصل عبد الحميد

العام الدراسي:

2025