

# Digital Marketing and Its Relationship to The Promotion of Strategic Sovereignty From the Workers' Point View in the Palestinian Cellular Communications Company (Jawwal)

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**Abstract:** The study aimed at identifying the degree of practicing digital marketing and the level of strategic sovereignty in Palestinian Cellular Communications Company (Jawwal) from the workers' point view, revealing whether there is a statistically significant correlation relationship at ( $\alpha \leq 0.05$ ) between the degree of practicing of digital marketing and the level of strategic sovereignty in the company, thus reaching a proposed procedural recommendations to activate the role of digital marketing in enhancing the level of strategic sovereignty in the company. By using the descriptive approach and referring to previous literature review; a questionnaire is designed consisting of (52) items distributed on (8) dimensions: Attract, Engage, Retain, Learn, Relate, The sphere of influence, Competitive Compression, Competitive Configurations. After confirming the validity and reliability of the questionnaire, it was applied to a stratified random sample of (81) administrators, department heads, and directors. The study found that the degree of digital marketing practice was high, and the level of strategic sovereignty is very high, it also found that there is a positive correlation relationship statistically significant between digital marketing and the promotion of strategic sovereignty.

**Keywords—** Digital Marketing; Strategic Sovereignty; Palestinian Cellular Communications Company "Jawwal"

## 1. INTRODUCTION

As a result of the digital revolution taking place currently, in form of successive waves and accelerated rhythms, and in light of the continuous and unprecedented pursuit of digital technology in adding new accomplishments to its balance; the companies have become desperate to modernize their methods and procedures to time requirements, and to adapt with its developments, as well as to take advantage of its enormous potential, and to be able to perform its duties and responsibilities and achieve its goals in an optimal way. Especially after the digital technology has made its way into the world of commerce, and e-commerce has become a tangible reality and a real practice in the shadow of the digital economy that humankind lives in the current digital age.

Actually, the digital economy depends on digital technologies including digital communication networks, the internet, intranet, extranet, private and public networks, local and wide, computers and software, and everything related to information and communication technology [1].

E-commerce is one of the topics of digital economy, where digital economy is based on two facts. E-commerce, information technology or information industry in the era of computing and communication, which highlighted the real and real existence of e-commerce as it depends on computing, communication and various technical means for implementation and management of commercial activity [2].

Also, the concept of electronic commerce has become widespread in the digital age in which the use of the internet has spread tremendously, and electronic commerce is one of the areas of development in the use of information

and communication technology and the widespread use of the internet in particular, and it has relied on modern means to sell and buy goods and services and exchange data and information in a way it was not previously known, and it was characterized by speed, ease of use, and conducting and documenting commercial operations [3].

In fact, the internet marketing forms a subset of electronic commerce. Internet marketing utilizes the power of electronic commerce to sell and market products. Marketing is a restless, changing, and dynamic business activity. Meanwhile the role of marketing itself has changed dramatically due to various crises - material and energy shortages, inflation, economic recessions, high unemployment, dying industries, dying companies, terrorism and war, and effects due to rapid technological changes in certain industries. Such changes, including the internet, have forced today's marketing executive to becoming more market driven in their strategic decision making, requiring a formalized means of acquiring accurate and timely information about customers, products and the marketplace and the overall environment. Internet marketing involves the usage of the Internet to market and sell goods or services [4].

Similarly, digital marketing is in fact a modern marketing communication tool to use different electronic devices and technologies to carry marketing messages to consumers more effectively and efficiently. Businesses leverage digital channels such as Google search, social media, email, and their websites to connect with their current and prospective customers [5].

In today's world, the deluge of data and information is putting pressure on enterprises to deliver a consistent and

personalized consumer experience. Today marketing is at the center of this digital transformation. Marketers are facing unique challenges with plethora of channels and devices resulting in disparate experiences. Marketing in a digital world means having a more targeted and personalized experience across touch points, resulting in better engagement, conversion and loyalty [6].

The development of digital marketing is inseparable from technology development. In 1971, Ray Tomlinson sent first email and his technology set the platform to allow people to send and receive files through different machines. In the 1980s, storage capacity of computer was already big enough to store huge volumes of customer information. Companies started choosing online techniques, such as database marketing, rather than limited list broker. This kind of databases allowed companies to track customers' information more effectively, thus transforming relationship between buyer and seller. However, the manual process was not so efficient. In the 1990s, the term Digital Marketing was first coined, with debut of server/client architecture and the popularity of personal computers, the Customer Relationship Management (CRM) applications became significant part of marketing technology [7].

At the same context, digital marketing is defined as: the use of digital communication, including the Internet and interactive channels, "social media", to develop methods of marketing operations through this type of communication and exchange with customers to attract new ones, in addition to retaining corporate customers and promoting the brand thus increasing sales [8]. Also known as, an interactive marketing of products or services using digital technologies to reach and convert leads into customers and retain them [6]. Consequently, digital marketing can be considered as a marketing strategy that depends on using the internet and employing interactive digital technologies to achieve the marketing goals of the company.

Other definitions of digital marketing include that: the process of using digital channels to communicate with clients in person by the marketing department in the organization to know their needs and desires directly and meet them with the lowest marketing costs and the shortest possible time [9]. Also, Digital marketing is defined by use of numerous digital tactics and channels to connect with customers where they spend much of their time: online. From website to business's online branding assets - digital advertising, email marketing, online brochures, and beyond - there's spectrum of tactics falling under the umbrella of "digital marketing" [7].

There are those who confirm that through digital marketing, the aim is to boost the efficiency of commercial actions, and the fundamental basis for the development of Digital Marketing in the business environment is the Internet. This is the technology that permits the use of electronic marketing techniques and has allowed the creation of the World Wide Web, as we know it today. It is the technology that has allowed the evolution and adaptation of

traditional marketing techniques for the new digital environment [10].

The literature confirms that Digital marketing is the marketing of products or services using digital technologies, mainly on the Internet, but also including mobile phones, display advertising, and any other digital medium" [7]. Digital marketing is cost effective and having a great commercial impact on the business [4]. So digital marketing, therefore, is an alternative that can reduce costs and is a fundamental tool in business performance [10].

And today digital marketing solutions enable enterprises to optimize their digital channels to acquire new customers, capture customer insight and deliver personalized content that leads to increased conversion rates and brand engagement. Today digital marketing tools and technologies provide more measurable business benefits, not just to improve productivity. Marketers today are looking for knowledge and best practices to bring all your content and data together in one place and deliver the ideal experience to every customer. More importantly, the technology is helping marketers with everything they need to get deep insight into their customers, build personalized campaigns and manage their content and assets [6]. With rapid technological developments, digital marketing has changed customers buying behavior. It has brought various advantages to the consumers as given below [4]:

- A. Stay updated with products or services** - Digital marketing technologies allow the consumers to stay with the company information updated. Nowadays a lot of consumer can access internet any place anytime and companies are continuously updating information about their products or services.
- B. Greater engagement** - With digital marketing, consumers can engage with the company's various activities. Consumers can visit company's website, read information about the products or services and make purchases online and provide feedback.
- C. Clear information about the products or services** - Through digital marketing, consumers get clear information about the products or services. There is a little chance of misinterpretation of the information taken from sales person in a retail store. However, Internet provides comprehensive product information which customers can rely on and make purchase decision.
- D. Easy comparison with others** - Since many companies are trying to promote their products or services using digital marketing, it is becoming the greatest advantage for the customer in terms that customers can make comparison among products or services by different suppliers in cost and time friendly way. Customers don't need to visit a number of different retail outlets in order to gain knowledge about the products or services.
- E. 24/7 shopping** - Since internet is available all day long; there is no time restriction for when customer wants to buy a product online.

**F. Share content of the products or services** - Digital marketing gives viewers a chance to share the content of the product or services to others. Using digital media, one can easily transfer and get information about the characteristics of the product or services to others.

**G. Apparent Pricing** - Company shows the prices of products or services through digital marketing channel and this makes prices very clear and transparent for the customers. Company may regularly change the prices or gives special.

**H. Enables Instant Purchase** - With traditional marketing, customers first watch the advertisement and then find relevant physical store to purchase the products or services. However, with digital marketing, customers can purchase the products or services instantly.

To conclude, digital marketing is consistent with the requirements of all times, and therefore digital marketing is no longer an end, but rather a way to advance the marketing process and achieve the goals of contemporary companies, where digital marketing is linked to a number of modern rationale and reasons that require companies to use their strategies and methods to take advantage of its advantages and benefits that provide to its customers and companies alike.

Following are some of most common digital marketing tactics; Search Engine Optimization (SEO), websites, social media marketing, Content Marketing, Affiliate Marketing, Native Advertising, Marketing Automation: such as Email newsletters, Social media post scheduling, contact list updating, lead-nurturing workflows, campaign tracking and reporting, Pay-Per-Click (PPC), Email Marketing, Inbound Marketing, Online PR [7]. In addition, Blogs as a tool for digital marketing have successfully created an impact for increasing sales revenue, especially for products where customers can read reviews and write comments about personal experiences [4]. However, the literature confirms that Digital Marketers face challenges, which are as follows [6]:

- A. Proliferation of digital channels. Consumers use multiple digital channels and a variety of devices that use different protocols, specifications and interfaces – and they interact with those devices in different ways and for different purposes.
- B. Intensifying competition. Digital channels are relatively cheap, compared with traditional media, making them within reach of practically every business of every size. As a result, it's becoming a lot harder to capture consumers' attention.
- C. Exploding data volumes. Consumers leave behind a huge trail of data in digital channels. It's extremely difficult to get a handle on all that data, as well as find the right data within exploding data volumes that can help you make the right decisions.

In addition, technology is changing the context of and practice of marketing: marketers are increasingly forced to operate in a complex and changing world where they do

not have any more the full control of the media and the message. Customer behavior is also changing: the customer is losing trust and becomes much more critical, smart, well informed and proactive than ever before. New knowledge, new skills and new approaches are required by today and future marketers not only for understanding the changing and technology enabled marketing environment but also for comprehending and communicating with the new customer [4]. Some studies such as [8, 9, 11] indicated that there are five dimensions to digital marketing, which are considered as strategies or methods for digital marketing:

#### **A. Attract**

The first element of the digital marketing framework involves how to attract customers to the companies' Web sites [11]. Attract is a method that works on the basis of consumer interaction, as it requires them to voluntarily visit for its interactive application, such as visiting websites to search for something they want to get [8]. The digital economy contributes decisively to an increase in competitiveness, especially as a digital transformation involves migrating to new technological models where digital marketing is a key part of growth and user loyalty strategies. Internet and Digital Marketing have become important factors in campaigns, which attract and retain Internet users [10].

It can be said that there are several strategies that companies can resort to attract and seek customers and encourage them to deal with them, including: providing additional services to customers, the use of advertising signs across the internet, relying on funded interactive ads, taking into account the feature of reminding of their trademark, and designing their website in an attractive way for customer attention.

#### **B. Engage**

The second element of the digital marketing framework relates to engaging users' interest and participation, after attracting them to the Web site, so as to achieve an interaction or a transaction. To accomplish this, companies can make use of creative programming to provide interactive media as well as content that are deemed valuable to customers. Examples of such programming include Java and animations that will capture the users' attention and interest. Besides having interactive content, the Web site can solicit user-generated content by creating virtual communities of interest or forums where users can communicate with one another. Next, having transaction capabilities such as shopping carts and online ordering forms facilitate sales and enquiries [11].

There are strategies that companies can resort to increase their interest in customers and increase their participation, interaction and interaction with the company, including: the company's website is multilingual to facilitate access to the site, and motivate the largest number of customers and researchers on the Internet to communicate with the company, in addition to

the need to involve customers in completing marketing operations through digital channels, organizing competitions and providing prizes to them through digital applications, in addition to the need to use innovative programs to encourage customers to participate in their marketing activities, and communicate with them through e-mail.

### **C. Retain**

The severe competitive reality imposed on enterprises seeking to satisfy their customers; by providing an outstanding performance for the value that the customer realizes through his acquisition of the institution's products, attracting and satisfying customers reflects the organization's present and the reason for its existence, but in light of this competitive environment it is no longer easy to get new customers, as most sectors of the market are characterized by gratification; which made the future of the organization and its development threatened without them, and the decline in its market share; consequently, the defense strategy for the institution's balance of customers has become the best solution that guarantees its survival and continuity. The institutions have moved from satisfying the customer to searching for the means and tools that enable them to keep it for the longest time possible by building a relationship with it; through it seeks to increase the customer's attachment and attachment to it; which has a loyalty to the brand, product or organization, and this is known as customer relationship management [12].

And retain is to provide appropriate and interactive content of value in order to develop relationships with customers, and to maintain commitment over time, meaning that digital marketing is not a one-time project [8]. To gain a long-term profitable relationship with customers, it is imperative that companies strive to retain customers and induce them to make repeat purchases on their web sites. Hence, the third element in the digital marketing model relates to customer retention strategies, which require constant long-term resource commitments by the companies. Sufficient security features is crucial to build up the Web site's reputation for reliability. Having privacy statements also serve to guarantee the privacy of customers' personal information so that they are more inclined to revisit the Web sites and make purchases, interactive functions such as games not only serve to entertain customers but also help to reinforce their impressions about the company's products and services, positively impacting brand recognition and equity [11].

It is concluded that there are strategies that companies can resort to in order to retain customers and build positive long-term relationships with them, and motivate them to deal with the company through its website, including: constantly updating the content of the company's website, and including hyperlinks to other sites that enable customers to obtain information

available in it, taking into account the speed of browsing and downloading information from the site, and the safety feature of customers when digital marketing services, in addition to this the need to provide rewards and incentives for customers.

### **D. Learn**

Learn is a method that used by marketers through interactive means of communication to obtain more information about customers, in terms of their attitudes, behaviors and demographic data, and this information is gathered from surveys, questionnaires or registration processes, as it can be used in the application of digital marketing [8]. Interactive media opens up a host of opportunities for relationship marketing as it allows marketers to track and learn more about consumer demographics, attitudes and behavior. This invaluable information can be captured via customer feedback, the registration process or transaction records. Cookies and Web page tracking devices are also ways to learn more about customer preferences. Holding virtual focus groups is another good way to test new product concepts or get feedback on ideas for promotional programs. Gathering new information which companies do not yet hold from customers provides them with the opportunity to cross sell new products and services [11].

Consequently, gathering information about customers 'desires and preferences requires companies to rely on technologies and interactive media to conduct research and surveys, and to use virtual sites, blogs and interactive channels, as well as the need to consider the design of corporate websites in line with customers' preferences and desires, as well as customer feedback.

### **E. Relate**

Digital marketing encompasses all marketing efforts that use an electronic device or internet. Businesses leverage digital channels such as search engines, social media, email and their websites to connect with current and prospective customers. This can also be referred as 'online marketing', 'internet marketing' or 'web marketing' [7].

For a B2C business harnessing the power of the Internet's global reach and interactive functions, it is important for companies to develop online brand equity in order to differentiate itself from the millions of Web sites on the Net. For companies whose businesses are based on the Net, forging a recognized brand name is especially important to establish credibility as online customers have little to depend on in cyberspace. The aggregation of all accumulated attitudes and behavior patterns in the extended minds of consumers, distribution channels and influence agents, which will enhance future profits and long term cash flow. Volume and by stability of demand. The premium commanded by the brand also helps enhance profit growth and support the advertising investment. In view of the linkages between the value of online brand equity and growth suggested in various

literatures, the positive economic effects of a successful online brand cannot be overemphasized [11].

There are several strategies that companies can resort to increase communication with and link with customers, including: relying on the Internet as the most prominent digital channel, allocating employees to communicate directly with customers through the company's website, and using electronic messages and advertising messages via mobile phones, and publishing pages Specialized on social media to inform clients of the company's programs, products and services.

Strategies simply mean future directions and activities for the company, which are defined by the approaches or methods that are used to achieve the desired goals, and there are those who define the strategy as organizing the goal, knowing that the goal alone is not a strategy; rather, it must be accompanied by plans and actions [1]. Whereas the idea of sovereignty appeared in the words of the jurists who were defending the king's powers in France, against the Pope and the Emperor in the Middle Ages, stressing that he enjoyed full sovereignty in his kingdom, and that this supreme authority is not contested by anyone in the state, and with the establishment of the French Revolution, and confirmation The separation of the king, power, and political power, the idea of sovereignty persists with its characteristic of absolute, transcendent, and originality [13].

The term sovereignty occupies a wide range of areas of research, debate and debate among the legal, political, intellectual and cultural elites in various parts of the world in connection with the major changes and transformations that have swept mankind during the past two decades, so that new concepts and vocabulary have emerged such as the new world order [14]. The concept of sovereignty has been linked to strategy in economic and commercial businesses, and a new term has emerged that has been called strategic sovereignty.

Strategic sovereignty is a strategic mindset and a powerful tool for evaluating the organization's strategic performance, not only for its clients but also for its competitors, and it is an ideal way to assist strategic managers in developing a more accurate assessment of internal strengths and weaknesses.

A more accurate evaluation of seizing opportunities and avoiding external threats, and strategic sovereignty crosses on reaching the highest levels of authority and influence in the market, strategic sovereignty can be described as the ship through which the organization can sail to safety, and to reach the strategic freedom zone, where the organization becomes the market leader, and it is the prices that are set and initiates innovations in its business wherever it wants and at any time [15]. Strategic sovereignty has been defined as: sovereignty through which the organization can map out its influence within markets, and has the ability to

perceive and seize customers in these markets and control competition in a way that achieves its sovereignty [16].

So, the strategic sovereignty reflects the organization's dominant position in the market, and is achieved by formulating strength strategies that enable the organization to define and control the field of competition by setting the rules of the game and controlling the competitive environment [15], Strategic sovereignty relies heavily on the organization's ability to find new markets and products and impose its hegemony more quickly than its competitors, and the new product is fuel for increasing the sustainability of organizations [17]. Thus, strategic sovereignty means the company's dominance, acquisition, and control of the market, and its independence and superiority over competitors in standing and power within the market, and many studies have indicated such as [15, 16, 17, 18] That there are three dimensions of strategic sovereignty:

#### **A. The sphere of influence**

Strategic sovereignty is a dynamic process of creating wealth and power in the market, and creating true value for the organization's customers; to form an investment portfolio for its products, in order to achieve competitive and cooperative relations between its spheres of influence within its competitive field [17].

The organizations' attention has been directed to growth and maintaining productive efficiency and profits, but all this is not sufficient to achieve strategic sovereignty in light of technological, environmental and competitive changes, which put the organizations facing great challenges in order to win customers and provide new products and services, search for new markets, and try to control on it and imposing its influence, which are the geographical production areas within its competitive field, it is necessary to adopt concepts and methods that help to explore new resources and capabilities as well as investing their existing resources [18].

Competing organizations in multiple competing markets find balance through the sphere of influence, but when information is insufficient the organization may give an incentive to influence discount behavior and disclose information, and the organization uses the allocation of resources to rebuild the sphere of influence in multiple competing markets, and it can improve the allocation of resources from a region leverage reduces overall and destructive competition [18].

In highly-competitive, 21st century conditions: which may serve as the first guideline for strategic supremacy identify, exploit and protect a distinctive strategic position in an attractive industry; continuously search for new strategic positions in established, as well as other industries, on a national as well as an international level; manage and balance the shifting requirements of both positions simultaneously; make a well-managed transition to the new strategic position, and then start the cycle again [19].

Studies confirm that there are three strategies that can help companies shape their local environments and maintain their competitiveness, and thus protect their strategic position, which is [20]:

- **Blocking:** A firm prevents others from imitating its innovation. Tactics include defending intellectual property in the courts and establishing a reputation for retaliating against new market entrants.
- **Running:** Whereas blocking may give competitors time to catch up or leapfrog the innovator, running ensures that the innovator stays ahead by introducing new products, even if by "cannibalizing" its own products.
- **Teaming up:** The opposite of blocking, teaming up encourages collaborative entry into markets to improve the chances of establishing an industry standard or dominant design.

It is concluded the sphere of influence is represented in the geographical regions in which the company operates and provides its products or services to clients in those areas, and the company's sovereignty in a circle or its sphere of influence requires defining the impact area in the field in which the company operates, and adopting a special strategy for each geographic region, while studying and understanding the behavior of competing companies, and distinguishing from other companies in human cadres and technical devices, and providing pioneering products or services, and striving for continuous improvement, while preserving the reputation and status of the company.

#### **B. Competitive Compression**

Competitive pressure consists of a competitive movement directed externally, specific, and noticeable by competing organizations to enhance the comparative competitive position, and these movements result in competitive interaction, where each organization takes all competitive actions in the market into account [15].

In a hypercompetitive world, an organization has to seize the initiative; in order to be successful, it gains business by being light and fast on its feet. The new competitive paradigm downplays the importance of size and scale advantages; it is much more important to be fast and innovative. This enables the organization to switch competitive positions and stances quickly and effectively as environmental and competitive conditions change [19].

Activities are considered the basic units to achieve competitive advantage, and to ensure finding a strategic position for the company, it is necessary to perform activities that are different from those of competitors, or to provide activities similar to those of competitors, but in different ways [21]. It also became a continuous improvement of products and services, business operations and organizational processes has become the basis for creating greater value for the customer, while also increasing organizational productivity. Only those

organizations with the ability to adapt timeously and pro-actively to new market challenges, will be able to sustain their competitiveness [19]. It can be said that the company's ability to contain and confront competitive pressure and achieve strategic superiority over competing companies requires rapid response to market requirements, and continuity in providing new products or services at appropriate prices and methods that differ from competitors, in addition to monitoring the movements of competing companies and developing innovative strategies to confront them, and the company can accept With new competitors to avoid competitive pressure.

#### **C. Competitive Configurations**

Competitive Configurations is a tool that reflects the art of constantly changing the structure of the industry to form strong positions with the major powers to invest the organization's resources and analyze and monitor the competitive environment, and employ all available alternatives within the competitive field to take advantage of strengths and identify weaknesses, and reshape the industry according to the new system as it is a basic framework to formulate and form a successful strategy for the organization [17].

And Competitive Configurations is the key to areas of influence to achieve strategic supremacy over other major powers. The aim of superior competitive construction is to develop a committed and enthusiastic cadre of workers in order to cooperate with customers and maintain and value their services, and organizations must follow new management techniques in the competitive building process in order not to lose their size Its efficiency and vital resources [18].

In light of environmental changes and increased competition, institutions are working to take advantage of their internal strengths to perform their own activities, in order to achieve a value that other competitors cannot achieve, by relying on various sources of their superiority over other institutions, and competitive advantage is a set of advantages unique to the institution compared to its competitors [12]. Consequently, the company should adhere to proactively to build competitiveness, and care about customer satisfaction and focus on meeting their requirements, attention to analyzing its internal environment to address shortcomings or weaknesses and strengthening aspects of strength, and analyzing its external environment to seize opportunities and avoid threats and risks, and to know the goals of competing companies to know their market positions and trends the strategy. The company may conclude cooperation agreements and strategic alliances with some of the competing companies in order to avoid destructive competition.

Many researchers have paid attention to digital marketing and strategic dominance and their role in improvement and development, and this interest has been

accompanied by a parallel research effort. Teo and Tan (2002) conducted a study aimed at identifying online marketing strategies in business companies in Singapore, and ways to benefit from opportunities available in the digital world, the study used the descriptive approach, and the sample consisted of (92) marketing managers, a questionnaire was applied to them, and the study concluded that the inclusion of brands in search engines attracts customers to the company's website, and that communication with customers and providing products or services based on their preferences, it is crucial to distinguish a brand from another [11].

Al-Abedie & Almousay (2014) conducted a study aimed to determine the indicators of the strategic intelligence to assure the Strategic sovereignty through the ease of strategic Agility in KOREK Company for mobile communication in Iraq, the study used the descriptive approach, and the sample consisted of (88) individuals from the upper and middle management of KOREK Mobile Communications Company in the Iraqi Baghdad governorate, a questionnaire was applied to them, and the study concluded that there is a correlation relationship with statistically significant between strategic agility and strategic sovereignty, and the existence of a direct effect of statistical significance between strategic intelligence and strategic sovereignty, and the existence of an indirect relationship of statistically significant relationship between strategic intelligence and strategic sovereignty by mediating strategic agility [16].

Duggal (2015) conducted a study aimed at revealing the best practices in the field of digital marketing, and the study used the descriptive approach to review the studies and related literature, the study concluded that the best practices in the field of digital marketing are: marketing based on daily data to analyze the web and mobile phones to know Consumer behavior and converting it into visions, campaigns and marketing programs, personalizing campaigns and marketing programs, adopting digitalization in the company, employing digitalism in tracking results and measuring return on investment, in addition to that the company's website investment to market and deliver messages to customers in a timely manner, and improve engines Search, meaning searching for the best words that match your website's goals, relying on funded ads, social media, and email, and providing marketing initiatives [6].

Bin Yamin (2017) conducted a study aimed at identifying the effect of digital marketing as a tool for marketing communication on consumer behavior in Bangladesh, the study used the descriptive approach, and the sample consisted of (120) individuals, applied to them a questionnaire, and the study concluded that the time period for using the Internet. The sample has a range of (2-3) hours per day, which makes the Internet a goal for the digital marketer. The study also showed that the preferred social communication system for most of the participants is Facebook, and that the Wi-Fi system or mobile phone data is

the system they are preferred, and the majority of respondents prefer mobile devices as a means to access the Internet, and thus mobile devices can be considered the most prominent digital marketing tools for interacting with existing and potential customers [5].

Al-Hakim & Al-Hamami (2017) conducted a study aimed at identifying the nature of the relationship between digital marketing and the happiness of customers of Iraqi Mobile Telecommunications Companies in the Iraqi province of Najaf, and the study used the descriptive approach, and the sample consisted of (398) customers of the company, a questionnaire was applied to them, and the study found an effect for digital marketing in the customers happiness [8].

Al-Attar & Al-Shammari (2017) also conducted a study aimed at identifying the nature of the relationship between digital marketing and the mental image of the organization, and the role of digital marketing in enhancing the mental image of the organization, and the study used the descriptive approach, and the sample consisted of (79) workers at the Asiacecell Company for Iraqi Communications Karbala Holy Branch, A questionnaire was applied to them, and the study found a weak and non-significant correlation and effect between digital marketing and the mental image of the organization [9].

While Alyasiry et al. (2017) conducted a study aimed at identifying the role of strategic innovation in achieving strategic sovereignty, and the study used the descriptive approach, and the sample consisted of (116) leaders in the General Company for Southern Cement Industry in Iraq's Central Euphrates Governorate, a questionnaire was applied to them, and the study reached a The degree of assessment of the sample for the level of strategic renewal in the company is high, and the degree of their assessment of the level of strategic sovereignty is also high, and the presence of a positive correlation with significant significance between strategic renewal and strategic sovereignty, and the presence of a significant impact relationship between the dimensions of strategic renewal and strategic sovereignty [18].

Alyasiry et al. (2018) conducted a study aimed at determining the dimensions of organizational support and the extent of its impact in strengthening strategic sovereignty, and the study used the descriptive approach, and the sample consisted of (116) leaders in the General Company for Southern Cement Industry in the Iraqi Central Euphrates Governorate, a questionnaire was applied to them, and the study reached a there is a significant correlation and impact relationship between the dimensions of organizational support and strategic sovereignty [17].

Bala & Verma (2018) conducted a study aimed at critical review of digital marketing, identifying some current and future trends in Internet marketing, successful technologies for Internet marketing, comparing traditional marketing with digital marketing, the study used the descriptive approach to review relevant studies and

literature. The study concluded that the Internet is changing the brand strategy, pricing, distribution and promotion, and that companies can benefit from digital marketing and its multiple technologies, and that the increased use of social media gives digital marketers new opportunities to attract customers through a digital platform [4].

Bashqaly & Sultan (2019) Conducted a study aimed at identifying the role of strategic cooperation in achieving strategic sovereignty, and the study used the descriptive approach, and the sample consisted of (145) administrative leaders from (9) private universities in the Kurdistan Region of Iraq, to whom a questionnaire was applied, and the study found a presence significant correlation between strategic cooperation and strategic sovereignty, and the presence of significant correlations of strategic cooperation in strategic sovereignty [15].

Desai (2019) conducted a study aimed at identifying the intellectual and theoretical framework for digital marketing, its role and importance in the current era, and the study used the descriptive approach to review studies and related literature, the study reviewed the concept of digital marketing, its historical development, methods, and requirements of successful digital marketing campaigns, and methods of measuring their effectiveness, and the positives and negatives of digital marketing, and the study concluded that digital marketing is in line with the requirements of the times and helps companies to increase their competitiveness and sustainability [7].

García et al. (2019) directed a study aimed to identify the digital marketing methods by which customers can be attracted and retained, the study used the descriptive approach, using the delphi method to anticipate digital marketing procedures that achieve better attractiveness and loyalty to Spanish and Portuguese companies from the viewpoint of some digital marketing experts (14) An expert, the study found that a mobile is the best way to attract and retain customers, and that voice and artificial intelligence are among the most influential technologies in attracting and retaining customers [10].

The current study is distinguished from the previous ones in its separation by investigating the degree of practicing of digital marketing and the level of strategic sovereignty in Palestinian Cellular Communications Company (Jawwal) from the workers' point view, revealing whether there is a statistically significant correlation relationship at ( $\alpha \leq 0.05$ ) between the degree of practicing of digital marketing and the level of strategic sovereignty in the company, to reach a proposed procedural recommendations to activate the role of digital marketing in enhancing the level of strategic sovereignty in the company. The current study has benefited from previous studies, although they differ from them, in building the idea of the study, strengthening its theoretical framework, and defining its approach, as well as from its analyzes and results.

## 2. PROBLEM STATEMENT

The telecommunications and information technology sector in Palestine is one of the enabling economic pillars. In light of the challenges and obstacles that the occupation exercises on the Palestinian economic environment and limiting the means of development and environment, the communications and information technology space was a way out for the ambitious and pioneering Palestinian youth, and the endeavor of the leading Palestinian companies to expand their business and apply the latest findings He has technology in the world [22].

Jawwal has succeeded in achieving successive and tangible successes on the ground, from the moment it started providing its services in 1999, and has proven itself as the first Cellular Communications Company in Palestine, and Jawwal has proven its superior ability to build bridges of trust and efficiency with society, through its interest in all groups and individuals, Since its inception, Jawwal succeeded in a short time in achieving the goals set by its eyes, with a market share representing (76.5%) of the Palestinian market, in addition to obtaining a certificate of global environmental management ISO 14001 since the year 2005, in addition to that, the company was able to provide a service International roaming in more than (172) countries, with a coverage level of 99% in the West Bank and Gaza Strip [23].

Although the Palestinian Cellular Communications Company (Jawwal) made substantial improvements and developments in its work system, studies, reports and official documents indicate that there are many problems and challenges that the company suffers from in Palestine in general and in the governorates of Gaza in particular, the most important of which are:

- The continuation of the blockade of the Gaza Strip, where the Palestinian telecom group companies cannot carry out their activities naturally and provide services to all citizens in the Strip [23].
- The unstable economic situation in the Gaza Strip is one of the major challenges facing the Palestinian Paltel Group during 2018 [22].
- The instability of the political and security situation in the Gaza Strip, and the possibility of any new aggression on the Strip and its severe negative effects on life and business in the Strip, in addition to this the entry of the second cellular operator into the Gaza Strip, and the resulting price war and intensification of competition [23].
- The degree of challenges facing the company towards implementing total quality management is high [24].
- The customers assessed the quality of the actual services provided by the company well, but it did not reach their expectations [25].



### 3. STUDY QUESTIONS

Accordingly, the current study problem crystallizes in the presence of a number of problems and challenges facing the Palestinian Cellular Communications Company (Jawwal) and requires study and research to reach proposals and scenarios to confront these problems and challenges and improve the level of the company's overall performance, and the researchers have developed a strong sense of the importance of new approaches such as marketing Digital and strategic supremacy to contribute to reaching proposals and concepts that could contribute to facing these problems and challenges. Accordingly, the study sought to answer the following questions:

- What is the degree of digital marketing practice in the Palestinian Cellular Communications Company (Jawwal) from the workers' point view?
- What is the level of strategic sovereignty in the Palestinian Cellular Communications Company (Jawwal) from the workers' point view?
- Is there a statistically significant correlation at the significance level ( $\alpha \leq 0.05$ ) between the degree of digital marketing practice and the level of strategic sovereignty in the Palestinian Cellular Communications Company (Jawwal)?
- What are the proposed procedural recommendations to activate the role of digital marketing in enhancing the level of strategic sovereignty in the Palestinian Cellular Communications Company (Jawwal)?

### 4. STUDY OBJECTIVES

The study aimed to:

- Knowing the degree of digital marketing practice in the Palestinian Cellular Communications Company (Jawwal) from the workers' point view.
- Knowing the strategic level of sovereignty in the Palestinian Cellular Communications Company (Jawwal) from the Workers' point view.
- Detecting whether there is a statistically significant correlation at the significance level ( $\alpha \leq 0.05$ ) between the degree of digital marketing practice and the level of strategic sovereignty in the Palestinian Cellular Communications Company (Jawwal).
- Reaching proposed procedural recommendations to activate the role of digital marketing in enhancing the level of strategic sovereignty in the Palestinian Cellular Communications Company (Jawwal).

### 5. STUDY IMPORTANCE

The study acquires its theoretical and practical importance through the following:

- The modernity of the two subjects of the study, the nature of the variables discussed and the importance of their data being touched at the Palestinian Cellular Communications Company (Jawwal) in Gaza governorates.

- It comes in response to the requirements and modern challenges posed by the digital revolution, which takes place in the form of successive waves, accelerated rhythms and spectacular scales.
- Contemporary trends are applied in terms of application in seeking to derive the most important practices that can help to activate the role of digital marketing and enhance the level of strategic sovereignty in the Palestinian Cellular Communications Company (Jawwal) to increase its ability to meet challenges, achieve requirements, and improve outputs.
- Enriching the Arab Library with more studies in the field of digital marketing and strategic sovereignty.

### 6. STUDY MODEL

A model or hypothetical pattern of the study is designed to express the logical relationships between the two study variables, and figure 1 shows the study model that shows the two variables that make up the current study so that it gives a first visualization of a set of correlations and impact between the two study variables which will be in quantitative form.



Figure 1: Study model

### 7. STUDY VARIABLES

The hypothetical study plan included two main variables:

- The independent variable: Digital Marketing in its dimensions: (Attract, Engage, Retain, Learn, & Relate).
- The dependent variable: Strategic Sovereignty with its dimensions: (The sphere of influence, Competitive Compression & competitive Configurations).

### 8. STUDY HYPOTHESES

- Consistent with the study's problem and questions, and based on the study model philosophy, the following hypotheses have been formulated:
- The average estimate of the sample for the degree of digital marketing practice in Palestine Cellular Communications Company (Jawwal) exceeds the default average (3).
- The average sample estimate for the level of strategic sovereignty in the Palestinian Cellular Communications Company (Jawwal) is greater than the default average (3).

- There is a statistically significant correlation at the significance level ( $\alpha \leq 0.05$ ) between the degree of digital marketing practice and the level of strategic sovereignty in the Palestinian Cellular Communications Company (Jawwal).

**9. STUDY LIMITS AND LIMITATIONS**

The study is determined by the following limits and limitations:

- The objective limits: the dimensions of digital marketing: (Attract, Engage, Retain, Learn, Relate), and the dimensions of strategic sovereignty: (The sphere of influence, Competitive Compression, Competitive Configurations).
- Human limits: A stratified random sample from workers at the Palestinian Cellular Communications Company (Jawwal).
- Spatial limits: the southern governorates of Palestine.
- Temporal limits: The field part of the study was applied during the year 2020 AD.
- While the results of the study are represented in the characteristics of the psychometric study tool, and the validity and objectivity of the response of the sample members who participated in the field study.

**10. OPERATIONAL DEFINITIONS OF STUDY TERMS**

The study is based on several terms, which are operationally intended to:

- Digital Marketing: is a marketing strategy that relies on the use of the Internet and employing interactive digital technologies to attract clients, communicate with them, care for them, learn about their needs and requirements and work to meet them, and provide interactive content to build positive long-term relationships with them, which helps to achieve the company's marketing goals.
- Strategic Sovereignty: The company's dominance, acquisition, and control of the market, its independence and superiority over competing companies in status and authority within the company's area of influence, by rebuilding resources, strengthening strengths, addressing weaknesses, seizing opportunities and avoiding threats, and adopting strategies to increase the company's efficiency and ability to adapt to the environment changing and facing competitive pressure, and rebuilding its competitive capabilities, to control the competitive environment, and achieve a sustainable competitive advantage.
- The Palestinian Cellular Communications Company (Jawwal): One of the Palestinian Communications Group companies, specializing in cellular (wireless) communications and its influence in the northern and southern Palestinian governorates.

**11. METHODOLOGY AND PROCEDURES**

This part includes methodological steps, which are to define the study method, choose the sample, prepare and codify the study tool, and present the statistical methods used, as follows:

**12. STUDY APPROACH**

The study used the descriptive / analytical and relational method, to suit this approach to the objectives of the study and its monitoring of reality and to the relationship between the variables and a quantitative description.

**13. STUDY SOCIETY AND SAMPLE**

Study society consists of all the employees of the Palestinian Cellular Communications Company (Jawwal) in the southern governorates of Palestine, and they are (280) employees and employees, distributed in (8) exhibitions, according to the statistics of the company for the year 2019/2020. A stratified random sample was selected of them at a rate of (30%), amounting to (84) employees, of whom (81) employees and employees responded, and Table 1 shows the distribution of the sample members according to the study variables:

**Table 1:** Demographics of the Study

<i>Characteristics</i>		<i>Sample Number</i>	<i>Percentage %</i>
<i>Gender</i>	male	59	72.8%
	female	22	27.2%
<i>Qualification</i>	Bachelor	64	79%
	Postgraduate	17	21%
<i>Job title</i>	Administrative	67	82.7%
	Head of the Department	8	9.9%
	Manager	6	7.4%
<i>Experience Years</i>	Less than 5 years	28	34.6%
	From 5-10 years	20	24.7%
	More than 10 years	33	40.7%

**14. STUDY TOOL**

The study used the questionnaire as a tool to identify the degree of digital marketing practice and the level of strategic sovereignty in the Palestinian Cellular Communications Company (Jawwal) from the workers point of view, and to find out whether there is a correlation relationship with statistical significance at the level of significance ( $\alpha \leq 0.05$ ) between the degree of digital marketing practice And the level of strategic sovereignty in the company, The current study in building the questionnaire relied on some previous literature and studies related to the subject of the study, such as: [9, 11, 15, 18]. The questionnaire consisted in its initial form of (55) items

distributed in (8) dimensions: Attract, Engage, Retain, Learn, Relate, The sphere of influence, Competitive Compression, Competitive Configurations, and the response of the sample was determined via a five-core Likert scale (Very high, high, intermediate, weak and very weak), and the psychometric properties of the questionnaire were confirmed from the validity and reliability, as follows:

**14.1 Validity of the scale:** The validity of the questionnaire was verified in two ways:

**A. Arbitrators validity (Face validity):** The questionnaire was presented in its initial form to a group of (11) arbitrators specialized in the field of administrative sciences in the Palestinian universities. In light of the amendments referred to by the arbitrators, the questionnaire in its final form consisted of (52) items distributed in (8) dimensions.

**B. Internal consistency validity:** Internal consistency validity of the questionnaire was verified by measuring the correlation coefficient between each field and the overall degree of the questionnaire, after applying it to exploratory sample of (30) employees and employees, and from outside the original sample and the correlation coefficients were as follows: (0.88), (0.86), (0.91), (0.91), (0.88), (0.95), (0.92), (0.99), respectively, all of which are statistically significant at the significance level ( $\alpha \leq 0.05$ ), also, internal consistency validity was confirmed by calculating the correlation coefficient for each dimension and the total Degree for the dimension to which it belongs. The correlation coefficients in the first dimension (0.40-0.94), the second (0.49-0.88), the third (0.41-0.87), the fourth (0.77-0.92), the fifth (0.67-0.95), the sixth (0.59-0.92), the seventh (0.61-0.92) and the eighth (0.62-0.99) and its moral significance was confirmed at the level of significance ( $\alpha \leq 0.05$ ).

**14.2 Stability of the scale:** The stability of the questionnaire was calculated in two ways:

**A. Split-Half method:** The stability of the questionnaire was calculated using the half-way method, and the coefficient of stability for the first dimension was (0.93), the second (0.82), the third (0.83), the fourth (0.87), the fifth (0.88), the sixth (0.88), the seventh (0.91) and the eighth (0.80), and the stability coefficient of the questionnaire as a whole (0.93).

**B. Cronbach's alpha method:** The stability of the questionnaire was calculated using Cronbach's alpha method and the coefficient of stability of the first dimension was (0.78), the second (0.85), the third (0.77), the fourth (0.89), the fifth (0.85), the sixth (0.91), the seventh (0.85) and the eighth (0.81), and the stability coefficient of the questionnaire as a whole (0.97). This indicates that the stability A questionnaire of the resolution are high and reassuring for the procedure and application.

**14.3 Statistical methods of work (statistical treatments)**

The study used some statistical methods that are commensurate with the nature of the questionnaire, and are suitable to achieve its goals, namely: Arithmetic mean, Standard deviations, Relative weights, Pearson correlation coefficient, Split-Half method, Cronbach's alpha coefficient, and to judge the mean responses of the sample individuals to dimensions and items. Adopt the Standard shown in Table 2, calculating the category length as follows: Category length = (upper limit - minimum) ÷ Number of instrument alternatives or levels of practice, i.e. (5-1 = 4) ÷ 5 = (0.8).

**Table 2:** Standard for analyzing the results

Average responses	Relative weight	Degree
From 00.1- 1.80	From 20% - 36%	Very weak
Higher than 1.80 - 2.60	Higher than 36% - 52%	Weak
Higher than 2.60 - 3.40	Higher than 52% - 68%	Intermediate
Higher than 3.40 - 4.20	Higher than 68% - 84%	High
Higher than 4.20 - 5.00	Higher than 84% - 100%	Very high

**15. RESULTS AND DISCUSSION**

**15.1 Results related to the first question, which states:** What is the degree of digital marketing practice in the Palestinian Cellular Communications Company (Jawwal) from the workers' point view?

To answer this question, arithmetic averages, standard deviations and relative weights for the responses of the sample individuals were extracted, as in Table 3:

**Table 3:** Arithmetic averages, standard deviations, relative weights, degree and descending order of study sample estimates for the degree of digital marketing practice in the company

No.	Items	Mean	SD	W	D	Rank
1	Attract	4.44	0.66	88.8	VH	1
5	Relate	4.26	0.72	85.2	VH	2
3	Retain	4.12	0.77	82.4	H	3
2	Engage	3.60	0.94	72	H	4
4	Learn	3.47	0.94	69.4	H	5
<b>Total degree</b>		<b>3.98</b>	<b>0.71</b>	<b>79.6</b>	<b>H</b>	

From table 3 it is clear that the total degree of appreciation for the practice of digital marketing in the company from the Workers' Point view in all distributed reached (3.98) with a relative weight (79.6%), this indicates that the overall degree of appreciation in general was "high" and this means acceptance of the hypothesis Which states: The average estimate of the sample for the degree of digital marketing practice in Palestine Cellular Communications Company (Jawwal) exceeds the default average (3), as for the dimensions, the dimension of (attract) got the first order, followed by the dimension of (relate), then the dimension of (retain), then the dimension of (engage), and finally the

dimension of (learn). This result can be attributed to the company's awareness of digital marketing content and its importance as one of the important parts of modern comprehensive marketing strategies; This is a result of the courses and training programs organized by the human resources department in the company for its employees, within an approved training policy and the following is a presentation and discussion of the degree of employees appreciation for the practice of digital marketing in the company within each dimensions of the questionnaire, where the arithmetic averages of all the items of the questionnaire have been extracted, which are detailed under Its dimensions, as shown in tables 4, 5, 6, 7, 8:

• **First dimension: Attract**

Table 4 shows the results related to workers' responses to the first dimension (Attract):

**Table 4:** Arithmetic averages, standard deviations, relative weights, degree and descending order of study sample estimates for degree of attract of the company

No.	Items	M	SD	W	D	R
2	The company uses online advertising banners	4.64	0.78	92.8	V H	1
1	The company provides additional services to attract customers	4.60	0.62	92	V H	2
5	The company's website contributes to attracting customer attention	4.41	0.72	88.2	V H	3
4	The company takes into account its brand reminder feature	4.32	1.16	86.4	V H	4
3	The company relies on funded interactive ads	4.25	1.03	85	V H	5
<b>General appreciation for the dimension</b>		<b>4.44</b>	<b>0.66</b>	<b>88.8</b>	<b>V H</b>	

From table 4 it is clear that the general level of employees' estimation of the degree of attract of the company is (4.44) with a relative weight (88.8%), and this indicates that the degree of appreciation was "very high" and the highest level was included in item (The company uses online advertising banners). This can be attributed to the company's awareness that the internet is the most used method for research around the world and the company's awareness of the importance of advertising banners across the internet and its role in promoting and attract attention, persuasion and reminders with the least time, effort and cost, it is also clear that the lowest level is included in the item (The company relies on funded interactive ads). But the degree of appreciation for this item remains "very high".

This can be attributed to the company's awareness of the ability of funded interactive ads to reach a very large number of audiences in a short time and at a small financial cost, in addition to the ability of interactive advertising funded to penetrate geographical boundaries.

• **Second dimension: Engage:**

Table 5 shows the results related to workers' responses to the second dimension (Engage):

**Table 5:** Arithmetic averages, standard deviations, relative weights, degree and descending order of study sample estimates for degree of engage of the company

No.	Items	Mean	SD	W	D	R
3	The company organizes contests and presents prizes to customers through digital applications	3.74	1.24	74.8	H	1
4	The company uses innovative programs to encourage customers to participate in its marketing activities	3.65	1.27	73	H	2
5	The company communicates with customers through emails	3.60	1.21	72	H	3
1	The company engages its customers in completing its marketing operations through digital channels	3.59	1.17	71.8	H	4
2	The company provides a website in many languages	3.41	1.17	68.2	H	5
<b>General appreciation for the dimension</b>		<b>3.60</b>	<b>0.94</b>	<b>72</b>	<b>H</b>	

From table 5 it is clear that the general level of employees' assessment of the degree of engage in the company is (3.60) with a relative weight (72%) and this indicates that the degree of appreciation was "high" and the highest level was included in item (The company organizes contests and presents prizes to customers through digital applications). This can be attributed to the company's awareness of the importance of incentives and bonuses and its role as motivational and promotional tools in increasing affiliation to the company, and the importance of digital applications as bridges between the company and customers and increase the interaction between the company and its customers simultaneously, in addition to informing customers of their importance, which encourages them to participate in marketing activities to the company, it is also clear that the lowest level is included in the item (The company provides a website in many languages). But the degree of appreciation for this item remains "high". This can

be attributed to the company's awareness that the multilingual website contributes to improving the results of searches in search engines, as well as facilitating the process of reaching the site from anywhere in the world, in addition to helping to acquire the largest number of users, and therefore the company has provided its site Electronic in both Arabic and English.

• **Third dimension: Retain:**

Table 6 shows the results related to workers' responses to the third dimension (Retain):

**Table 6:** Arithmetic averages, standard deviations, relative weights, degree and descending order of study sample estimates for degree of retain of the company

No.	Items	Mean	SD	W	D	R
1	The company is constantly updating the content of its website	4.63	0.69	92.6	VH	1
3	The company takes into account the safety feature of customers when digitally marketing its services	4.31	1.11	86.2	VH	2
2	The company website is characterized by fast browsing and downloading information	4.23	0.87	84.6	VH	3
4	The company gives rewards and incentives to customers	4.11	1.23	82.2	H	4
5	The company's website contains hyperlinks to other websites that enable customers to obtain the information available on them	3.35	1.29	67	M	5
<b>General appreciation for the dimension</b>		<b>4.12</b>	<b>0.77</b>	<b>82.4</b>	<b>H</b>	

From table 6 it is clear that the general level of employees' estimate of the degree of retain with the company is (4.12) with a relative weight (82.4%) and this indicates that the degree of appreciation was "high" and the highest level was included in item (The company is constantly updating the content of its website). This can be attributed to the company's awareness that the website is one of the most effective marketing methods, which provides great marketing opportunities, and wide opportunities for expansion, in addition to gaining more credibility, which requires constantly updating the site and updating information related to products and services, adding new

features and services, It can sometimes take the lead and exclusivity, in addition to helping the company to retain customers, especially since the websites enjoy high flexibility in dealing and updating, it is also clear that the lowest level is included in the item (The company's website contains hyperlinks to other websites that enable customers to obtain the information available on them). This can be attributed to the fact that there is a relative awareness by the company of the importance of including sites with hyperlinks to other sites and the effect of this in providing convenience, time and effort to users and clients, helping to remind customers and users of the company's website and services, and increasing the number of visitors to the company's website, but this has not yet reached the required level.

• **Fourth dimension: Learn:**

Table 7 shows the results related to workers' responses to the fourth dimension (Learn):

**Table 7:** Arithmetic averages, standard deviations, relative weights, degree and descending order of study sample estimates for degree of learn of the company

No.	Items	Mean	SD	W	D	R
5	The company uses virtual communities and websites to learn about customer needs and preferences	3.65	1.09	73	H	1
2	The company relies on customer feedback to improve and develop its services	3.64	1.32	72.8	H	2
4	The company uses interactive blogs and channels to help its customers try out their digital services	3.38	0.95	67.6	M	3
1	The company's website design takes into account the preferences and desires of customers	3.36	1.26	67.2	M	4
3	The company conducts online research and surveys to identify customer preferences	3.35	1.00	67	M	5
<b>General appreciation for the dimension</b>		<b>3.47</b>	<b>0.94</b>	<b>69.4</b>	<b>H</b>	

From table 7 it is clear that the general level of employees' assessment of the company's learn level is (3.47) with a relative weight (69.4%) and this indicates that the degree of appreciation was "high" and the highest level was included in item (The company uses virtual communities and websites to learn about customer needs and preferences). This can be attributed to the company's awareness that societies and virtual sites include social networks for groups of individuals with common interests and goals, and interact

with them transcending boundaries and geographical and political barriers, which helps in identifying the needs and desires of the largest possible number of individuals, so the company launched a service Chat Bot is free and available around the clock, through the company's page on the social networking site "Facebook" and was known as the "Jawwal Bot service" for direct and continuous communication with customers and answering their inquiries, and providing various services to them, which were summarized in Internet and roaming packages, offers, Invoice value services, internet settings, unlock code and technical support service by talking to the company's employee. It is also clear that the lowest level is included in the item (The company conducts online research and surveys to identify customer preferences). This can be attributed to the fact that the company has a relative awareness of the importance of research and surveys via the Internet in identifying customer preferences, but it has not yet reached the required level, and this may be due to the frequent blackouts in the governorates of Gaza, and the company's reliance on opinion polls from Through simultaneous and asynchronous communication with clients.

• **Fifth dimension: Relate "Communication":**

Table 8 shows the results related to workers' responses to the fifth dimension (Relate):

**Table 8:** Arithmetic averages, standard deviations, relative weights, degree and descending order of study sample estimates for degree of relate of the company

No.	Items	Mean	SD	W	D	R
3	The company relies on the Internet as the most important digital channel to communicate with customers	4.45	0.82	89	VH	1
2	The company publishes specialized pages on social media	4.43	0.77	88.6	VH	2
1	The company uses mobile advertising messages to communicate with customers	4.34	1.07	86.8	VH	3
5	The company allocates employees to communicate directly with customers through its website	4.25	1.03	85	VH	4

4	The company relies on the use of electronic messages to inform customers of its new services and programs	3.81	0.95	76.2	H	5
<b>General appreciation for the dimension</b>		<b>4.26</b>	<b>0.72</b>	<b>85.2</b>	<b>VH</b>	

From table 8 it is clear that the general level of employees' estimate of the degree of communication with the company is (4.26) with a relative weight (85.2%) and this indicates that the degree of appreciation was "very high" and the highest level was included in item (The company relies on the Internet as the most important digital channel to communicate with customers). This can be attributed to the company's awareness and awareness of the importance of the Internet in the process of communicating with customers, in addition to the fact that it provides multiple options and has no limits for marketing, and helps in retaining customers. It is also clear that the lowest level is included in the item (The company relies on the use of electronic messages to inform customers of its new services and programs). But the degree of appreciation for this item remains "high". This can be attributed to the company's awareness of the importance of postal marketing known as e-mail marketing as one of the most important channels of communication with customers and introducing them to new services and programs, in addition to its low cost, and its role in informing clients of the interest of the company.

**15.2** Results related to the second question, which states:

What is the level of strategic sovereignty in the Palestinian Cellular Communications Company (Jawwal) from the workers' point view?

To answer this question, arithmetic averages, standard deviations and relative weights for the responses of the sample individuals were extracted, as in Table 9:

**Table 9:** Arithmetic averages, standard deviations, relative weights, degree and descending order of study sample estimates for the level of strategic sovereignty in the company

No.	Items	Mean	SD	W	D	Rank
1	The sphere of influence	4.29	0.58	85.8	VH	1
2	Competitive Compression	4.28	0.66	85.6	VH	2
3	Competitive Configurations	4.14	0.58	82.8	H	3
<b>Total degree</b>		<b>4.24</b>	<b>0.56</b>	<b>84.8</b>	<b>VH</b>	

From table 9 it is clear that the degree of total appreciation of the level of strategic sovereignty in the company from the Workers' Point view in all distributed reached (4.24) with a relative weight (84.8%) and this indicates that the overall degree of appreciation in general was "very high". This means accepting the hypothesis that:

The average sample estimates for the level of strategic sovereignty in the Palestinian Cellular Communications Company (Jawwal) exceeds the default average (3) and for the dimensions, the distributed of (The sphere of influence) got the first order, followed by the dimension (Competitive Compression) Then the dimension of (Competitive Configurations). This result can be attributed to the fact that Jawwal is the leading company and the largest market share in the telecommunications sector in Palestine. In addition, the company's strategic supremacy is due to the company's distinctiveness with several competitive advantages, foremost of which is its acquisition of the largest subscriber base, distributors, and a number of towers greater than its competitor; Which means greater coverage of its network, in addition to this the company strived to develop the quality of its services, and the company's ability to provide different services to meet the needs of different sectors with efficiency and privacy that guarantees customer satisfaction, from all groups, individuals, youth, families, companies, and government institutions, and these results are consistent with the results of the study of [18].

The following is a presentation and discussion of the degree of employee appreciation for the level of strategic sovereignty in the company within each area of the questionnaire, where the arithmetic mean for all the item of the questionnaire have been extracted, and they are detailed under its dimensions, as shown in tables 10, 11, 12:

• **First dimension: The sphere of influence:**

Table 10 shows the results related to workers' responses to the first dimension (The sphere of influence):

**Table 10:** Arithmetic averages, standard deviations, relative weights, degree and descending order of study sample estimates for degree of the sphere of influence of the company

No.	Items	Mean	SD	W	D	R
9	The company seeks to maintain a reputation and position that distinguishes it from competitors	4.60	0.62	92	VH	1
7	The company has qualified human cadres that distinguish it from other competing companies	4.49	0.63	89.8	VH	2
5	The company offers a service package that makes it a market leader	4.38	0.78	87.6	VH	3
3	The company maintains its brand when launching new services	4.33	0.70	86.6	VH	4
11	The company is developing strategic plans to lead the market	4.32	0.87	86.4	VH	5

4	The company seeks to understand the behavior of competitors in the sphere of influence	4.25	0.88	85	VH	6
1	The company has a coherent impact area in the field in which it operates	4.24	0.90	84.8	VH	7
8	The company has devices and technologies that distinguish it from other competing companies	4.22	0.65	84.4	VH	8
6	The company directs its services to new segments of society to attract new customers	4.17	0.86	83.4	H	9
10	The company controls the market through its services and prices that distinguish it from competing companies	4.14	1.03	82.8	H	10
2	The company adopts a special strategy for each geographical influence area	4.11	0.75	82.2	H	11
<b>General appreciation for the dimension</b>		<b>4.29</b>	<b>0.58</b>	<b>85.8</b>	<b>VH</b>	

From table 10 it is clear that the general level of employees' assessment of the level of influence of the company is (4.29) with a relative weight (85.8%) and this indicates that the degree of appreciation was "very high" and the highest level was included in the item (The company seeks to maintain a reputation and position that distinguishes it from competitors). This can be attributed to the company's awareness that reputation is an effective tool for achieving strategic goals, in addition to the company's awareness of the importance of reputation for survival and continuity, as it affects polarization, attractiveness and sustainability, as well as the result affects the level of customer interaction, which is directly or indirectly reflected on Company profits and competitive position, it is also clear that the lowest level is included in the item (The company adopts a special strategy for each geographical influence area). But the degree of appreciation for this item was "high" and this can be attributed to the geopolitical borders that separate the two parts of the homeland, the northern and southern governorates, in addition to the Israeli barriers that separate the northern governorates themselves, which requires the company to develop a special strategy for each area of influence even within the northern governorates, in the light of the fact that competition in those governorates differs in its size, type, power and legitimacy over it in the southern governorates, in the northern governorates you face the

company is an illegal competition by the Israeli telecom operators and it is assaulting the Palestinian market; one manifestation of this attack is that the occupation has deployed towers to increase the coverage of Israeli phones, in addition to the obstacles and difficulties that it places in front of the company in expanding the network geographically, especially in "C" areas and sometimes obstructing its maintenance, while in the southern governorates, competition is limited between a mobile company and Ooredoo, Previously known as Wataniya Mobile, the Palestinian market in the southern governorates is characterized by fair competition between companies, which requires different strategies.

• **Second dimension: Competitive Compression:**

Table 11 shows the results related to workers' responses to the second dimension (Competitive Compression):

**Table 11:** Arithmetic averages, standard deviations, relative weights, degree and descending order of study sample estimates for degree of competitive compression of the company

No.	Items	Mean	SD	W	D	R
4	The company has the ability to counter the movements of competitors in the market	4.69	0.46	93.8	VH	1
1	The company continuously provides new services	4.55	0.83	91	VH	2
3	The company tracks the movements of competitors in the market	4.51	0.63	90.2	VH	3
5	The company has the ability to cope with the competitive compression in the sphere of influence	4.45	0.90	89	VH	4
8	The company responds to market requirements as quickly as possible	4.24	1.01	84.8	VH	5
6	The company develops innovative strategies to maintain its position in the competitive environment	4.23	0.74	84.6	VH	6
2	The company provides its services at reasonable prices	3.87	1.36	77.4	H	7
7	The company accepts new competitors to avoid competitive compression	3.80	1.30	76	H	8

<i>General appreciation for the dimension</i>	<b>4.28</b>	<b>0.66</b>	<b>85.6</b>	<b>VH</b>	
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From table 11 it is clear that the general level of workers' assessment of the company's competitive pressure level is (4.28) with a relative weight (85.6%) and this indicates that the degree of appreciation was "very high" and the highest level was included in item (The company has the ability to counter the movements of competitors in the market). This can be attributed to the efficiency of the administrative and technical staff in the company, as a result of the training courses and qualification programs that they have enrolled in. In addition to this, the company awareness that facing the movements of competitors requires the continuous quest for improvement and development, which was evident in the company's eagerness and its continuous quest to catch up with technological development, as it was the first 3G service provider in the northern governorates in the year 2018 AD, and it seeks to be the first provider of this service in Southern governorates after obtaining the necessary approvals from Israel, it is also clear that the lowest level is included in the item (The company accepts new competitors to avoid competitive compression). But the degree of appreciation for this item remains "high" and this can be attributed to the company's awareness that accepting the presence of new competitors helps to avoid competitive pressure that can drain the company's resources and distract them from customer satisfaction and hinder development and improvement operations, and that avoiding competitive pressure can allow the company to strive to maintain on the competitive advantage by focusing on the customers and caring for them, knowing their desires and needs, submitting offers and campaigns, in addition to the continuous development of performance and services.

• **Third dimension: Competitive Configurations:**

Table 12 shows the results related to workers' responses to the third dimension (Competitive Configurations):

**Table 12:** Arithmetic averages, standard deviations, relative weights, degree and descending order of study sample estimates for degree of competitive configurations of the company

No.	Items	Mean	SD	W	D	R
8	The company seeks to identify the objectives of competitors to know its strategic directions	4.56	0.49	91.2	VH	1
4	The company is committed to proactively building new competitive capabilities	4.28	0.96	85.6	VH	2
7	The company analyzes its external environment to seize opportunities and avoid threats and risks	4.22	0.82	84.4	VH	3



6	The company analyzes its internal environment to address weaknesses and enhance strengths	4.18	0.85	83.6	H	4
3	The company is distinguished by its ability to change the rules of competition	4.17	0.69	83.4	H	5
1	The company cares about customer satisfaction and responds to their requirements	4.09	1.13	81.8	H	6
5	The company studies the market position of competitors by revealing the mental image of each competitor among its customers	4.06	0.94	81.2	H	7
2	The company makes into strategic cooperation agreements and alliances with some of the competing companies to avoid destructive competition	3.59	1.15	71.8	H	8
<b>General appreciation for the dimension</b>		<b>4.14</b>	<b>0.58</b>	<b>82.8</b>	<b>H</b>	

From table 12 it is clear that the general level of employees' assessment of the company's Competitive Configurations level is (4.14) with a relative weight (82.8%) and this indicates that the degree of appreciation was "high", and the highest level was included in the item (The company seeks to identify the objectives of competitors to know its strategic directions). This can be attributed to awareness that recognition of goals leads to knowledge of strategic directions, and thus the company is able to develop mechanisms and procedural steps necessary to develop its competitive capabilities, and take proactive decisions, it is also clear that the lowest level is included in the item (The company makes into strategic cooperation agreements and alliances with some of the competing companies to avoid destructive competition). But the degree of appreciation for this item remains "high" and this can be attributed to the awareness that cooperation agreements and strategic alliances constitute a kind of link that focuses on future issues that are expected to benefit both parties in the relationship, which avoids the company entering into a competitive battlefield and allows it to focus on improvement and development and customer satisfaction.

**15.3**Results related to the third question, which states: Is there a statistically significant correlation at the significance level ( $\alpha \leq 0.05$ ) between the degree of digital marketing practice and the level of strategic sovereignty in the Palestinian Cellular Communications Company (Jawwal)?

The Pearson correlation coefficient was used to verify the correlation between digital marketing and enhance the level of strategic sovereignty in the Palestinian Cellular Communications Company (Jawwal), as in Table 13:

**Table 13:** Results of testing the correlation between digital marketing and enhancing the level of strategic sovereignty

DV	Pearson correlation value/ Sig.	Strategic Sovereignty Dimensions			Total degree of SS
		SI	Co. Com.	Co. Con.	
Attract	Pearson value	**0.83	**0.77	**0.58	<b>**0.79</b>
	Sig.	0.00	0.00	0.00	<b>0.00</b>
Engage	Pearson value	**0.79	**0.69	**0.57	<b>**0.74</b>
	Sig.	0.00	0.00	0.00	<b>0.00</b>
Retain	Pearson value	**0.87	**0.87	**0.75	<b>**0.90</b>
	Sig.	0.00	0.00	0.00	<b>0.00</b>
Learn	Pearson value	**0.82	**0.86	**0.71	<b>**0.86</b>
	Sig.	0.00	0.00	0.00	<b>0.00</b>
Relate	Pearson value	**0.80	**0.71	**0.44	<b>**0.70</b>
	Sig.	0.00	0.00	0.00	<b>0.00</b>
<b>Total degree of DM</b>	<b>Pearson value</b>	<b>**0.93</b>	<b>**0.89</b>	<b>**0.70</b>	<b>**0.91</b>
	<b>Sig.</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

From table 13 it is clear that there is a positive, strong, and statistically significant correlation between the dimensions of digital marketing and all strategic dominance, where the value of the Pearson correlation coefficient between the two variables was (0.91) and the presence of a sign (\*\*) confirms the significance of this relationship, and this means acceptance The hypothesis stating that: There is a statistically significant correlation at the significance level ( $\alpha \leq 0.05$ ) between the degree of digital marketing practice and the level of strategic sovereignty in the Palestinian Cellular Communications Company (Jawwal). Therefore, the greater the degree of digital marketing practice, the greater the level of strategic sovereignty, and therefore it can be said that digital marketing is a key factor in enhancing the level of strategic sovereignty in the Palestinian Cellular Communications Company (Jawwal), and this can be attributed to the fact that digital marketing includes the dimensions related to increasing the capacity the company influences customer behavior and thus helps the company

dominate, acquire and control the market, and independence and superiority over competing companies in status and power within the sphere of influence.

**15.4** Results related to the fourth question which states: What are the proposed procedural recommendations to activate the role of digital marketing in enhancing the level of strategic sovereignty in the Palestinian Cellular Communications Company (Jawwal)?

To answer this question, and to complete the methodological procedures of the study, and in light of the results reached, the researchers recommend some proposed procedural recommendations to activate the role of digital marketing in enhancing the level of strategic sovereignty in Jawwal, which are:

- A. Redesigning the company's website in a way that takes into account the preferences and desires of customers.
- B. Include the company's website with hyperlinks to other websites that enable customers to obtain the information available on them.
- C. The company conducts online research and surveys to identify customer preferences.
- D. The company uses interactive blogs and channels to help its customers experience their digital services.
- E. Translate the company's website into other languages in addition to Arabic and English.
- F. Continue to provide campaigns and offers that distinguish the company from other competing companies and attract new customers to it.
- G. Concluding cooperation agreements and strategic alliances with some competing companies.

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