

The Impact of Digital Marketing Policies on Customer Experience: A Field Study on Customers of Saudi Telecommunications Companies

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Abstract

The research relied on an online survey to collect data from customers of social media sites of telecommunications companies in Saudi Arabia. The number of valid surveys reached 366 surveys. The path analysis method was applied to test the study hypotheses by using the WarpPLS.6 statistical program. The results indicated a significant positive impact of the dimensions of using digital marketing policies, namely (digitizing customer communication systems, activating website content, managing electronic customer relationships, managing social media platforms, and expanding electronic payment processes) on the sensory experience, while there is no significant impact of managing electronic customer experiences and maximizing the use of search engines on the sensory experience. The results confirmed that there is a significant positive impact of the dimensions of using digital marketing policies represented in (activating website content, managing electronic customer relationships, expanding electronic payment processes) on the cognitive experience, while the results of the study concluded that there is no significant impact of managing electronic customer experiences, digitizing communication systems with customers, managing social media platforms, maximizing the benefit from search engines) on the cognitive experience. The results also showed that the dimensions of using digital marketing policies, namely (managing electronic customer experiences, activating website content, managing electronic customer relationships, and expanding electronic payment processes), have a significant impact on the emotional experience, while the study results showed that there is no significant impact of digitizing customer communication systems, managing social media platforms, and

maximizing the use of search engines on the emotional experience. The results also showed a significant positive impact of the dimensions of using digital marketing policies, namely (electronic customer relationship management, social media platform management, and maximizing the benefit from search engines) on the behavioral experience, while the results of the study showed no significant impact of managing electronic customer experiences, digitizing communication systems with customers, activating website content, and expanding electronic payment processes on the behavioral experience.

Keywords: Digital Marketing Policies, Customer experience

Introduction

In light of the rapid digital transformations sweeping the world today, digital marketing has become a fundamental pillar for the success of various businesses and organizations. As reliance on digital platforms to interact with audiences continues to grow, a pressing need has emerged to establish clear, structured digital marketing policies. Such policies ensure that marketing objectives are met efficiently while safeguarding brand credibility and maintaining compliance with legal and ethical standards (Hofacker et al., 2020).

Digital marketing is considered a core component of overall marketing, as it relies on the internet and digital devices, including computers, mobile phones, and online platforms, to promote goods and services (Chaffey & Smith, 2022). It has driven a qualitative shift in marketing strategies and activities across all types of businesses in various sectors (Sharabati et al., 2024). Similarly, digital marketing has transformed marketing activities within the global tourism sector, where its impact extends beyond merely boosting the marketing and financial performance of tourism companies; it also drives higher engagement and delivers tailored services that safeguard traveler well-being during crisis periods, such as the COVID-19 era (Abate et al., 2025).

In a world characterized by accelerating change and intensifying market competition, customer experience has become a decisive element in building brand reputation and fostering loyalty. Product or service quality alone is no longer sufficient to guarantee customer satisfaction. Instead, the end-to-end experience a customer undergoes with an organization, from the very first touchpoint to post-purchase engagement, has become the primary benchmark for excellence and success (Famoti et al., 2025).

Customer experience refers to the overall impressions and interactions formed by a customer with a company across various touchpoints, whether digital or direct. This experience is shaped by several factors, including response speed, service quality, ease of access, handling of complaints, and the degree of personalization and tailored engagement (Suendar et al., 2025).

Accordingly, this study addresses the impact of an organization's digital marketing policies on customer experience through an empirical study conducted on customers of Saudi telecommunications companies.

First: Theoretical Framework

The theoretical framework of this study encompasses two key variables: the adoption of digital marketing policies and customer experience, outlined as follows:

Digital Marketing Policies

Sharma (2024) defined digital marketing as the deployment of digital technologies to create, integrate, target, and communicate with both existing and potential customers throughout the processes of customer acquisition and retention.

Kingsnorth (2025) further elaborated on the definition of digital marketing, describing it as a branch of marketing that relies on modern digital channels to showcase products and drive brand-building activities. Digital marketing, as a strategic approach, has revolutionized how companies promote their products and communicate with their customers.

Similarly, Homburg & Wielgos (2022) view digital marketing as the integration of digital technologies across all business domains to fundamentally transform operations, enhance agility, and deliver customer value. This transformation extends beyond merely adopting digital tools; it encompasses shifts in organizational mindset, structure, and customer interaction models. For small and medium-sized enterprises (SMEs), digital transformation may span a broad spectrum of activities, ranging from digitizing internal workflows—such as inventory management and human resources—to adopting customer-facing technologies like e-commerce platforms, mobile applications, social media channels, and data analytics to improve marketing and service delivery.

Furthermore, Rolando & Mulyono (2025) noted that it represents the institutional framework determining how digital marketing activities are planned, executed, and monitored. This includes leveraging social media, digital advertising, search engine marketing, email, and data analytics in alignment with the organization's overarching vision and strategy.

Based on these definitions, the researchers conclude that digital marketing policies are: the set of formally adopted procedures and practices governing the use of digital channels for promotion and customer engagement. These policies are measured by their clarity, compliance levels, operational efficiency, and ability to achieve marketing objectives.

A number of researchers have focused on defining the dimensions of digital marketing policy tools, which are summarized in Table (1):

Table (1)

Summary of Key Dimensions of Digital Marketing Policies According to Previous Studies

Expanding E-Payment Operations	Maximizing Search Engine Optimization (SEO)	Social Media Platform Management	E-Customer Relationship Management (e-CRM)	Activating Website Content	Digitization of Customer Communication Systems	E-Customer Experience Management	Dimensions Study
✓	✓	✓	✓	✓	✓	✓	Wadajkar et al., 2016
	✓		✓	✓		✓	Alghizzawi, 2019
		✓	✓	✓	✓	✓	Gavrilo vić & Maksimović, 2019
✓	✓	✓	✓	✓	✓	✓	Hamilton, 2020
✓	✓	✓	✓	✓	✓	✓	Tariq et al., 2021
✓	✓	✓	✓	✓	✓	✓	Mohammad, 2022
✓	✓	✓	✓	✓	✓	✓	Moorthy & Sahid, 2022
		✓		✓	✓	✓	Etuk & Udondo, 2023
✓	✓	✓	✓	✓	✓	✓	Mushi, 2024
✓	✓	✓	✓	✓	✓	✓	Babu, 2025
				✓	✓	✓	et al. 2025 Malkawi

Source: Prepared by the authors based on previous studies.

In light of the preceding dimensions, this study will adopt the following dimensions to measure digital marketing policy tools:

(1) Electronic Customer Experience Management, (2) Digitization of Communication Systems with Customers, (3) Activating Website Content, (4) Electronic Customer Relationship Management, (5) Social Media Management, (6) Maximizing Benefit from Search Engines, (7) Expansion in Electronic Payment Operations according to a study by (Wadajkar et al., 2016; Hamilton, 2020; Tariq et al.,; Mohammad, 2022), where the researchers view them as comprehensive in content and concept, and more explanatory of the dimensions established by other researchers.

Accordingly, the dimensions that will be relied upon in the study, based on previous literature, can be clarified as follows:

Electronic Customer Experience Management

Relevant literature emphasized the importance of providing a unique and noteworthy brand experience; to enhance the customer's relationship with the brand and increase performance results. Studies confirmed that contemporary customers are rational and emotional human

beings who purchase products and services not only based on their features and functional benefits, but also to acquire enjoyable experiences from their purchases, Experience arises as a result of interactions between the customer and the product, service, or bank, which prompts a customer reaction, whether positive or negative. This experience is highly personal and involves different levels of relational experience, emotional experience, and sensory experience (Gentile et al., 2007).

Online customer experience is considered a result of consumer interaction with website design elements (Rosa et al., 2011), which include verbal and visual cues, such as text information, images, videos, and audio clips (Gentile et al., 2007). Website elements are classified into two categories: "site interface features," which include text color, size, background color, and music; and "site atmosphere cues," which describe the results of users' evaluation and their subsequent impressions of the site (Shobeiri et al., 2018). A study by (Eroglu et al., 2001) points to how well the site is supplied with information, its effectiveness, structure, and attractiveness. Site atmosphere elements are also classified into highly relevant elements and low relevance elements, based on their direct connection to the purpose of the visit.

The process of "conscious design of web environments to create feelings and/or positive perceptions among internet users with the aim of developing positive responses from the consumer" is defined as the web environment. Considering the importance of the online customer experience, the importance of a successful web environment becomes clear (Bilgihan et al., 2004).

Kumar et al. (2023) defined Electronic Customer Experience Management (E-CXM) as: the process of managing and improving all digital interactions between the company and its customers across electronic channels, aiming to enhance customer satisfaction and loyalty through consistent and distinguished experiences.

Mamakou et al. (2024) view Electronic Customer Experience Management as: the use of digital technology and tools to collect customer data, analyze their behavior, and deliver personalized experiences across websites, mobile applications, social media, and email. Furthermore, Patel et al. (2024) indicated that Electronic Customer Experience Management is: the process aimed at improving all digital interactions between the company and customers to ensure a consistent and satisfying experience, through utilizing technology to gather information, analyze behavior, and offer services or products that better meet customer needs.

Bhattacharyya et al. (2022) define Electronic Customer Experience Management as: internal customer reactions (feelings, emotions, and perception) and behavioral responses triggered by brand-related stimuli, which are part of the brand's design and identity.

Communication Systems Digitalizing Customer

Digitalizing customer communication systems is crucial in digital transformation processes for services (Paiola & Gebauer, 2020; Kamalaldin et al., 2020). While digital technologies enable companies to optimize their operations with customers and deliver innovative services

through feedback, active collaboration with customers is what drives value creation and ensures that offerings align with customer needs (Lenka et al., 2016).

Furthermore, services require a higher level of customer engagement compared to product-based businesses, and service initiatives are unlikely to succeed if customer participation is absent throughout operations. Accordingly, many organizations will struggle to generate revenue, achieve customer satisfaction, and reach desired profitability (Tronvoll et al., 2020). Moreover, digitizing customer communication systems is crucial to fully leveraging digital capabilities, not only by delivering economic value but also by contributing to environmentally sustainable operations (Opazo-Basáez et al., 2018). Additionally, Gaziulusoy (2016) indicated that achieving sustainability requires systematic, process-based thinking to plan sustainability visions. Based on this, the importance of twin transition processes and how to integrate sustainability early within digital operations through customer engagement becomes evident.

Activating Website Content

Activating website content is considered an approach to creating and distributing valuable and relevant content to attract a well-defined and clearly understood target audience, acquire new customers, and engage with them—with the aim of driving profit, building interactive relationships, and fostering brand loyalty (Lou & Xie, 2021). This definition emphasizes the importance of creating and distributing relevant, valuable content, with the potential for user engagement. It aims to build long-term, mutually beneficial relationships for both parties, rather than merely increasing immediate sales (Pulizzi, 2014). By sharing relevant content, brands can create added value with a high financial return by attracting customers, engaging with them, acquiring them, and retaining them (Rancati et al., 2015). Taking into account the content created and communicated by consumers themselves, organizations can build trust and long-term relationships with the audience (Holliman & Rowley, 2014).

To initiate an electronic content activation strategy, it is necessary to change the way of thinking in the communication process. Instead of delivering advertising messages, organizations should adopt a proactive approach, as customers actively seek out the brand because it offers them valuable, engaging content that educates and inspires them (Halligan & Shah, 2010; Holliman & Rowley, 2014). By infusing brand essence into content, consumers interact and build a positive relationship with the brand, increasing the likelihood of purchasing its products (Nosrati et al., 2013) and enabling interaction, collaboration, and loyalty (Guadalupe, 2015).

Electronic Customer Relationship Management

Technological changes have brought about a radical transformation in various business systems, including Customer Relationship Management (CRM) systems. The application of Artificial Intelligence (AI) tools has led to a fundamental shift in customer relationship management processes. AI technologies have become essential in companies regarding how to communicate with customers and retain them. Customer Relationship Management (CRM) has become an essential element for companies seeking to build long-term relationships with their customers. CRM includes the strategies, practices, and technologies that companies use to manage and analyze customer interactions and data throughout their lifecycle (Venkatesan, 2022).

The goal is to improve customer service relationships, increase customer retention, and drive sales growth. As companies accumulate vast amounts of customer data from various channels, the role of Big Data analytics in customer relationship management has grown increasingly important.

Social Media Platform Management

Farida et al. (2025) defined social media platform management as: electronic platforms that allow individuals and organizations to create and publish content, in addition to interacting and directly communicating with customers online. These media provide an interactive environment that allows the exchange of ideas and information, as well as building social and professional relationships in real time.

Maximizing the Benefits of Search Engines

Hasan (2025) defined maximizing the benefits of search engines as: a set of digital methods and techniques used to improve the visibility of websites in organic search engine results, such as Google, aiming to increase the number of targeted visitors and enhance marketing performance.

Expansion of Electronic Payment Operations

Adeniji (2025) defined the expansion of electronic payment operations as: the strategic direction towards adopting and generalizing digital payment solutions on a broader scale within economic and commercial systems, by strengthening technological infrastructure, expanding payment options available to customers, and integrating payment systems with e-commerce platforms. This contributes to accelerating financial transactions, reducing reliance on cash, and increasing overall economic performance efficiency.

Customer Experience

Customer experience is considered a crucial driver of competitive advantage and business success, capable of creating unique and sustainable benefits for companies (Chen & Prentice, 2025).

Lemon & Verhoef (2016) indicated that customer experience at every touchpoint throughout the customer journey is important, including the pre purchase, purchase, and post purchase stages. The customer journey consists of multiple encounters, encompassing moments of interaction between service providers and customers. These multiple encounters are mediated by a variety of touchpoints, such as online and offline channels, which influence customer experiences and their purchase intentions.

The customer journey can be considered a metaphorical concept to describe the customer experience (Pekovic & Rolland, 2020), which is a concept that defines the arrangement of service encounters with products, services, or specific brands (Meyer & Schwager, 2007). Therefore, a seamless customer journey across all touchpoints is essential to ensure a positive customer experience (Pekovic & Rolland, 2020).

The concept of customer experience is holistic by nature, as it includes the cognitive, emotional, social, and physical responses to service providers (Verhoef et al., 2009). Numerous factors influence the customer experience.

Pires et al. (2024) defined customer experience as the overall perception the customer holds regarding the organization, which is influenced by their interactions at various touchpoints, with employees, and through technology. It can also be defined as the internal and subjective reaction that customers have toward any direct or indirect contact with the company, representing the customer's journey with the firm over a period of time during the buying cycle, across multiple touchpoints.

Meanwhile, Rahman et al. (2025) defined customer experience as an integrated, interactive process enabled by cognitive and emotional cues, and managed through customer characteristics and context. Therefore, customer experience is holistic in nature and encompasses cognitive, emotional, sensory, social, relational, and value components, including resources, activities, interactions, context, and the role of the customer.

Based on the above, customer experience can be defined as a cumulative process resulting from the customer's interaction with the company across various digital and traditional channels, including service quality, ease of use, communication, responsiveness, and perceived value, across all stages of the relationship with the customer, which reflects on their level of satisfaction, trust, and loyalty to the company.

In this study, the researchers will rely on sensory experience, cognitive experience, emotional experience, and behavioral experience, in accordance with the study by Ren et al. (2016) and Brun et al. (2017), as well as Rajaobelina et al. (2018), Bueno et al. (2019), Makudza (2021), Alexander et al. (2025), and Jung et al. (2025). Literature shows that these four dimensions are empirically and theoretically distinct, yet together they reflect customer experience. Accordingly, the current study addresses customer experience as comprising four dimensions, each of which can be explained as follows, taking into account that the four components work collectively.

Sensory Experience

Creating positive, memorable experiences for customers leads to brand loyalty, making it a primary goal for any marketing strategy. In this regard, specialists have long recognized the role of sensory experiences in attracting customers and influencing their behavior and consumption patterns, which is why these experiences are considered essential factors in developing a competitive marketing strategy. A successful example of this includes tech brands like Apple, which is distinguished by its ability to offer a superior multisensory experience, reaching a market value of 612 billion US dollars in 2021. to become the second most valuable brand globally (Kantar, 2021). Undeniably, a positive sensory experience has now become a crucial factor in brand differentiation (Biswas, 2019).

Jung & Baloglu (2025) view sensory experience as the organization's ability to create a unique experience for customers by stimulating various senses, such as sight, hearing, touch, smell, and taste, during their interaction with its products or services. This experience aims to strengthen the emotional relationship between the customer and the company, thereby contributing to outperforming competitors and building strong customer loyalty.

Cognitive Experience

Dong et al. (2017) defined cognitive experience as users' perception and evaluation regarding the use of Internet of Things (IoT) systems.

Şimşek (2025) defines cognitive experience as the mental perceptions and evaluations that a customer forms as a result of interacting with a product, service, or brand. These relate to information clarity, ease of understanding, and the experience's ability to enhance knowledge, solve problems, and aid decision making.

Emotional Experience

Caruelle et al. (2024) defined emotional experience as an affective system generated within the customer through mood, feelings, and emotions. Emotions play an important role in defining experiences and influencing consumer reactions, as online customers seek experiential value through emotional and cognitive impact. Therefore, the emotional state is an important outcome of environmental stimuli and results, leading to responses such as behavioral intention. Consequently, the emotional experience evoked by a brand generates enjoyable feelings for the customer to the extent that makes them feel the pleasure of shopping, which may evoke a feeling of being unable to dispense with dealing with that brand. Wu & Gao (2019) view emotional factors as playing an important role in developing and maintaining preferences. They add that emotional and cognitive factors may interact with each other at times, while at other times, emotional factors may take priority and dominance.

Behavioral Experience

The behavioral experience of customer interaction with services provided by companies represents a fundamental aspect of how customers receive and benefit from these services. Individual factors divide the customer's experience in the company into negative and positive experiences, whereas environmental factors divide into absorption and immersion. This experience can be divided into four main dimensions: educational, entertainment, aesthetic, and escapist (Kim, 2022).

Rana et al. (2025) indicate that behavioral experience consists of the actual actions and responses that the customer performs as a result of interacting with the company or brand, manifested in usage patterns, repeated transactions, participation, responding to marketing offers, and making purchasing or repurchasing decisions.

Second: Relationship Between Study Variables and Hypothesis Development

The researchers review the relationships between the study variables as follows:

(A) The Relationship Between Digital Marketing Policies and Customer Experience

A study by Khatri (2021) aimed to identify the role of artificial intelligence in digital marketing to change consumer behavior. The results of the study concluded that integrating artificial intelligence with digital marketing facilitates companies' reach to the right customers at the right time. Additionally, artificial intelligence helps companies obtain insights into customer needs within a very short and effective timeframe, thereby boosting sales and revenues.

Some techniques used in digital marketing using artificial intelligence included big data analysis, machine learning, and customer insights in a specific sector. It also explained artificial intelligence challenges in digital marketing, such as privacy, which represents the biggest challenge where customer data is used without their consent or permission, potentially

causing future issues if customers realize the consequences of data privacy. Another challenge is the difficulty of interpreting AI program results by organizational employees, as well as customers easily switching to other buyers, which can occur because competitors post negative comments in the company's feedback section.

Furthermore, the results of the study concluded that artificial intelligence is a new technology that can enhance the impact of digital marketing on consumer behavior, although it also carries some risks that can be overcome.

A study by Erlangga (2021) addressed determining the impact of digital marketing via social media on purchasing decisions for products of small and medium enterprises. The results of the study concluded that digital marketing via social media has a significant impact on purchasing decisions regarding products of small and medium enterprises.

Furthermore, a study by Salama (2021) aimed to identify the effectiveness of using artificial intelligence techniques in digital marketing on social media websites from the perspective of marketing communication students, as well as to examine the fields of using artificial intelligence techniques in digital marketing, and to monitor positive and negative effects resulting from utilizing artificial intelligence techniques in digital marketing on social media websites. The study relied on the diffusion of innovations theory to construct its variables and interpret its findings. A survey methodology was deployed, surveying a sample of 400 individuals among marketing communication students at King Abdulaziz University and King Saud University.

The study reached several results, including that students affirmed their familiarity with various artificial intelligence technologies. A large percentage of respondents also indicated the extent to which social media websites rely on artificial intelligence technologies. Managing communication strategies for customer crises ranked first in terms of the effectiveness of using artificial intelligence technologies on social media websites, and the use of chatbot programs ranked as an effective means to benefit from artificial intelligence.

Additionally, a study by Mari (2019) pointed out that marketing is one of the business sectors most supported by artificial intelligence. A fundamental part of the marketing mission consists of knowing what customers want, matching these requirements with appropriate goods and services, and then encouraging them to purchase. AI powered marketing tools possess a significant ability to boost sales.

A study by Paul (2025) focused on developing smart robots and chatbots to improve the passenger experience and reduce congestion in airports. The study discussed challenges associated with data collection and the resources needed to develop effective AI systems. Results showed that current robots play a limited role in tasks such as check in and issuing boarding passes, but they require significant improvements to provide comprehensive support for passengers. The study indicated the importance of expanding artificial intelligence capabilities to support pilots and engineers and to develop more advanced assistance systems. The study recommended accelerating innovation in this field to achieve tangible improvements in the passenger experience and operational efficiency.

Based on the review of previous studies above, the following hypothesis can be formulated:
H1: There is a statistically significant positive impact of using digital marketing policy dimensions (electronic customer experience management, digitalizing customer communication systems, activating website content, electronic customer relationship management, social media platform management, maximizing the benefits of search engines, expansion of electronic payment operations) on customer experience.

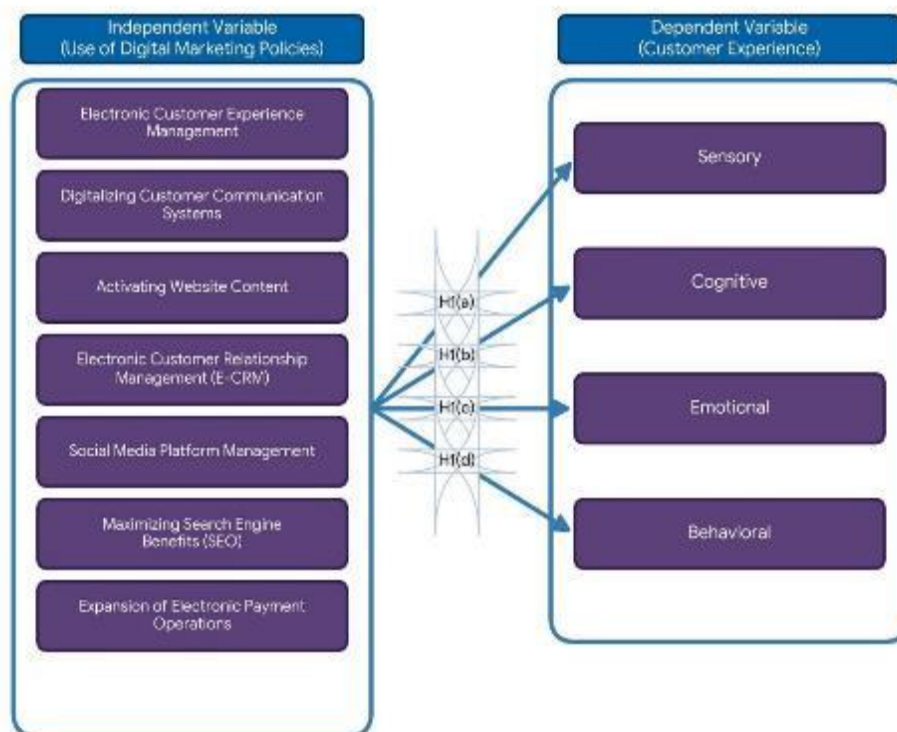


Figure (1) Proposed Conceptual Framework for the Study

Based on the above review of the study variables and the relationships between them, this can be illustrated in the preceding study model.

Source: Prepared by the researcher in light of previous studies.

Third: Problem Statement and Study Questions

To define the study problem, the researchers conducted an exploratory study. The exploratory study included main elements as follows:

A sample of customers was obtained from a number of social media customers of telecommunication companies in Saudi Arabia, with a sample size of 60 individuals, to survey their opinions on a number of matters related to the study during the period from 20/01/2025 to 15/02/2025.

The results of the exploratory study revealed a group of indicators that can be summarized in the following points:

- All sample participants interact with social media websites in general. Additionally, approximately 40% of the sample members belong to a specific company's page on social media websites.

- Most sample members interact with the company's Facebook page and occasionally log into the company's main page via social media.
- Most participants believe that on the company's Facebook page, they gain new information about the company's services and ways to interact with it, as well as how to address certain problems related to the service through this page.
- Most sample members interact with other customers present on the company's Facebook page, while a relatively small percentage of the sample formed friendships and acquaintances through comments on the company's page.
- A relatively small percentage of the sample members learned the required procedures and operations through their presence on the company's page and social media platforms.
- Most sample members did not confirm awareness of new services offered by the company through their presence on the company's Facebook page. Additionally, responses from company management were insufficient, with some companies failing to respond to customer complaints and feedback.

In light of the exploratory study results, the study problem can be formulated into the following questions:

1. Is there an impact of using digital marketing policy dimensions on the customer experience of Saudi telecommunications companies?
2. What is the extent of the impact of using digital marketing policies on the customer experience of Saudi telecommunications companies?

Fourth: Research Objectives

To answer these questions, the current research adopts the following objectives:

The main objective is to evaluate the effectiveness of using digital marketing policies (electronic customer experience management, digitalizing customer communication systems, activating website content, electronic customer relationship management, social media platform management, maximizing search engine benefits, expansion of electronic payment operations) on customer experience. From this primary goal, the study seeks to achieve the following sub-objectives:

1. Testing the direct impact of using digital marketing policy dimensions (electronic customer experience management, digitalizing customer communication systems, activating website content, electronic customer relationship management, social media platform management, maximizing search engine benefits, expansion of electronic payment operations) on the customer experience of Saudi telecommunications companies.
2. Reaching specific recommendations that serve the Saudi telecommunications sector based on the study's findings.

Fifth: Research Hypotheses

H1: There is a statistically significant effect of the dimensions of using digital marketing policies (electronic customer experience management – digitizing customer communication systems – activating website content – electronic customer relationship management – social media platform management – maximizing benefit from search engines – expanding electronic payment operations) on customer experience. This hypothesis is divided into the following sub-hypotheses:

- H1(a): There is a statistically significant effect of the dimensions of using digital marketing policies (electronic customer experience management – digitizing customer communication systems – activating website content – electronic customer relationship management – social media platform management – maximizing benefit from search engines – expanding electronic payment operations) on the sensory experience.
- H1(b): There is a statistically significant effect of the dimensions of using digital marketing policies (electronic customer experience management – digitizing customer communication systems – activating website content – electronic customer relationship management – social media platform management – maximizing benefit from search engines – expanding electronic payment operations) on the cognitive experience.
- H1(c): There is a statistically significant effect of the dimensions of using digital marketing policies (electronic customer experience management – digitizing customer communication systems – activating website content – electronic customer relationship management – social media platform management – maximizing benefit from search engines – expanding electronic payment operations) on the affective (emotional) experience.
- H1(d): There is a statistically significant effect of the dimensions of using digital marketing policies (electronic customer experience management – digitizing customer communication systems – activating website content – electronic customer relationship management – social media platform management – maximizing benefit from search engines – expanding electronic payment operations) on the behavioral experience.

Sixth: Significance of the Research

The significance of the study is demonstrated on both scientific and practical (applied) levels, as follows:

Scientific Significance

The scientific significance is represented in the following:

- * This study is considered—to the best of the researchers' knowledge—among the first studies to address the impact of using digital marketing policies on the customer experience within Saudi telecommunications companies.
- * The growing interest of academics and practitioners in the subject of customer experience in recent times, as it is considered a primary source of sustainable competitive advantage for Saudi telecommunications companies due to its positive, unprecedented outcomes on corporate performance.

Practical Significance

The practical significance of the study is represented in the following:

- * Digital marketing in Saudi Arabia is witnessing rapid development in recent times, as companies have come to rely heavily on digital solutions in marketing in general; in order to reach the target audience and achieve their desired goals, especially with ongoing changes in customer behavior and an increased reliance on modern technology across all business aspects.

- * This study represents a practical addition in the field of business, particularly for Saudi telecommunications companies that value long-term customer relationships. This sector holds vital importance at the national level, as the telecommunications sector is one of the fundamental pillars for building a knowledge-based economy, and one of the most important sectors contributing to economic and social development. Likewise, it contributes to achieving the state's general economic and social development plan in a way that keeps pace with global changes, while continuously working to advance vital utilities up to international standards. Furthermore, the findings of this research contribute to drawing the attention of Saudi telecommunications companies to the importance of measuring customer lifetime value through their social behaviors toward the company, as any company seeking to survive and remain in the market must strive to foster social behaviors among its customers, as this is the key to achieving higher future profits.
- * Major technological developments and the expanding use of electronic applications have led to a radical transformation in business operations, prompting many customers toward remote engagement via electronic platforms and dedicated applications. This shift has reinforced the importance of corporate presence on social media platforms, as these channels have become a primary means to receive customer feedback and facilitate interaction with telecommunications companies. Nevertheless, corporate presence on social media brings both opportunities and risks. On one hand, social media offers companies significant opportunities to enhance customer communication, improve user experience, and raise brand awareness. It also enables companies to collect and analyze valuable data regarding customer preferences and behaviors, helping improve services and deliver personalized offers. On the other hand, social media platforms present potential risks, such as public criticism that may harm brand reputation, or the spread of misleading information that could lead to misunderstandings or customer relationship issues. Additionally, handling complaints and comments across these platforms requires rapid and effective responses to maintain customer trust and loyalty; consequently, companies require integrated strategies to manage their social media presence, focusing on capitalizing on available opportunities while mitigating potential risks.
- * The International Telecommunication Union (ITU) announced that the Kingdom of Saudi Arabia achieved second place globally in the Digital Regulatory Maturity Index, ranking right behind Germany at the top of the index, which encompasses 193 countries, thereby continuing its classification at the highest "Lead" level in global rankings.

Seventh: Research Method

It includes the study population, sample, research instrument, data collection mechanism, and measurement of research variables, as follows:

1.

The study population consists of all social media customers of Saudi telecommunications companies. Reliance was placed on customers of Saudi telecommunications companies on social media platforms who deal with Saudi telecom companies such as: (Saudi Telecom Company - STC, Mobily, Zain, Virgin, Lebara).

Determining the appropriate sample size for the research depends on several factors, such as the type of statistical analysis used, the required confidence level, the margin of error, and the population size. The researchers determined the sample size to be 366 items, according to what was indicated by (Statz, Decision Analyst, 2024), stating that the sample size from a population whose members range between 100,000 and 1,000,000 is 384 items, at a 95% confidence level and a margin of error of 5%, which is the permissible margin of error in social research.

The researchers placed the questionnaire on social media platforms (WhatsApp, Facebook, Instagram), given that (Facebook, WhatsApp, Instagram) are the largest interactive channels among customers of Saudi telecommunications companies. Furthermore, these sites contain the largest database of social media customers according to statistics; therefore, the researchers relied on them to collect the survey.

The survey form was designed using Google Form, and was made available for 3 weeks (for the period from August 6, 2025, to October 27, 2025). A number of social media users who were sent the link also forwarded the survey link via (WhatsApp, Facebook, Instagram) to their friends on these social platforms. The number of valid responses for statistical analysis reached 363 responses.

The researchers used an online virtual sample (river sampling). A river sample is created using any other online mechanisms that invite site visitors to participate in filling out the survey. The "river" is a continuous flow of site visitors, and those invitations take responses metaphorically from the "internet river." Therefore, river sampling intercepts site visitors from the target audience under investigation even when using random selection procedures.

Of course, online surveys can contain screening questions so that only eligible individuals are allowed to participate in the survey. The river sampling frame is the flow of visitors who visit the website from which the invitation is directed. River samples are considered random samples from these sample frames as long as the invitations are not unusual in terms of duration, appearance, or relevance (Burns & Veeck, 2020).

Measurement of Study Variables

In collecting field study data from primary sources, the researchers relied on a questionnaire designed for the purpose of this research, which was answered directly and self-administered by the respondent. It includes a set of questions to measure the study variables, based on a 5-point Likert scale ranging from Strongly Agree (5) to Strongly Disagree (1).

The questionnaire consisted of two parts: First Part: Contains 21 items to measure the use of digital marketing policies.

Second Part: Contains 11 items to measure customer experience.

Table (2)

Study Variables Measures

Variable	Number of Items	Scales Relied Upon for Questionnaire Design
Use of Digital Marketing Policies	31	(Wadajkar et al., 2016; Hamilton, 2020; Tariq et al.,; Mohammad, 2022)
Customer Experience	20	(Ren et al., 2016; Brun et al., 2017; Rajaobelina et al., 2018; Bueno et al., 2019; Makudza, 2021; Alexander et al., 2025; Jung et al., 2025)

Eighth: Data Analysis and Results

The researchers relied on the path analysis method to test hypotheses using the WarpPLS 6.0 software. This software relies on two models: the measurement model and the structural model, which can be explained as follows:

Measurement Model Evaluation

In this part, the researchers used Structural Equation Modeling (SEM) to verify the construct validity of the study's scale, ensure the validity and suitability of the model, and confirm its fit with the study data before conducting hypothesis testing, through following these steps:

A. Determining the Reliability of Indicator Loadings, It is clear from Table (2) that all loading coefficients are acceptable, where (Hair et al., 2014) considers that acceptable loading coefficient values must be equal to or greater than 0.50.

Calculating Composite Reliability and Cronbach's Alpha

To assess the internal consistency reliability of the scale, as shown in Table (2), the results of the reliability test revealed that Cronbach's alpha coefficients for both the *use of digital marketing policies* and *customer experience* were 0.875 and 0.987, respectively. Therefore, all Cronbach's alpha coefficients are acceptable, as (Hair et al., 2010) posits that acceptable alpha values range from 0.6 to 0.7, whereas values greater than 0.7 indicate a high degree of reliability for the scales used.

Regarding Composite Reliability (CR), the statistical analysis results presented in Table (2) demonstrated that all CR values are acceptable—where (Hair et al., 2014) suggests that acceptable CR values must be equal to or greater than 0.70.

Measuring Convergent Validity

This refers to the extent to which items measuring a dimension or variable converge, or can be loaded together onto a single dimension or variable. It is measured via the Average Variance Extracted (AVE), whose value must exceed 0.50 for each measured dimension or variable. The statistical analysis results shown in Table (3) indicated that all AVE values are acceptable.

Table 3

Factor Loadings, Reliability, and Convergent Validity

Convergent Validity (AVE)	Composite Reliability (CR)	Alpha Coefficient (α)	Factor Loadings	Standard Deviation S.D.	Mean	Item Code	Dimension	Variable (Construct)
0.603	0.883	0.834	0.829	.89892	4.3005	Exp1	Electronic Customer Experience Management	
			0.752	.90988	4.2268	Exp 2		
			0.739	.91254	4.1175	Exp 3		
			0.747	.89467	4.1721	Exp 4		
			0.81	.94138	4.0383	Exp 5		
0.597	0.881	0.831	0.759	.89754	4.1475	Dig1	Digitization of Customer Communication Systems	
			0.773	.82699	4.1093	Dig 2		
			0.809	.88511	4.1175	Dig 3		
			0.765	.89857	4.1202	Dig 4		
0.67	0.890	0.836	0.755	.81760	4.1885	Dig 5	Activating Website Content	
			0.84	.87497	4.1530	Web1		
			0.833	.89772	4.0710	Web 2		
			0.811	.94224	4.1038	Web 3		
			0.798	.90414	4.0847	Web 4		

Continue Table (3): Factor Loadings, Reliability, and Convergent Validity

Convergent Validity (AVE)	Composite Reliability (CR)	Alpha Coefficient (α)	Factor Loadings	Standard Deviation S.D.	Mean	Item Code	Dimension	Variable (Construct)
0.674	0.892	0.838	0.799	.90465	4.1202	Rel 1	Electronic Customer Relationship	
			0.827	.88796	4.0574	Rel 2		

			0.806	.97145	4.09 84	Rel 3	Management (E-CRM)
			0.85	.90484	4.09 29	Rel 4	
0.661	0.907	0.872	0.804	.92302	4.12 84	Soc 1	Social Media Platforms Management
			0.829	.87891	4.01 09	Soc 2	
			0.826	.91921	4.11 20	Soc 3	
			0.802	.89027	4.06 83	Soc 4	
			0.803	.90604	4.10 93	Soc 5	
0.674	0.879	0.816	0.784	.90261	4.18 58	Ben 1	Search Engine Optimization / Maximizing Search Engine Utilization
			0.839	.92774	4.07 10	Ben 2	
			0.824	.95357	4.13 93	Ben 3	
			0.764	.89602	4.20 22	Ben 4	
0.675	0.892	0.839	0.851	.92337	4.08 74	Ele 1	Expanding Electronic Payment Operations
			0.808	.91068	4.12 02	Ele 2	
			0.810	.94218	4.05 19	Ele 3	
			0.817	.94798	4.05 19	Ele 4	

Source: Prepared by the researchers based on the statistical analysis results.

Continue Table 3

Factor Loadings, Reliability, and Convergent Validity

تابع جدول رقم (3): معاملات التحميل والثبات والصدق التقاربي

Convergent Validity (AVE)	Composite Reliability (CR)	Alpha Coefficient (α)	Factor Loadings	Standard Deviation S.D.	Mean	Item Code	Dimension	Variable (Construct)
0.728	0.930	0.906	0.853	.93566	4.0820	Sen 1	Sensory Experience	
			0.84	.91781	4.1230	Sen 2		
			0.857	.91111	3.9973	Sen 3		
			0.852	.93516	4.0874	Sen 4		
			0.863	.99174	4.0027	Sen 5		
0.687	0.917	0.886	0.813	.90047	4.0109	Con 1	Cognitive Experience	
			0.835	.88774	4.0956	Con 2		
			0.796	.91092	4.0191	Con 3		
			0.806	.93237	3.9563	Con 4		
			0.772	.90660	4.0000	Con 5		
0.647	0.902	0.864	0.794	.95931	3.9836	Emo 1	Emotional Experience	
			0.835	.95371	4.0055	Emo 2		
			0.82	.93566	3.9180	Emo 3		
			0.79	1.01511	3.6421	Emo 4		
0.656	0.884	0.825	0.839	.94653	3.9262	Beh 1	Behavioral Experience	
			0.792	.99265	3.9044	Beh 2		
			0.841	.95468	4.0301	Beh 3		
			0.832	.94909	4.0246	Beh 4		
			0.842	.94798	4.0519	Beh 5		

Source: Prepared by the researchers based on the statistical analysis results.

Discriminant Validity

It refers to the extent to which each dimension or variable is distinct from another dimension or variable. It is measured using the (square root of AVE), where the correlation of the dimension or variable with itself must exceed the value of its correlation with the other variables in the study.

The statistical analysis results presented in **Table (4)** showed that all values are acceptable.

Table 4

Correlation Matrix Between Variables and the Square Root of AVE

Behavioral Experience	Affective Experience	Cognitive Experience	Sensory Experience	Expanding Electronic Payment Operations	Maximizing Search Engine Utilization	Social Media Platforms Management	Electronic Customer Relationship Management (E-CRM)	Activating Website Content	Digitization of Customer Communication Systems	Electronic Customer Experience Management	
										0.839	Electronic Customer Experience Management (E-CXM)
									0.823	0.776	Digitization of Customer Communication Systems
								0.833	0.773	0.801	Activating Website Content
							0.841	0.818	0.795	0.815	Electronic Customer Relationship

											Management (E-CRM)
						0.877	0.837	0.807	0.806	0.799	Social Media Platforms Management
					0.883	0.866	0.82	0.794	0.8	0.775	Maximizing Search Engine Utilization (SEO)
				0.822	0.842	0.816	0.763	0.727	0.747	0.74	Expanding Electronic Payment Operations
			0.853	0.772	0.779	0.78	0.759	0.754	0.753	0.746	Sensory Experience
		0.889	0.86	0.74	0.799	0.8	0.826	0.767	0.771	0.775	Cognitive Experience
	0.805	0.884	0.845	0.778	0.797	0.801	0.838	0.789	0.763	0.779	Emotional Experience
0.891	0.795	0.777	0.697	0.633	0.662	0.684	0.718	0.754	0.695	0.741	Behavioral Experience

Source: Prepared by the researchers based on the statistical analysis results.

Structural Model and Hypothesis Testing:

The researchers used the statistical software (WarpPLS 6.0), where the study model shown in Figure (1) was formulated, and the hypotheses of the study were tested. Additionally, the path coefficients between the study variables and the significance level of direct relationships between the study variables were determined.

The statistical significance of the model was established, where the Average Path Coefficient (APC) reached 0.137, the Average R-squared (ARS) reached 0.893, and the Average Variance Inflation Factor (AVIF) reached 5.623.

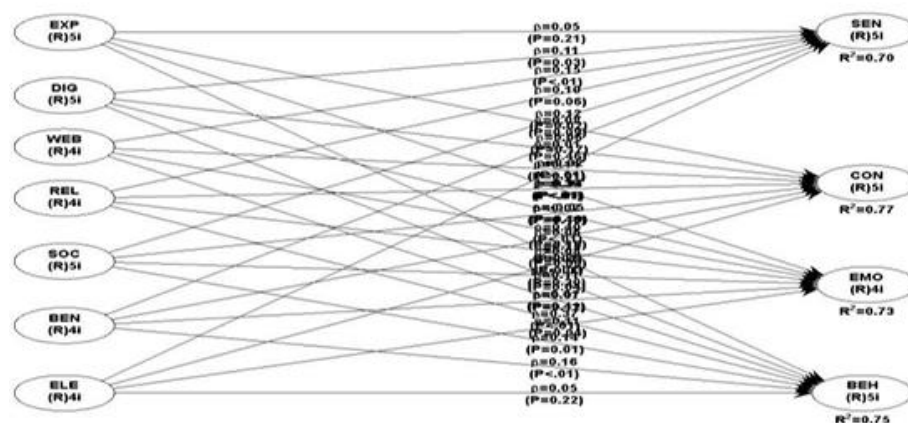


Figure 2 Structural Model of the Study

Source: Prepared by the researchers.

As shown in Table (5), the statistical analysis test results for the study model illustrate the impact between the dimensions of using digital marketing policies and the dimensions of customer experience:

Table 5

Path Analysis Results

Result	Effect Size f^2	Significance Level P. Value	Direct Path Coefficient Value B	Variable		No.
				Dependent	Independent	
Rejected	0.037	0.21	0.049	Sensory Experience	Electronic Customer Experience Management	First Sub-Hypothesis
Accepted	0.085	0.032	0.112		Digitization of Customer Communication Systems	
Accepted	0.112	0.007	0.147		Activating Website Content	
Accepted	0.072	0.058	0.095		Electronic Customer Relationship Management (E-CRM)	
Accepted	0.095	0.023	0.12		Social Media Platforms Management	

Result	Effect Size f^2	Significance Level P . Value	Direct Path Coefficient Value B	Variable		No.
				Dependent	Independent	
Rejected	0.046	0.165	0.059		Maximizing Search Engine Utilization	
Accepted	0.257	<0.001	0.324		Expanding Electronic Payment Operations	
Rejected	0.065	0.085	0.083	Cognitive Experience	Electronic Customer Experience Management	Second Sub-Hypothesis
Rejected	0.005	0.457	0.007		Digitization of Customer Communication Systems	
Accepted	0.108	0.011	0.137		Activating Website Content	
Accepted	0.332	<0.001	0.395		Electronic Customer Relationship Management (E-CRM)	
Rejected	0.013	0.397	0.016		Social Media Platforms Management	
Rejected	0.045	0.176	0.056		Maximizing Search Engine Utilization	
Accepted	0.196	<0.001	0.246		Expanding Electronic Payment Operations	
Accepted	0.252	<0.001	0.336	Emotional Experience	E-Customer Experience Management	Third Sub-Hypothesis
Rejected	0.038	0.187	-0.054		Digitization of Customer Communication Systems	

Result	Effect Size f^2	Significance Level P . Value	Direct Path Coefficient Value B	Variable		No.
				Dependent	Independent	
Accepted	0.306	<0.001	0.402		Activation of Website Content	
Accepted	0.109	0.006	0.15		E-Customer Relationship Management (E-CRM)	
Rejected	0.022	0.303	-0.031		Social Media Platform Management	
Rejected	0.049	0.116	0.072		Maximizing Search Engine Utilization (SEO)	
Accepted	0.071	0.037	0.107		Expansion of E-Payment Operations	
Rejected	0.063	0.09	0.081	Behavioral Experience	E-Customer Experience Management	Fourth Sub-Hypothesis
Rejected	0.083	0.039	0.106		Digitization of Customer Communication Systems	
Rejected	0.011	0.405	0.015		Activation of Website Content	
Accepted	0.31	<0.001	0.372		E-Customer Relationship Management (E-CRM)	
Accepted	0.113	0.01	0.14		Social Media Platform Management	
Accepted	0.132	0.003	0.163		Maximizing Search Engine Utilization (SEO)	
Rejected	0.037	0.215	0.048		Expansion of E-Payment Operations	

***Significance at \$0.001\$.

Source: Prepared by the researchers based on statistical analysis results.

According to the statistical analysis results, there is a statistically significant positive effect for the dimensions of digital marketing policy use represented by (Digitization of Customer Communication Systems, Activation of Website Content, E-Customer Relationship Management, Social Media Platform Management, Expansion of E-Payment Operations) on Sensory Experience, where path coefficient values reached 0.112, 0.147, 0.095, 0.12, 0.324), respectively, at a significance level ranging from 0.0000 to 0.01. Accordingly, the above results show partial acceptance of the first hypothesis.

Furthermore, there is a statistically significant positive effect for the dimensions of digital marketing policy use represented by (Activation of Website Content, E-Customer Relationship Management, Expansion of E-Payment Operations) on Cognitive Experience, where path coefficient values reached (0.395, 0.137, 0.246), respectively, at a significance level ranging from 0.0000 to 0.01. Accordingly, the above results show partial acceptance of the second hypothesis.

As the results show, there is a significant effect for the dimensions of digital marketing policy use represented by (E-Customer Experience Management, Activation of Website Content, E-Customer Relationship Management, Expansion of E-Payment Operations) on Emotional Experience, where path coefficient values reached (0.336, 0.402, 0.15, 0.107), respectively, at a significance level ranging

Based on the above, the researchers consider this result logical; there is a statistically significant positive effect for the dimensions of digital marketing policy use, represented by E-Customer Experience Management, Activation of Website Content, E-Customer Relationship Management, and Expansion of E-Payment Operations, on Emotional Experience, as these dimensions directly relate to the feelings and emotions formed among customers during their interaction with digital platforms. E-Customer Experience Management contributes to creating integrated and personalized experiences that enhance feelings of satisfaction, engagement, and trust, while activating website content in an attractive and clear manner supports the customer's sense of reassurance and enjoyment during browsing. Similarly, E-Customer Relationship Management works to reinforce feelings of care and appreciation through rapid response and effective communication, reflecting positively on positive emotions among customers. Meanwhile, expanding e-payment operations contributes to reducing tension and anxiety associated with completing transactions, reinforcing a sense of security and comfort, which directly supports the emotional experience. Furthermore, the study results reached a lack of significant effect for Digitization of Customer Communication Systems, Social Media Platform Management, and Maximizing Search Engine Utilization on Emotional Experience. The researchers attribute this to these dimensions focusing primarily on improving communication channels or increasing digital visibility and reach, without necessarily including emotional elements or deep personal interactions capable of evoking strong positive emotions among customers, thereby limiting their direct impact on Emotional Experience.

from 0.0000 to 0.01. Accordingly, the above results show partial acceptance of the third hypothesis.

Similarly, the statistical analysis results indicate a statistically significant positive effect for the dimensions of digital marketing policy use represented by (E-Customer Relationship Management, Social Media Platform Management, Maximizing Search Engine Utilization) on Behavioral Experience, where path coefficient values reached (0.372, 0.14, 0.163), respectively, at a significance level ranging from 0.0000 to 0.01. Accordingly, the above results show partial acceptance of the fourth hypothesis.

Therefore, the first sub-hypothesis, second sub-hypothesis, third sub-hypothesis, and fourth sub-hypothesis are all partially accepted.

Ninth: Research Results and Recommendations

Research Results

The main findings and their interpretations, as well as a set of recommendations, can be presented as follows:

(A) Partial acceptance of the first sub-hypothesis:

The current study found a significant effect for the dimensions of digital marketing policy use represented by (Digitization of Customer Communication Systems, Activation of Website Content, E-Customer Relationship Management, Social Media Platform Management, and Expansion of E-Payment Operations) on Sensory Experience. On the other hand, no significant effect was found for E-Customer Experience Management and Maximizing Search Engine Utilization.

Based on the above, the researchers consider this result logical based on previous studies, which showed that digitizing communication channels and activating digital content contribute to providing clear, well-designed, and attractive information. This reflects on the customer's sense of comfort and enjoyment while browsing and using the platform. Furthermore, E-Customer Relationship Management and Social Media Platform Management work to enhance immediate interaction and feelings of attention and responsiveness, supporting the sensory experience by visually and psychologically engaging the customer in the digital environment. Likewise, expanding e-payment operations reduces the effort and time required while bolstering the customer's feeling of seamlessness and security, positively influencing their sensory experience.

Regarding the lack of a significant effect for E-Customer Experience Management and Maximizing Search Engine Utilization on sensory experience, this can be attributed to these dimensions focusing more on functional, procedural, and content accessibility aspects

without having a direct, tangible impact on stimulating the senses or triggering the customer's emotions during actual interaction with digital platforms, thus limiting their role in shaping the sensory experience compared to the other digital marketing dimensions.

(B) Partial acceptance of the second sub-hypothesis: The current study found a statistically significant positive effect for the dimensions of digital marketing policy use represented by (Activation of Website Content, E-Customer Relationship Management, and Expansion of E-

Payment Operations) on Cognitive Experience. Meanwhile, the study results found no significant effect for E-Customer Experience Management, Digitization of Customer Communication Systems, Social Media Platform Management, and Maximizing Search Engine Utilization on Cognitive Experience.

Based on the above, the researchers consider this result logical; finding a statistically significant positive effect for the dimensions of digital marketing policy use represented by (Activation of Website Content, E-Customer Relationship Management, and Expansion of E-Payment Operations) on Cognitive Experience. These dimensions contribute directly to developing knowledge and perception among customers by making clear, updated information accessible and providing rich content that helps the customer understand, compare, and make conscious purchasing decisions. Furthermore, E-Customer Relationship Management provides organized and tailored communication channels that help enhance the customer's understanding of the nature of products and services, while expanding e-payment operations supports the cognitive experience by simplifying procedures and reducing complexity, thereby elevating the customer's level of perceived efficiency regarding the digital system.

In contrast, the study results reached a lack of significant effect for E-Customer Experience Management, Digitization of Customer Communication Systems, Social Media Platform Management, and Maximizing Search Engine Utilization on Cognitive Experience. This is attributed to these dimensions focusing more on operational aspects, general interactivity, or improving reach and visibility, without necessarily delivering deep or structured cognitive content that contributes to enhancing thinking processes and understanding among customers, which limits their direct impact on cognitive experience compared to other dimensions.

(C) Partial acceptance of the third sub-hypothesis: The current study found a statistically significant effect for the dimensions of digital marketing policy use represented by (E-Customer Experience Management, Activation of Website Content, E-Customer Relationship Management, and Expansion of E-Payment Operations) on Emotional Experience. On the other hand, the study results found no significant effect for Digitization of Customer Communication Systems, Social Media Platform Management, and Maximizing Search Engine Utilization on Emotional Experience.

Based on the above, the researchers consider this result logical; there is a statistically significant positive effect for the dimensions of digital marketing policy use, represented by E-Customer Experience Management, Activation of Website Content,

E-Customer Relationship Management, and Expansion of E-Payment Operations, on Emotional Experience, as these dimensions directly relate to the feelings and emotions formed among customers during their interaction with digital platforms. E-Customer Experience Management contributes to creating integrated and personalized experiences that enhance feelings of satisfaction, engagement, and trust, while activating website content in an attractive and clear manner supports the customer's sense of reassurance and enjoyment during browsing. Similarly, E-Customer Relationship Management works to

reinforce feelings of care and appreciation through rapid response and effective communication, reflecting positively on positive emotions among customers. Meanwhile, expanding e-payment operations contributes to reducing tension and anxiety associated with completing transactions, reinforcing a sense of security and comfort, which directly supports the emotional experience. Furthermore, the study results reached a lack of significant effect for Digitization of Customer Communication Systems, Social Media Platform Management, and Maximizing Search Engine Utilization on Emotional Experience. The researchers attribute this to these dimensions focusing primarily on improving communication channels or increasing digital visibility and reach, without necessarily including emotional elements or deep personal interactions capable of evoking strong positive emotions among customers, thereby limiting their direct impact on Emotional Experience.

(D) The fourth sub-hypothesis was partially accepted: The current study found a statistically significant positive effect for the dimensions of digital marketing policy use, represented by E-Customer Relationship Management, Social Media Platform Management, and Maximizing Search Engine Utilization, on Behavioral Experience. Meanwhile, the study results found no significant effect for E-Customer Experience Management, Digitization of Customer Communication Systems, Activation of Website Content, and Expansion of E-Payment Operations on Behavioral Experience.

Based on the above, the researchers consider this result logical; there is a statistically significant positive effect for the dimensions of digital marketing policy use, represented by E-Customer Relationship Management, Social Media Platform Management, and Maximizing Search Engine Utilization, on Behavioral Experience, as these dimensions directly contribute to directing customer behaviors, motivating them to interact, participate, and make actual decisions such as repeat visits, sharing content, forming purchase intent, or recommending the brand. E-Customer Relationship Management works to promote continuity in dealings and build long-term relationships, while Social Media Platform Management contributes to stimulating interaction, participation, and mutual influence between customers and organizations. Likewise, maximizing search engine utilization facilitates customer access to information and services at the right time, reinforcing positive behavior toward the brand.

In contrast, the study results showed a lack of significant effect for E-Customer Experience Management, Digitization of Customer Communication Systems, Activation of Website Content, and Expansion of E-Payment Operations on Behavioral Experience. The researchers believe that these dimensions, despite their importance in improving service quality and digital infrastructure, focus to a greater extent on supporting aspects or the background of the digital experience, and do not directly affect the actual behavior of customers such as interaction, initiative, or frequency of use, thereby limiting their direct impact on Behavioral Experience compared to the other dimensions.

Research Recommendations

In light of the research findings, the researchers propose the following recommendations:

- The necessity to continue developing digital communication channels by improving user interfaces as well as visual and audio interaction across company applications and websites, thereby achieving a more appealing and seamless sensory experience. The study also recommends intensifying the activation of website content using modern

design elements, interactive graphics, and explanatory video clips, which enhances the customer's sense of enjoyment and clarity during browsing.

- The study recommends that Saudi telecommunication companies re-evaluate these dimensions and link them more clearly with tangible sensory elements, such as employing interactive tools, innovative digital experiences, or integrating search engine results with more attractive interface designs, which may contribute in the future to enhancing their impact on customer experience.
- The necessity to develop digitized customer communication systems in alignment with national digital transformation initiatives, through improving smart communication channels and employing artificial intelligence technologies alongside instant interaction, thereby enhancing the sensory experience for customers and elevating their satisfaction levels, in line with Vision directions toward seamless and high-quality integration.
- The study emphasizes the importance of activating website content for telecommunication companies by using modern designs and innovative interactive experiences that contribute to stimulating the senses and facilitating access to information, supporting Vision 2030 goals related to improving user experience and developing digital infrastructure.
- The study recommends enhancing E-Customer Relationship Management through smart systems that allow service personalization and proactive communication, contributing to building long term customer relationships and aligning with Vision targets to raise digital service efficiency and boost trust in electronic transactions.
- Providing rapid responses to customer feedback, comments, and needs.
- Focusing on building strong social bonds with customers and maintaining those relationships for the long term, which returns to customers in the form of emotional feelings of gratitude and appreciation for the good treatment, care, and attention they receive, ultimately influencing positive customer behaviors toward the company.

Compensating customers for any damage they may incur in the shortest time possible, with the necessity of issuing an immediate apology for simple issues, along with making promises to improve service and responding quickly to their requests.

- Paying attention to sending information about new offers and services to loyal customers prior to announcing them publicly, via SMS or email.
- Dealing with customers with credibility and transparency, forming trust-based relationships across all transactions, and demonstrating continuous care through actions, words, and persistent communication, such as sending greeting cards on birthdays or other suitable occasions.

Tenth: Future Research Suggestions in Marketing:

The current research aimed to present a model clarifying the effect of digital marketing policy dimensions on customer experience. Despite the significance of these findings, certain limitations exist that could serve as a foundation for future research, outlined below:

1. The researchers in the current study focused on the effect of digital marketing policy use on customer experience applied to Saudi telecommunication customers.
2. The current study focused on digital marketing policies; therefore, the researchers suggest focusing on service recovery, restoring customer trust, or utilizing artificial intelligence.
3. Conducting a comparative study to identify the key variables affecting customer loyalty for each company within the study population individually.

4. The researchers in the current study focused on the effect of digital marketing policy use; therefore, researchers are advised to examine other marketing variables as mediators, such as relationship quality or customer experience. Additionally, variables like customer knowledge can be examined as a moderator.
5. The study focused on the effect of digital marketing policy use on customer experience; therefore, future researchers are encouraged to study the effect of digital marketing policy use on other dependent variables, such as customer citizenship behaviors or achieving competitive advantage.
6. The current study aimed to examine digital marketing policy use within Saudi telecommunication companies; therefore, researchers suggest studying this variable in other sectors, such as the hospitality industry including hotels, restaurants, airlines, and banks.

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