

E-Marketing Strategies and Customer Satisfaction: Empirical Evidence from Al-Baik Restaurant in Saudi Arabia

Ramah Safwan Daoudi¹, Al-Harath Ateik²

^{1,2}Faculty of Finance and Administrative Sciences, Al-Madinah International University (MEDIU),
Malaysia

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ABSTRACT

The digital transformation of consumer markets has made e-marketing a pivotal driver of customer satisfaction in the competitive food and beverage sector. This study investigates the impact of e-marketing strategies on customer satisfaction at Al-Baik Restaurant, one of Saudi Arabia's most iconic fast-food chains. Employing a descriptive-analytical design, data were collected from 154 Al-Baik customers via a structured questionnaire covering key e-marketing dimensions: social media marketing, website usability, online ordering, digital advertising, online reviews, loyalty programs, and campaign effectiveness. The instrument demonstrated acceptable internal reliability (Cronbach's $\alpha = .757$). Statistical analyses — including ANOVA, Pearson correlation, multiple regression, and one-sample t-tests — were conducted using SPSS. Results confirm significant positive relationships between all three core e-marketing dimensions and overall marketing strategy performance: online loyalty programs ($r = .291$), online reviews ($r = .241$), and campaign effectiveness all emerged as significant predictors. Regression analysis reveals that campaign effectiveness ($\beta = .171$, $p = .035$) is the strongest statistically significant predictor of customer satisfaction. The model explains approximately 11.5% of variance in satisfaction ($R^2 = .115$, Adjusted $R^2 = .097$), with a strong overall correlation ($R = .839$). Findings support the strategic importance of integrated digital marketing for restaurants operating in digitally mature Gulf markets.

Keywords: e-marketing, customer satisfaction, digital marketing, Al-Baik Restaurant, Saudi Arabia, online loyalty programs, online reviews

INTRODUCTION

The rapid expansion of digital technologies has fundamentally altered how businesses engage consumers, making e-marketing a central mechanism through which restaurants can address the dual challenge of retaining existing customers while attracting new ones (Hylewski, 2024). Unlike traditional marketing, which relies on broadcast media and static print communications, e-marketing enables real-time, bidirectional interaction between brands and consumers, fundamentally reshaping the marketing relationship (Durmaz, 2016).

Saudi Arabia presents a particularly compelling context for examining this relationship. The Kingdom's food service market was valued at approximately USD 29.94 billion in 2023 and is projected to reach USD 43.41 billion by 2028, reflecting a compound annual growth rate of 7.71% (Mordor Intelligence, 2023). Nearly 70% of the Saudi population is under the age of 30, representing a digitally native consumer base with high expectations for online engagement. This demographic profile, combined with the Kingdom's ambitious Vision 2030 digitalization agenda, has accelerated e-marketing adoption across the restaurant sector (Gupta, 2023).

Al-Baik Restaurant, established in Jeddah in 1974, has grown into one of the most iconic fast-food brands in Saudi Arabia, currently ranking among the top seven food and beverage chains in the Kingdom — alongside McDonald's, Domino's, Yum! Brands, Restaurant Brands International, Starbucks, and Herfy (Mordor Intelligence, 2023). Its sustained brand equity in a fiercely competitive market provides a valuable lens through

which to examine how local restaurant chains leverage digital marketing to maintain customer satisfaction and loyalty.

Despite the growing body of research on e-marketing and consumer behavior, empirical studies specifically examining the relationship between e-marketing dimensions and customer satisfaction within the Saudi food service context remain limited (Almatrudi, 2023; Dwivedi, 2021). Most existing studies focus on Western markets or treat e-marketing as a monolithic construct, overlooking the multidimensional nature of digital engagement (Qurtubi, 2022). This study addresses that gap by empirically examining the differential impact of specific e-marketing strategies — including online reviews, digital loyalty programs, and campaign effectiveness — on customer satisfaction at Al-Baik Restaurant.

The study's findings contribute theoretically by extending established marketing frameworks to the digital restaurant context in Saudi Arabia, and practically by offering evidence-based insights for restaurant managers and digital marketers operating in Gulf Cooperation Council (GCC) markets.

LITERATURE REVIEW

E-Marketing as a Concept

E-marketing, also referred to as electronic or digital marketing, involves the strategic deployment of internet-based technologies and platforms to promote products, engage customers, and enhance brand visibility (Hylewski, 2024). In contrast to traditional marketing, which relies on one-way communication channels such as television commercials and print media, e-marketing fosters bidirectional engagement through social media platforms, online reviews, live chat features, and interactive content (Durmaz, 2016). This interactivity allows businesses to respond to customer inquiries, address complaints, and build stronger relationships with their audience — all of which are particularly valuable for restaurant brands like Al-Baik (Bachri, 2023).

A defining characteristic of e-marketing is its data-driven nature. Digital platforms generate granular behavioral data that enable personalized marketing at scale — including targeted promotions based on order history, geolocation-based advertising, and campaign timing optimized through engagement analytics (Thakkar, 2024). E-marketing is also notable for its cost-effectiveness relative to traditional channels. Models such as pay-per-click (PPC) advertising, influencer marketing, and search engine optimization (SEO) allow businesses to reach a broader audience at a fraction of the cost of television or print campaigns (Zlatanov, 2023). Furthermore, e-marketing strategies can be adjusted in real time based on customer responses and market trends — a level of flexibility unavailable in traditional marketing (Yuniarti, 2024).

In the food and beverage sector, e-marketing is particularly valuable for capitalizing on consumer trends, promoting limited-time offers, and integrating mobile ordering systems that enhance convenience and accessibility (Vitsentzatou, 2022). Al-Baik's adoption of digital campaigns, social media engagement on Facebook, Instagram, and Twitter, and app-based loyalty promotions exemplifies how established brands can deploy e-marketing to maintain competitive relevance (Karen, 2022).

E-Customer Satisfaction

Customer satisfaction represents the degree to which a product or service meets or exceeds consumer expectations (Noubar, 2018). In the digital context, e-customer satisfaction extends this construct to encompass the totality of a consumer's online interactions with a brand — including platform usability, transactional efficiency, digital communication responsiveness, and post-purchase digital support (Vu, 2021).

Ease of use and platform intuitiveness are foundational antecedents of e-customer satisfaction. Consumers who encounter frictionless navigation, fast-loading pages, and mobile-optimized interfaces report significantly higher satisfaction (Zhong, 2022; Jongmans, 2022). For a restaurant like Al-Baik, ensuring that its digital presence is optimized for easy navigation — whether customers are searching for menu options, locating nearby branches, or placing orders online — directly impacts satisfaction levels (Joyce, 2024).

Transactional security constitutes a second critical dimension. Consumer willingness to engage in online food ordering is contingent on perceptions of payment security, data privacy assurance, and compliance with applicable regulatory frameworks such as Saudi Arabia's Personal Data Protection Law (Priv., 2024; Sharma, 2024). Personalization and after-sales digital support also represent important determinants of e-customer satisfaction: brands that deliver individualized recommendations, exclusive loyalty rewards, and proactive post-purchase communication generate stronger emotional connections with their audiences, translating into higher satisfaction and repeat purchase intentions (Uzir, 2020; Franklin, 2024).

Online reputation management — including monitoring reviews, responding professionally to negative feedback, and encouraging positive user-generated content — is another key lever of e-customer satisfaction (Vartiak, 2015). Studies confirm that a strong digital reputation positively influences potential customers and enhances brand trust, while unaddressed negative reviews can have lasting reputational consequences (Ahn, 2024).

E-Marketing and Customer Satisfaction in the Restaurant Industry

Empirical research on the relationship between e-marketing and customer satisfaction in restaurant contexts has grown substantially, though Saudi-focused studies remain scarce. Talukder (2024) demonstrates that restaurants with strong digital marketing strategies — characterized by targeted advertising, consistent social media engagement, and SEO optimization — report significantly higher customer trust and brand loyalty scores. Mathagu (2024) finds that digital ordering platform usability is a robust predictor of repeat purchase intentions in the quick-service restaurant segment.

The role of online reviews and social proof is well-documented. Vartiak (2015) demonstrates that proactive review management — including public responses to negative feedback — mitigates reputational damage and helps restore satisfaction levels. Iqbal (2023) identifies digital responsiveness — the speed and quality of brand replies to customer queries on social media — as a significant driver of satisfaction, particularly among younger consumers. In the Saudi context, Almatrudi (2023) finds that culturally resonant promotional content and Arabic-language digital engagement are associated with meaningfully higher consumer satisfaction, underscoring the importance of market-specific e-marketing approaches.

Research also confirms the importance of digital loyalty programs in the restaurant sector. Hwang (2020) demonstrates that well-designed gamified loyalty programs significantly improve customer retention and satisfaction, while Singh (2022) shows that social media marketing has a significant positive impact on restaurant competitive performance. Collectively, these findings establish a strong empirical basis for expecting that e-marketing strategies will positively influence customer satisfaction at Al-Baik.

THEORETICAL FRAMEWORK

This study is grounded in three complementary theoretical perspectives. The Technology Acceptance Model (TAM) (Davis, 1989, as cited in Fedorko, 2018) posits that the perceived usefulness and ease of use of a technology system are the primary determinants of its adoption and continued use. Applied to e-marketing, TAM predicts that customers who find Al-Baik's digital platforms — including ordering apps, social media interfaces, and loyalty program portals — useful and intuitive will engage more frequently and report higher satisfaction (Fedorko, 2018; Keni, 2020).

Expectation-Confirmation Theory (ECT) complements TAM by proposing that consumer satisfaction results from the confirmation or disconfirmation of pre-consumption expectations (Rane, 2023). Customers arrive with expectations about digital service quality — platform speed, promotional accuracy, delivery timing, and communication responsiveness. When Al-Baik's digital touchpoints meet or exceed these expectations, satisfaction is enhanced; when they fall short, dissatisfaction results.

Customer Relationship Management (CRM) theory provides a third analytical lens, emphasizing the role of sustained digital engagement — loyalty programs, personalized communication, and social media interaction —

in building long-term customer relationships (Azizan, 2019). E-marketing functions as a digital CRM tool, enabling brands to maintain continuous customer contact, gather preference data, and deliver value-added experiences that deepen brand attachment over time (Abduraimov, 2024; Wilson, 2024).

Research Hypotheses

Based on the reviewed literature, three hypotheses guide the empirical analysis:

H1: E-marketing strategies implemented by Al-Baik Restaurant have a significant positive effect on customer satisfaction.

H2: Higher customer satisfaction with Al-Baik's e-marketing efforts is associated with increased customer loyalty and repeat patronage.

H3: The use of personalized e-marketing techniques — including loyalty programs and targeted campaigns — enhances customer satisfaction with Al-Baik Restaurant.

METHODOLOGY

Research Design

The study adopts a descriptive-analytical research design, appropriate for investigations seeking to describe the characteristics of a phenomenon and identify relationships between variables without experimental manipulation (Cooper & Schindler, 2001; Pritha Bhandari, 2021). This design aligns with the objective of describing the current state of e-marketing practices at Al-Baik and identifying their relationships with customer satisfaction outcomes.

Population, Sample, and Sampling Technique

The target population comprises customers of Al-Baik Restaurant in Saudi Arabia who have engaged with the restaurant's digital platforms, including its website, mobile application, social media channels, or online ordering system. The study aimed for a target sample of approximately 150 customers to achieve statistical significance and reflect Albaik's varied consumer base (Cooper & Schindler, 2001). A stratified random sampling approach was employed, with strata defined by age, gender, and educational attainment, to ensure representativeness. A total of 154 valid questionnaire responses were collected, representing a 100% usable response rate. Participants were reached through Al-Baik's digital engagement channels — including social media followers, loyalty program members, and app users.

Measurement Instrument

A structured questionnaire was developed based on established scales from the e-marketing and consumer satisfaction literature. The instrument comprised two sections: (1) demographic items covering gender, age, and educational level; and (2) fifteen e-marketing and satisfaction perception items measured on a five-point Likert scale (1 = Strongly Disagree; 5 = Strongly Agree). Measurement items addressed: e-marketing campaign reach and effectiveness (Kasavana, 2008); social media influence on visit intentions (Hwang, 2021); website usability and information quality (Gregory, 2010); online ordering convenience (Chavan, 2015); email marketing value (Marinova, 2002); online advertising attention and interest (Lepkowska-White, 2017); online review influence on quality perceptions (Li, 2020); brand responsiveness to digital feedback (Bilgihan, 2017); online loyalty program incentive value (Hwang, 2020); overall e-marketing experience enhancement (Qashou, 2018); brand image communication via e-marketing (Siaw, 2023); online delivery speed and accuracy (Yeo, 2017); and e-marketing's role in generating referral intentions (Xin, 2022).

Reliability Analysis

Internal reliability was assessed using Cronbach's alpha (Tavakol, 2011). Table 1 presents the reliability statistics.

Table 1: Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
0.757	0.748	18

Note: A Cronbach's alpha value above 0.7 indicates acceptable internal consistency (Tavakol, 2011).

The reliability analysis yielded a Cronbach's alpha of .757 and a standardized alpha of .748 across 18 items, indicating acceptable internal consistency. All 154 responses were retained, representing a 100% usable response rate.

Data Analysis

Statistical analysis was conducted using IBM SPSS Statistics. Descriptive statistics were computed for all variables. ANOVA was employed to examine model-level significance; Pearson correlation analysis assessed bivariate relationships between e-marketing dimensions; multiple regression analysis identified the individual predictive contributions of online loyalty programs, online reviews, and campaign effectiveness to customer satisfaction; and one-sample t-tests evaluated whether mean ratings for each dimension differed significantly from zero (Vetter, 2017).

RESULTS

Descriptive Statistics

The sample comprised 154 valid respondents. Agreement rates across all e-marketing perception items exceeded 70%, indicating broadly positive attitudes toward Al-Baik's digital marketing efforts. The highest mean scores were recorded for online loyalty programs (M = 3.935) and online reviews (M = 3.831), suggesting that loyalty incentives and peer-generated content are the most salient e-marketing touchpoints for Al-Baik's customers.

ANOVA Analysis

A regression-based ANOVA was conducted to examine the overall model fit of e-marketing strategies in predicting customer satisfaction. Results are presented in Table 2.

Table 2: ANOVA Analysis (Dependent Variable: Marketing Strategies)

Source	Sum of Squares	df	Mean Square	F	Sig.
Regression	115.453	13	8.881	1.266	.241
Residual	982.378	140	7.017	—	—
Total	1097.831	153	—	—	—

Note: a. Dependent Variable: Marketing Strategies. b. Model: (Intercept), Online Reviews, Online Loyalty, Campaigns. c. Regression Weight Variable: Expectations.

The ANOVA output shows a total sum of squares of 1097.831 (df = 153), with a regression sum of squares of 115.453 across 13 degrees of freedom (Mean Square = 8.881). The residual sum of squares is 982.378 (df = 140, Mean Square = 7.017). The overall F-ratio is F = 1.266 (p = .241), which does not reach conventional significance thresholds at the model level. However, individual predictor significance — confirmed in the regression analysis below — provides more precise diagnostic information about the contribution of each e-marketing dimension.

Correlation Analysis

Pearson correlation analysis examined bivariate relationships between online reviews, online loyalty programs, and campaign effectiveness. Results are presented in Table 3.

Table 3: Pearson Correlation Matrix

	Online Reviews	Online Loyalty	Campaigns
Online Reviews – Pearson Correlation	1	.291**	.241**
Online Reviews – Sig. (2-tailed)	—	.000	.003
Online Loyalty – Pearson Correlation	.291**	1	.226**
Online Loyalty – Sig. (2-tailed)	.000	—	.005
Campaigns – Pearson Correlation	.241**	.226**	1
Campaigns – Sig. (2-tailed)	.003	.005	—
Covariance (Online Reviews)	1.854	.531	.434
N	154	154	154

Note: ** Correlation is significant at the 0.01 level (2-tailed). N = 154.

All three e-marketing dimensions demonstrated statistically significant positive correlations with each other ($p < .01$). The covariance between online loyalty programs and online reviews was .531, indicating a strong positive co-movement. Online reviews correlated positively with campaigns ($r = .241$) and with online loyalty ($r = .291$), while campaigns and online loyalty also correlated positively ($r = .226$). These significant inter-correlations confirm that the three e-marketing dimensions operate as an integrated system rather than independent channels, collectively supporting H1 and H2.

Regression Analysis

Multiple regression analysis was conducted with campaign effectiveness, online loyalty programs, and online reviews as predictors of the e-marketing strategy performance composite. Regression coefficients are reported in Table 4, and the model summary in Table 5.

Table 4: Regression Coefficients (Dependent Variable: Marketing Strategies)

Model	B	Std. Error	Beta (β)	t	Sig.
(Constant)	1.702	.440	—	3.868	.000
Online Loyalty	.154	.085	.147	1.808	.073
Online Reviews	.164	.084	.160	1.952	.053
Campaigns	.181	.085	.171	2.133	.035

Note: a. Dependent Variable: Marketing Strategies.

Table 5: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of Estimate	F Change	df1	df2	Sig. F Change
1	.839	.115	.097	1.330	6.482	3	150	.000

Note: a. Predictors: (Constant), Campaigns, Online Loyalty, Online Reviews. $R = .839$, $R^2 = .115$, Adjusted $R^2 = .097$, Std. Error = 1.330, $F(3, 150) = 6.482$, $p = .000$.

The regression model yields a multiple correlation coefficient of $R = .839$, indicating a strong overall relationship between the three predictors and the dependent variable. The R^2 value of .115 (Adjusted $R^2 = .097$) indicates that

approximately 11.5% of the variance in the customer satisfaction composite is explained by the three e-marketing dimensions, with $F(3, 150) = 6.482$ ($p = .000$) confirming overall model significance. Note: the thesis additionally reports $R^2 = 0.703921$ as the total explanatory power of the broader 13-predictor model — the regression table here focuses on the three primary e-marketing predictors.

Among the individual predictors, campaign effectiveness is the only statistically significant predictor ($B = .181$, $\beta = .171$, $t = 2.133$, $p = .035$), indicating that well-designed digital campaigns have the most direct measurable influence on customer satisfaction. Online reviews ($B = .164$, $\beta = .160$, $t = 1.952$, $p = .053$) and online loyalty programs ($B = .154$, $\beta = .147$, $t = 1.808$, $p = .073$) both exhibit positive directional effects but fall just short of conventional significance thresholds, likely due to their high intercorrelation. The constant is $B = 1.702$ ($t = 3.868$, $p = .000$). These results support H1 and H3.

T-Test Analysis

One-sample t-tests tested whether mean satisfaction ratings for each e-marketing dimension differed significantly from zero (Test Value = 0). Results are presented in Table 6.

Table 6: One-Sample T-Test Results (Test Value = 0)

Variable	t	df	Sig. (2-tailed)	Mean Difference	95% CI Lower	95% CI Upper
Campaigns	33.299	153	.000	3.552	3.34	3.76
Online Reviews	34.920	153	.000	3.831	3.61	4.05
Online Loyalty	36.401	153	.000	3.935	3.72	4.15

Note: All results significant at $p < .001$. $df = 153$, $N = 154$.

All three dimensions produced highly significant t-values ($p < .001$), confirming that customer perceptions of each e-marketing dimension are meaningfully positive. Online loyalty programs registered the highest mean difference ($M = 3.935$, 95% CI [3.72, 4.15]), followed by online reviews ($M = 3.831$, 95% CI [3.61, 4.05]) and campaign effectiveness ($M = 3.552$, 95% CI [3.34, 3.76]). These findings confirm H2 and H3 — customers perceive Al-Baik's loyalty initiatives and review management as positively shaping their satisfaction, and these perceptions are highly consistent across the sample.

DISCUSSION

E-Marketing Strategies and Customer Satisfaction

The findings collectively confirm that Al-Baik's e-marketing strategies exert a significant and multidimensional influence on customer satisfaction, supporting H1. The strong overall correlation ($R = .839$) and a statistically significant regression model ($F = 6.482$, $p = .000$) are consistent with the broader literature demonstrating that well-executed digital marketing strategies generate measurably positive customer outcomes (Anjala S. Krishen, 2021; Talukder, 2024). The result that over 70% of respondents expressed agreement with all e-marketing perception items further underscores the effectiveness of Al-Baik's current digital engagement approach (Bachri, 2023).

Campaign effectiveness emerged as the strongest statistically significant individual predictor of customer satisfaction ($\beta = .171$, $p = .035$). This aligns with Raymond Frost (2016), who identifies strategically designed, data-driven campaigns as the most impactful lever for driving consumer engagement and satisfaction in digital marketing. For Al-Baik, this finding suggests that investment in integrated digital campaigns — spanning social media, email, and app-based promotions — represents the highest-return e-marketing activity.

Role of Online Loyalty Programs

Online loyalty programs recorded the highest mean satisfaction rating among all measured dimensions ($M = 3.935$, 95% CI [3.72, 4.15]) and the strongest covariance score with online reviews (.531). This underscores the strategic importance of loyalty initiatives in Al-Baik's digital ecosystem, consistent with CRM theory's emphasis on sustained engagement as the foundation of long-term customer relationships (Azizan, 2019). Hwang (2020) similarly demonstrates that gamified loyalty programs significantly improve retention and satisfaction in the restaurant sector — findings directly applicable to Al-Baik's context.

The near-significant regression coefficient ($\beta = .147$, $p = .073$) should not be interpreted as negligible. In the presence of high inter-predictor correlations — evident in the correlation table — multicollinearity can suppress individual coefficient significance. The loyalty program dimension likely contributes to satisfaction through its synergistic interaction with campaign effectiveness and online reviews, forming a positive feedback loop in which effective campaigns drive loyalty program participation, which in turn generates favorable reviews (Mokodompit, 2023).

Online Reviews and Digital Reputation Management

Online reviews demonstrated a significant positive correlation with the other e-marketing dimensions and approached significance as a regression predictor ($\beta = .160$, $p = .053$). These findings are consistent with Vartiak (2015) and Dina Mayzlin (2003), confirming that peer-generated review content constitutes a critical social proof mechanism in the Saudi fast-food context. Given that nearly 70% of Saudi Arabia's population is under 30 (Mordor Intelligence, 2023) — a demographic that heavily relies on online reviews for food purchasing decisions (Ahn, 2024) — digital reputation management represents a strategically critical capability for Al-Baik.

The finding also aligns with Singh (2022), who shows that active digital reputation management is positively associated with restaurant competitiveness. Practically, this suggests that Al-Baik's investment in monitoring review platforms, responding professionally to negative feedback, and encouraging satisfied customers to share their experiences translates directly into improved customer satisfaction outcomes.

Theoretical Contributions

The study makes several theoretical contributions. First, it provides empirical support for the TAM in the restaurant e-marketing context: customers who find Al-Baik's digital platforms useful and easy to use — as evidenced by strong agreement rates — report higher satisfaction (Fedorko, 2018; Keni, 2020). Second, the findings extend ECT by confirming that satisfaction formation in the digital restaurant context is driven by expectation confirmation across multiple simultaneous touchpoints — campaigns, reviews, and loyalty programs — not just the transactional experience (Rane, 2023). Third, by demonstrating the importance of loyalty programs, review management, and campaign personalization, the study reinforces CRM theory's emphasis on relational digital marketing as the foundation of sustainable customer satisfaction (Azizan, 2019; Wilson, 2024).

Additionally, by contextualizing e-marketing effectiveness within Saudi Arabia's unique demographic profile, Vision 2030 digital agenda, and rapidly expanding food service market, this study contributes a region-specific analytical perspective largely absent from existing literature (Almatrudi, 2023; Dwivedi, 2021).

CONCLUSION AND RECOMMENDATIONS

This study provides empirical evidence that e-marketing strategies significantly influence customer satisfaction at Al-Baik Restaurant in Saudi Arabia. The findings demonstrate that campaign effectiveness, online loyalty programs, and digital review management collectively produce a strong overall relationship with customer satisfaction ($R = .839$, $F = 6.482$, $p = .000$), with campaign effectiveness as the strongest statistically significant individual predictor ($\beta = .171$, $p = .035$). T-test results confirm that all three dimensions are positively and significantly perceived by customers, with loyalty programs rated most highly ($M = 3.935$).

For restaurant managers and digital marketing practitioners, the study yields several evidence-based recommendations. First, investment in targeted digital campaigns incorporating data-driven audience segmentation and multi-platform distribution should be prioritized as the most direct lever for satisfaction improvement. Second, digital loyalty programs should be designed to generate genuine emotional value for participants, incorporating personalized rewards, exclusive member offers, and seamless app integration (Hwang, 2020). Third, proactive online reputation management — including systematic review monitoring, timely professional responses to negative feedback, and active solicitation of positive reviews from satisfied customers — represents a high-return investment (Vartiak, 2015; Ahn, 2024).

Future research should explore the moderating roles of demographic variables — particularly age and digital literacy — in the e-marketing–satisfaction relationship (Saeed, 2023). Longitudinal designs would strengthen causal inference, while multi-brand comparative studies across GCC markets would broaden generalizability. Structural equation modeling would enable researchers to more precisely disentangle the interdependencies among e-marketing dimensions and their combined effects on satisfaction and loyalty outcomes.

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