

The Comparative Study between Traditional Marketing and Digital Marketing about Goods and Services in KSA

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Abstracts

The aim of this study is to address the relationship between traditional marketing and digital marketing, besides, conducting comparison between both traditional and digital marketing among students in Saudi Arabia. There are 220 questionnaires have been collected through monkey survey using google form. The data cleaned and analyzed using SPSS and Amos 22.0 for generating the study results. Hence, the results revealed that there is statistical significance of the relationship between traditional marketing and digital marketing. Further, the findings showed there are some commonalities and differences between two constructs (i.e., traditional and digital marketing). On the other hand, in practice, this study provided new evidence for managers who working hard to elevate their consumers amount, they need to understand the differences between traditional and digital marketing. If they understood these variations, they will become more aware by what kind of marketing can use and the know also the amount of response rate that might be achieved.

Keywords: Traditional Marketing, Digital Marketing, Goods, Services.

Introduction

It is undeniable that the world is swiftly transitioning to modern, digital technologies. People are consuming digital content more than ever—on phones, tablets, desktop computers at work, and that's just the tip of the iceberg. Organizations that haven't yet integrated this shift into their marketing strategies need to adapt quickly. In the past, television was the primary medium for marketers to drive sales by advertising their products. However, the trend has now shifted towards digital media (Nazimsha & Rajeswari, 2017). Digital marketing is crucial today, not only as a rapidly evolving force in the current marketing landscape but also as the likely future of the industry, suggesting that digital media will soon replace more traditional forms altogether. While older generations might lament the decline of paper-based newspapers, books, certain methods, and conventional TV and radio broadcasts, those who have grown up with the internet and mobile phones as a norm are now embracing this new digital frontier. The reality is that modern methods of communication and marketing are faster, more adaptable, cost-effective, and

streamlined, making it clear that once this technology became accessible, we quickly entered the digital age. Fortunately, digital marketing offers just as much potential for marketers as it does for consumers (Nazimsha & Rajeswari, 2017). Furthermore, digital marketing refers to a set of integrated marketing services designed to attract, engage, and convert customers online. It employs various channels, including content marketing, influencer marketing, SEO, social media, and online advertising, to help brands connect with customers and track the performance of marketing initiatives in real-time. Digital marketing encompasses numerous tactics and channels to reach customers where they spend most of their time: online. This includes everything from a business's website and online branding assets to digital advertising, email marketing, and online brochures (Sinha, 2018).

Traditional marketing, on the other hand, is a broad category that includes many familiar forms of advertising and marketing, such as the ads we encounter daily. Most traditional marketing strategies fall into one of four categories: print, broadcast, direct mail, and telephone. This approach is cost-effective when considering the cost-to-reach ratio of the target audience and allows customers to conveniently research products based on their criteria. Key components of digital marketing include digital devices, platforms, media, data, and technology. The digital marketing lifecycle involves planning, reaching, acting, converting, and engaging. While the 4 P's of marketing focus on business aspects, the 7 P's of service marketing and the 4 C's emphasize customer orientation. An additional "8th P" centers on productivity and quality. The main categories of digital marketing are Inbound Marketing (such as SEO, blogging, webinars, and social media) and Outbound Marketing (such as SEM, display ads, and affiliate programs). The benefits of digital marketing include global reach, lower costs, measurable results, personalization, transparency, social currency, and improved conversion rates, among others (Onishi, 2011; Sinha, 2018). Although, digital marketing is a subset of traditional marketing that leverages modern digital channels to promote items like downloadable music and engage with stakeholders, including customers and investors, about a brand, its products, and the company's achievements (Bist et al., 2022). But the gap still exists among literature to find out the main differences between both digital marketing and traditional marketing. Therefore, the objective of this study is to do a comparison between digital marketing and traditional marketing in Saudi Arabia.

Literature Review

2.1 Traditional Marketing

At first glance, traditional marketing seems structured and product-centric, with marketers focusing solely on promoting the institution's products. Thus, traditional marketing can be defined as any type of marketing that isn't online. This includes various forms such as print, broadcast, direct mail, and telephone. However, Various media, such as broadcast, print, online platforms, and in-person events, are used to inform consumers about these products. When new products enter the market, sellers provide customers with new labels for their purchased items. The transfer of product ownership occurs immediately, and once a product has been used or altered, it cannot be returned for a refund. Traditional marketing aims to persuade people to

purchase a product or use a service by highlighting its benefits, ultimately meeting the needs of a specific demographic while generating profit (Kapoor, 2021, as cited by Shahid, 2023). As the name suggests, this approach involves pushing promotional materials to potential customers rather than attracting them. Traditional marketing often relies on repeatedly exposing people to advertisements or promotional messages to capture their attention and interest (Lambin, 2013).

One of the key advantages of traditional marketing is its ability to quickly and effectively reach a large audience. Conventional media outlets, like television and radio, have broad reach and can be used to target specific groups. However, traditional marketing can be expensive and challenging to measure. With the advent of digital marketing, many companies now use a mix of traditional and digital marketing strategies to engage their target audiences. Although modern marketing is often seen as an innovative blend of strategy and technology, this wasn't always the case. The evolution of modern marketing has come a long way from its initial goal of simply selling products and services (Hardy, 2016).

Table 1: Time line of Traditional Marketing

| Year Founded | Category of innovation |
|--------------|---------------------------------------|
| 1450 | Print advising |
| 1730-1867 | Medium magazines |
| 1839 | Posters |
| 1922 | Radio advertises. |
| 1941 | Television advertises. |
| 1970 | Telemarketing |
| 1973 | The beginning of the mobile phone |
| 1981 | IBM introduced the personal computer. |
| 1990 1994 | Advanced mobile and advertising |
| 1995 – 2002 | Introduction of Internet and Email. |

Source: (Adapted from Smith, 2023)



Figure 1: Showing the objective of Traditional Marketing

2.1.1 Examples:

- Print Media: Newspapers, magazines, brochures, flyers.
- Broadcast Media: Television, radio.
- Outdoor Advertising: Billboards, posters.
- Direct Mail: Catalogs, postcards.
- Telemarketing: Phone calls to potential customers.

2.1.2 Advantages

- Tangible: Physical materials can be retained and referenced later.
- Broad Reach: Especially effective for older demographics who may not use digital media as frequently.
- Local Targeting: Effective for local businesses targeting specific geographical areas.

2.1.3 Disadvantages:

- Higher Costs: Printing, mailing, and broadcasting can be expensive.
- Less Measurable: Difficult to track ROI and customer engagement.
- Limited Interaction: One-way communication with limited engagement opportunities.

2.2 Digital Marketing

The word "digital" has become a buzzword in the modern business landscape. It is undeniable that "digital" has affected everyone around the globe. People are constantly encountering increasingly sophisticated and advanced technologies in their everyday lives—whether at home, at work, or anywhere in between—ranging from desktop computers and tablets to smartphones and robots. Simultaneously, we are more connected than ever, with numerous communication channels available for personal interaction, advertising, sharing, social networking, and even education (Bist et al., 2022).

In the 21st century, social media and digital marketing have revolutionized how people receive and engage with messages (Crittenden and Crittenden 2015). Today, the platform economy has become both global and dominant, featuring some of the most successful and valuable companies by market value (Kiesling 2020; Nooren et al. 2018). This includes various sectors, such as transportation with companies like Uber, Ola, and Rapido, food delivery with Swiggy, Zomato, Uber Eats, and Food Panda, and entertainment with platforms like Facebook, WhatsApp, Netflix, YouTube, and Instagram. In its advanced stages, digital marketing involves using digital technologies to establish online marketing channels, including websites, emails, databases, digital TV, and newer innovations like blogs, feeds, podcasts, and social networks, all of which contribute to marketing activities conducted via electronic media. Both digital marketing and e-marketing refer to the management and execution of marketing strategies through electronic channels. In this context, new media can act as a liberator for development (Rai and Shahila,

2013) and drive social change (Ibrahim et al., 2018; Saunders et al., 2015; Ravi & Rajasekaran, 2023).

Digital marketing encompasses any marketing efforts that use the internet to connect with clients through various digital channels, including SEO, social media, and email. Often referred to as online marketing, digital marketing involves promoting brands via the internet and other digital communication methods, which include email, social media, web-based advertising, as well as text and multimedia messages. Essentially, digital marketing is about reaching customers who spend significant time online using an array of digital tools and platforms, such as websites, corporate online branding assets, digital ads, and email marketing. The widespread adoption of digital marketing has led to a significant shift away from traditional marketing, requiring the implementation of new technologies and adaptation strategies. Digital marketing not only informs customers about products but also provides valuable information and facilitates the rapid sharing of that information with others (Ravi & Rajasekaran, 2023). In addition, there is strategic digital thinking offers a fresh perspective on digital marketing, which is essential to a company’s strategic management approach (Shaw & Bagozzi, 2018). The digital experiences of companies skilled in strategic planning show that marketing failures can impede progress toward the goals set out in the strategic plan (Wakjira & Kant, 2022).

Table 2: Time line of Digital Marketing

| Year Founded | Company/Services | Category of innovation |
|--------------|------------------|---|
| 1994 | Amazon | Retailer |
| 1995(March) | Yahoo! | Directory and Portal. |
| 1996 | Hotmail | Web-based email. Viral marketing (using email signatures to promote service) Purchased by Microsoft 1997 |
| 1998 | Google | Search engine |
| 2001 | Wikipedia | Open encyclopaedia |
| 2003 | Skype | Peer to peer internet telephony VOIP- Voice Over Internet Protocol |
| 2003 | LinkedIn | Professional social network purchased by LinkedIn. |
| 2004 | Facebook | The social network which owns other social network and messaging apps, including Instagram and WhatsApp |
| 2005 | YouTube | Video sharing and rating |
| 2006 | PayPal | Mobile payment service |
| 2011 | Snapchat | A mobile photo messaging service where images are deleted after a set number of seconds. |

Source: Adapted from (Chaffey & Ellis-Chadwick 2019)



Figure 2: The objective of Digital Marketing

2.2.1 Examples:

- Search Engine Optimization (SEO): Improving website visibility in search engine results.
- Content Marketing: Creating and distributing valuable content to attract and engage an audience.
- Social Media Marketing: Using platforms like Facebook, Instagram, Twitter to reach and interact with consumers.
- Email Marketing: Sending targeted emails to nurture leads and communicate with customers.
- Pay-Per-Click (PPC) Advertising: Online ads where advertisers pay each time their ad is clicked.
- Affiliate Marketing: Partnering with other businesses or individuals to promote products/services.

2.2.2 Advantages and Disadvantages:

According to (Veleva & Tsvetanova, 2020) who have showed the advantages and disadvantages of digital marketing as follows:

- Cost-Effective: Generally cheaper than traditional marketing with flexible budgeting options.
- Measurable: Advanced analytics tools allow precise tracking of campaign performance and ROI.

- Targeted: Ability to target specific demographics, interests, and behaviors.
- Interactive: Two-way communication channels foster engagement and feedback.

2.2.3 Disadvantages:

- Competition: High competition in the digital space can make it challenging to stand out.
- Learning Curve: Requires understanding and staying updated with rapidly changing technologies and platforms.
- Dependence on Technology: Relies heavily on technology and internet access.

2.3 Relationship Between Traditional and Electronic Marketing

Based on the previous studies such as (Bist et al., 2022; Shahid, 2023; Veleva, & Tsvetanova, 2020) which are shown some points that hypothesizing there is a relationship between traditional and digital marketing as follows:

- (1) Complementary: Traditional and digital marketing can complement each other. For example, a TV ad (traditional) might drive viewers to a website (digital) for more information.
- (2) Integrated Campaigns: Effective marketing strategies often integrate both traditional and digital methods to maximize reach and engagement.
- (3) Transition: Many businesses are transitioning from traditional to digital marketing due to the increased usage of digital devices and online platforms by consumers.
- (4) Audience Reach: Traditional marketing may still be more effective for reaching older demographics or those less engaged with digital media, while digital marketing excels with younger, tech-savvy audiences.

Therefore, and based on above mentioned clues, author hypothesized that;

H1: there is a relationship between traditional marketing and digital marketing.

H2: there are differences exist between both traditional marketing and digital marketing.

Methodology

3.1 Participants

Traditional marketing and electronic marketing is became vital in any context, whereas this research focuses in study their comparative impact on goods and services in Kingdom of Saudia Arabia (KSA) for the period between March and April 2024. We expected to collect data from 220 samples of university students based on the rule of thumb suggested by the methodologist for sample size determination. Thus, according to Kerjcie and Morgan (1970) and Cohen (1969) table of minimum samples size (Krejcie and Morgan 1970; Sekaran 2003; Sekaran and Bougie 2016). As a result, we managed to collect 200 through google form questionnaires which it was interesting for increasing the degree of accuracy for having good results in future.

3.2 Measures

The questionnaire's items for measurement were administrated in Saudi Arabia. The technique of back to back translation (Brislin 1970) applied to the questionnaire's items because the language of respondents is Arabic, so the questionnaires' items have translated into Arabic language to be convenient to our the respondents (see Appendix,A). Meanwhile, the final draft of the questionnaires had been allocated to the respondents.

Data analysis and results

The Data has been collected and cleaned in order to be ready for final analysis. Regarding the theory of testing, we conducted descriptive analysis for demographic data and descriptive analysis for items have done through using SPSS 20.0 software which was ranged between 0.76 to 0.88 for all constructs' items in the study. In other words, Internal consistency reliability (Cronbach's alpha) exceeded 0.70 for all items which it was reached the minimum threshold above 0.70. Then, we utilized Smart-PLS version 4.0, for running the two stages analysis based on Structural Equation Modelling (SEM) (Hair, Joe F.Ringle and Sarstedt 2011; Hair et al. 2017; Ringle, Wende, and Becker 2015); first, Confirmatory Factor analysis (CFA) which includes convergent and discriminant validity test for assessing the reliability and validity of constructs. Next, the second test is to run the path coefficient analysis, this mainly for hypotheses testing in order to come out with the results based on the primary data that collected from the respondents.

4.1 Reliability analysis:

This section of analysis is containing some tests such as Cronbach's Alpha, standard deviation, and mean along with Person correlation test for assessing traditional marketing and electronic marketing which are presented in the table 1 as shown below. Moreover, the reliability and description of the analyzed data was acceptable based on the cutoff point that depicted by methodologist such as Hair and Sekaran, so this model has achieved 0.771 in Cronbach's Alpha which is above the criteria that not less than 0.60 which is been acceptable for validated the data and measurements.

On the other hand, the descriptive analysis showed that the data were good in terms of standard deviations and means for items analyzed.

Table 3: Descriptive analysis

| Electronic Marketing | Cases No. | Mean | Std. Deviation | Traditional Marketing | Mean | Std. Deviation | Cronbach's Alpha |
|----------------------|-----------|------|----------------|-----------------------|------|----------------|-------------------|
| E_Market1 | 220 | 4.12 | 0.81 | Trd_Market1 | 4.05 | 1.037 | All items = 0.771 |
| E_Market2 | 220 | 4.03 | 0.851 | Trd_Market2 | 3.64 | 1.062 | |
| E_Market3 | 220 | 3.68 | 0.777 | Trd_Market3 | 3.63 | 1.001 | |
| E_Market4 | 220 | 4.18 | 0.722 | Trd_Market4 | 3.52 | 0.904 | |
| E_Market5 | 220 | 4 | 0.922 | Trd_Market5 | 3.83 | 0.964 | |
| E_Market6 | 220 | 4.1 | 0.801 | Trd_Market6 | 3.64 | 0.995 | |
| E_Market7 | 220 | 3.85 | 0.822 | Trd_Market7 | 4.04 | 0.867 | |
| E_Market8 | 220 | 3.73 | 0.896 | Trd_Market8 | 2.47 | 1.214 | |
| E_Market9 | 220 | 4.17 | 0.749 | Trd_Market9 | 3.81 | 0.792 | |

| | | | | | | |
|--------------------|-----|------|-------|--------------------|------|-------|
| E_Market10 | 220 | 4.08 | 0.717 | Trd_Market10 | 2.62 | 1.178 |
| E_Market11 | 220 | 3.99 | 0.814 | Trd_Market11 | 2.74 | 1.151 |
| E_Market12 | 220 | 3.82 | 0.892 | Trd_Market12 | 3.65 | 0.956 |
| E_Market13 | 220 | 4.02 | 0.883 | Trd_Market13 | 3.65 | 0.849 |
| E_Market14 | 220 | 4.05 | 0.837 | Trd_Market14 | 3.48 | 0.878 |
| E_Market15 | 220 | 4.05 | 0.732 | Trd_Market15 | 3.15 | 0.995 |
| E_Market16 | 220 | 3.82 | 0.876 | Trd_Market16 | 3.85 | 0.984 |
| E_Market17 | 220 | 3.64 | 0.851 | Trd_Market17 | 3.95 | 0.769 |
| E_Market18 | 220 | 3.92 | 0.795 | Trd_Market18 | 3.9 | 1.009 |
| E_Market19 | 220 | 4.05 | 0.723 | Trd_Market19 | 3.98 | 0.734 |
| E_Market20 | 220 | 4.15 | 0.698 | Trd_Market20 | 3.86 | 0.833 |
| Valid N (listwise) | 220 | | | Valid N (listwise) | | |

Note: data extracted from SPSS 22.0

4.2 Factor loadings:

The AMOS software was used for conducting factor loadings for items that measuring traditional and electronic marketing which can be seen in the Table 2 and Figure 2. Thus, the criteria of factor loading is that all items should be above 0.50, however, is some literature can accept below 0.50 if the items newly created. In this model of study, is showing that most of items are loaded above 0.50. In contrast, there are less items below the criteria and can be justified due to the newly created based on the Saudi Arabia environment and most of the sample were students.

Table 4: Regression Weights: (Group number 1 - Default model)

| | | | Estimate | S.E. | C.R. | P | Label |
|-------------|------|----|----------|-------|-------|------|--------|
| F1 | --- | F2 | 2.760 | 1.392 | 1.983 | .047 | par_39 |
| E_Market1 | --- | F1 | 1.000 | | | | |
| E_Market2 | --- | F1 | 1.294 | .195 | 6.643 | *** | par_1 |
| E_Market3 | --- | F1 | .302 | .137 | 2.198 | .028 | par_2 |
| E_Market4 | --- | F1 | 1.001 | .159 | 6.291 | *** | par_3 |
| E_Market5 | --- | F1 | 1.112 | .193 | 5.752 | *** | par_4 |
| E_Market6 | --- | F1 | 1.310 | .189 | 6.916 | *** | par_5 |
| E_Market7 | --- | F1 | .772 | .161 | 4.788 | *** | par_6 |
| E_Market8 | --- | F1 | .589 | .165 | 3.562 | *** | par_7 |
| E_Market9 | --- | F1 | .935 | .159 | 5.885 | *** | par_8 |
| E_Market10 | --- | F1 | 1.170 | .169 | 6.910 | *** | par_9 |
| E_Market11 | --- | F1 | 1.002 | .172 | 5.832 | *** | par_10 |
| E_Market12 | --- | F1 | 1.280 | .199 | 6.426 | *** | par_11 |
| E_Market13 | <--- | F1 | 1.332 | .201 | 6.612 | *** | par_12 |
| E_Market14 | <--- | F1 | 1.378 | .198 | 6.941 | *** | par_13 |
| E_Market15 | <--- | F1 | .986 | .160 | 6.178 | *** | par_14 |
| E_Market16 | <--- | F1 | .972 | .179 | 5.424 | *** | par_15 |
| E_Market17 | <--- | F1 | .551 | .157 | 3.515 | *** | par_16 |
| E_Market18 | <--- | F1 | 1.072 | .173 | 6.183 | *** | par_17 |
| E_Market19 | <--- | F1 | .861 | .151 | 5.699 | *** | par_18 |
| E_Market20 | <--- | F1 | 1.004 | .156 | 6.430 | *** | par_19 |
| Trd_Market1 | <--- | F2 | 1.000 | | | | |
| Trd_Market2 | <--- | F2 | -.124 | .510 | -.243 | .808 | par_20 |

| | | | Estimate | S.E. | C.R. | P | Label |
|--------------|------|----|----------|-------|--------|------|--------|
| Trd_Market3 | <--- | F2 | .146 | .483 | .302 | .763 | par_21 |
| Trd_Market4 | <--- | F2 | .695 | .547 | 1.270 | .204 | par_22 |
| Trd_Market5 | <--- | F2 | 1.548 | .880 | 1.760 | .078 | par_23 |
| Trd_Market6 | <--- | F2 | .920 | .651 | 1.413 | .158 | par_24 |
| Trd_Market7 | <--- | F2 | 1.580 | .870 | 1.816 | .069 | par_25 |
| Trd_Market8 | <--- | F2 | -1.247 | .837 | -1.490 | .136 | par_26 |
| Trd_Market9 | <--- | F2 | 1.028 | .625 | 1.644 | .100 | par_27 |
| Trd_Market10 | <--- | F2 | -1.323 | .852 | -1.552 | .121 | par_28 |
| Trd_Market11 | <--- | F2 | .247 | .562 | .440 | .660 | par_29 |
| Trd_Market12 | <--- | F2 | 1.310 | .781 | 1.676 | .094 | par_30 |
| Trd_Market13 | <--- | F2 | 1.115 | .675 | 1.652 | .099 | par_31 |
| Trd_Market14 | <--- | F2 | .104 | .422 | .247 | .805 | par_32 |
| Trd_Market15 | <--- | F2 | -1.141 | .729 | -1.566 | .117 | par_33 |
| Trd_Market16 | <--- | F2 | 1.864 | 1.013 | 1.840 | .066 | par_34 |
| Trd_Market17 | <--- | F2 | 2.039 | 1.054 | 1.935 | .053 | par_35 |
| Trd_Market18 | <--- | F2 | 1.325 | .802 | 1.651 | .099 | par_36 |
| Trd_Market19 | <--- | F2 | 2.006 | 1.033 | 1.942 | .052 | par_37 |
| Trd_Market20 | <--- | F2 | 2.137 | 1.109 | 1.927 | .054 | par_38 |

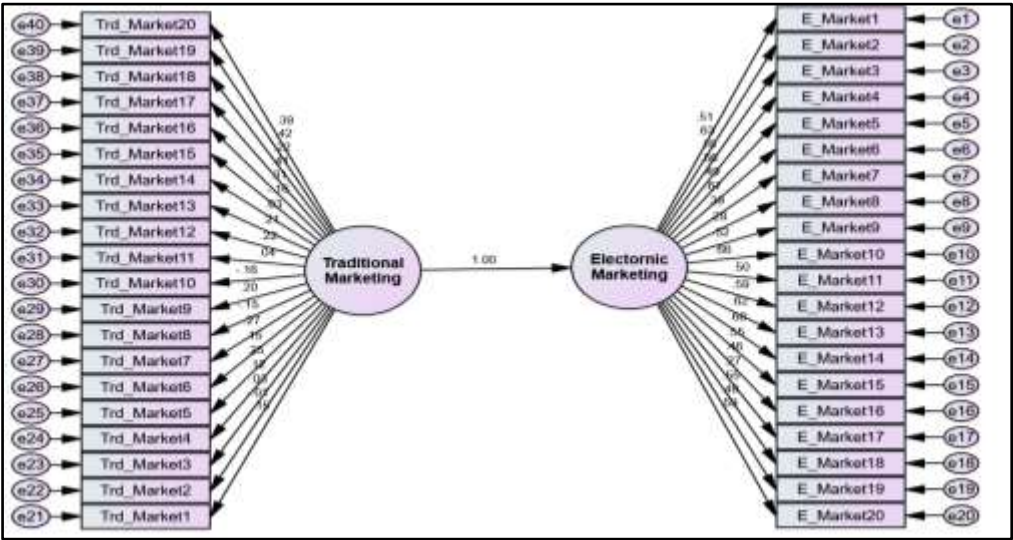


Figure 3: Showing Factor Loadings for analyzed items

4.3 Path Analysis (Hypothesis Testing):

Path analysis is considered as the second level of analysis (second step) to assess the theoretical model understudy by testing direct and/or indirect relationship in the current model. Accordingly, Table 3 and Figure 3 are shown there is a relationship between traditional

marketing and E-marketing. This because, the statistical results showed the significant relationship between promotion and performance ($\beta = .199$, $SE = .063$, $t = 3.158$, $p = 0.002$),

Table 5: Showing the hypotheses testing

| Hypotheses | Beta | S.E. | t-value | P-value | Decision |
|---|------|------|---------|---------|-----------|
| Traditional Marketing ---> Electronic Marketing | .199 | .063 | 3.158 | .002 | Supported |

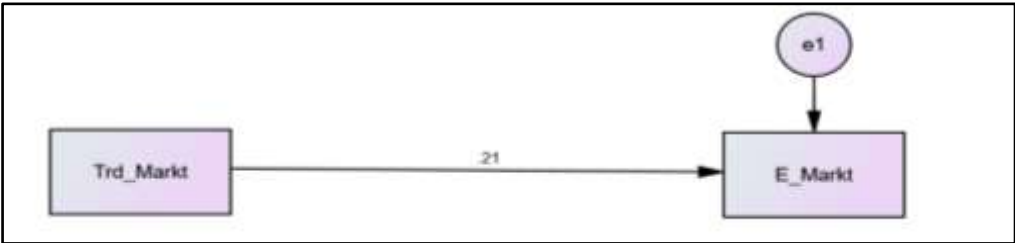


Figure 4: Hypotheses Testing

Discussion and conclusion

This main objective of this study is to explore the relationship between traditional marketing and digital marketing in KSA. Beside the main objective, there is additional objective related to conducting some comparison between both traditional and digital marketing. The results showed that there is a significant relationship between traditional marketing and digital marketing as hypothesized in H1 which is depicted that there is a relationship between traditional marketing and digital marketing ($Beta = .199$; $S.E. = .063$; $t\text{-value} = 3.158$; and $p\text{-value} = .002$). These results are showing that the statistical evidence supported proposed hypotheses which indicated that there is a positive relationship between traditional and digital marketing. Furthermore, evidence showed that there are some commonalities between both marketing such as the nature, objectives, and dealing with consumers. In contrast, there are some differences such as the implementation part of both marketing and the tools that need to be used for practicing traditional or digital marketing also are different. Finally, there is one additional point related to speed of responsiveness of consumer due to the media utilized in the ads or promotion in general.

In conclusion, this study aimed to find out the relationship between traditional marketing and digital marketing, and also there is another objective related to discover the differences and commonalities between them in KSA markets. The results revealed that there is significant relationship between both marketing types (i.e., traditional and digital). These findings opened the door widely for coming scholars by showing them the suitable comparison between traditional and digital marketing in Gulf context more specially in Saudi Arabia, this is as theoretical contribution. However, in practical contribution, this study provided new evidence for policymakers who targeting to increase their consumers, they need to understand the differences between traditional and digital marketing. If they understood the differences, they will become more aware by what kind of marketing can use and the know also the amount of response rate that might be achieved.

Limitations

Like any study, this study has some limitations. First, the main goal for this study is to do address the relationship between both traditional and digital marketing, besides doing some comparison between both kind of marketing in KSA. Hence, the forthcoming studies can focus on addressing traditional and digital marketing under the lens of costumers, and in different context rather than the Saudi Arabia. Secondly, this is current study examined the causal direct relationship between traditional marketing and digital marketing for students. Whereas the future studies may focus on examine the role of mediation and moderation variables on that relationship in order to bridge some gaps in literature. Thirdly, participants in this study were students based on case study. On the other hand, future work needs to increase the number of samples applied in other context rather than students for generating additional evidence. Finally, Lastly, our study has guided by and applied the quantitative approach for all procedures, however, in future, scholarly works should generate new research by using and applying different methodologies as mixed or qualitative approaches to achieve interesting suggestions for leaders.

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