

The Effect of E-marketing Orientation on E-business Strategy: E-trust as a Mediator¹

Dr. Niveen M. El Saghier²

ABSTRACT

This Study aims to explain the relationship between E-marketing Orientations on E-business Strategy, considering E-trust as a Mediator. The study is built upon the positivism philosophy and adopts the deduction method to logically infer the quantitative data. For the sake of this research, the current study follows the quantitative method approach, where a questionnaire is designed to measure the research variables. The target populations are customer Egypt who are considered as the unit of analysis for this study. The sample number in this study is 306 using descriptive analyses, normality testing for the research variables and testing the research hypotheses by applying SEM on SPSS and AMOS software programs. The results is concluded the direct effect of E-marketing orientation dimensions on E-business strategy dimensions excluding E-trust is partially supported.

Keywords: E-marketing Orientation - E-business Strategy - E-trust.

1- Introduction

At present, online business practice in developing countries is still in its early stages. Nevertheless, the internet has become a vital and enormous forum for nearly every type of enterprise.

E-marketing also emerges as one of enterprise's most effective and important methods. There is a high potential for industries in developing countries to use the advantages of online business and e-marketing to expand the sectors (Yousaf, 2018). The digital marketing is more than just marketing on the internet. However, it includes the efficient use of technology in all of its aspects, in such a way that it performs a supporting

¹ Received in 24/8 /2020, accepted in 3/4/2021.

² Dr. Niveen Mohamed El Saghier is currently Associate Professor at College of Management and Technology, Arab Academy for Science, Technology and Maritime Transport (AASTMT) (niveenmohamed@yahoo.com)

role identified by the requirements of business and marketing. The most essential piece of technology in electronic marketing is not the Internet, but rather the database that provides useful knowledge about this most crucial tool a marketer requires. Technology and data access gradually increase through shifts in consumer engagement with organizations. E-marketing eventually takes on prominence as a strategic weapon and competitive advantage (Raoofti, 2012).

According to e-marketing orientation, it is the plan that is designed and specifically details the method of entering the new market and the method of attracting new customers (Aziz and Omar, 2013). In addition, the process allows the organization to occupy its limited resources in suitable opportunities to increase sales and gain access to competitive advantages (Huang and Chen, 2018). The radical effect of e-marketing orientation is evident in increasing sales, as the use of e-marketing services and techniques in scientific ways leads to: Increasing sales by maintaining customers and gaining their loyalty. Reducing costs by wiser and more beneficial marketing methods, which increases the competitive advantage of the organization (Mutlu et al., 2016).

As a result, the purpose of this article is to investigate the impact of E-marketing orientation on E-business strategy while accounting for E-Trust's mediating role. The following is the order in which this document is organized. It begins with material on e-marketing strategy, e-trust, and e-business strategy. The methods used in this study, as well as the conceptual framework and hypothesis, are then clarified in the next section. The empirical study findings are then detailed, and the last section includes a review, results, and conclusion.

2- Research Problem

E-marketing is considered one of the most important elements of modern management and despite its importance, its role is still modest in terms of business strategies, as the challenge facing industrial establishments is to change the market structure and customer demands, so the facilities need to keep pace with all the developments that raise their level of performance, the technological factor is considered a competitive and important factor that affects the competitiveness of the organization through the ability of the

organization to manufacture the mechanisms of Internet marketing technology. Therefore, the study seeks to understand E-marketing orientation and its role in developing business strategies. As a result, within the frame of this research study, the following questions will be answered:

- What are the dimensions of E-marketing orientation?
- How does E- marketing orientation influence e-business strategies?

3- Research Importance and Objectives

The importance of internet-based E-marketing is that it has become the primary factor that many people consider when making purchasing decisions for products and services. As shown by studies, there is a continuous increase in the number of buyers who make the purchase decision by searching on Google or social networks such as Facebook or on product prices and comments of previous buyers about it and its quality, and other transactions that affect the purchase decision. Moreover, Successful marketing can increase the quality of the products and services provided, depending mainly on the extent to which the organization knows the needs of the audience, and its ability to meet them as needed. Marketing is what qualifies the organization to sweep the market and reach the largest number of audiences. Therefore, marketing must have its priority and its role in developing the institution's work and developing its resources and working mechanisms, therefore, it is necessary to e-marketing orientation.

The main aim of this research is to have a clear understanding of Emarketing orientation (Customer Orientation, Competitor Orientation and Inter-functional Coordination) and how it affects the E- business strategies through E-trust. Accordingly, the research objectives are as follows:

- Examine the impact of E-marketing orientation (Customer Orientation, Competitor Orientation and Inter-functional Coordination) on the E- business strategies.
- Examine how the effect of E-marketing orientation (Customer Orientation, Competitor Orientation and Inter-functional Coordination) on E-trust.

- The role of E-trust as a mediator on the relationship between E-marketing orientation (Customer Orientation, Competitor Orientation and Inter-functional Coordination) and the E- business strategies.

To achieve the above objectives, first we need to review prior studies and literature related to this field.

4- Literature Review

4-1 E-Marketing

E- marketing has been a novel phenomenon which has extensively spread and grew rapidly with the upgrading of Information and Communication Technologies (ICT). E-marketing is described differently according to each one's perspective and background. Brodie et al. (2007) described it as an activity through which companies uses the web and other interactive techniques and technologies to communicate with its customers. On the other hand, Strauss and Frost (2001) described it as the utilization of digital data and electronic applications to plan and perform the conception, distribution and pricing of products and ideas in order to create exchanges and advantages for both individuals and organizational goals.

Electronic marketing has changed the nature of marketing by allowing evaluation, inspecting, and experimentation. Many companies are now using at least one of the online commercial services to obtain general news information or to report on more specific topics. Worldwide, hundreds of thousands of commercial databases are accessible, providing corporate, technical, and empirical records, company reports, broker reports, newspaper and journal articles, and patent documents. Such sources of online commercial and analysis information include variety, up-to-date information, cost efficiency and availability to knowledge that is far-reaching. Technology-enabled observation is highly objective in marketing research because it tracks actual behavior, contradicting to what the researcher thinks is crucial. Higher productivity and processing capabilities of information technology has facilitated the recent resurgence of direct marketing, and marketing is taking full advantage of this (Raoofti et al., 2012).

E-marketing has been regarded as a creative technology-based operation which is one of the main features of marketing practice involving the use of the internet and other digital technologies to establish and mediate interaction between the company and its consumers. E-marketing is a creative practice because it introduces new ways to communicate with consumers and offers new systems and processes for service delivery that reduce costs. E-marketing is based on technology to facilitate interactivity and therefore varies from other marketing practices by enabling consumers with access to information, while using interactive technologies enables these customers to provide company information. The Internet, the primary e-marketing tool, has been identified as a core business resource and is becoming progressively used and embedded into the marketing activities of the company (Tsiotsou and Vlachopoulou, 2011).

Multiple researchers have given various definitions of e-marketing according to their perspective, experience and judgment. Strauss and Frost (2001) described it as the use of electronic data and applications to plan and execute ideas, goods and services design, distribution and pricing to build exchanges that meet individual and organizational goals. Some researchers articulated E-marketing as achieving marketing targets by using electronic communication technologies (Dave Chaffey, 2007) whereas others considered it a mechanism which facilitates business transactions, interaction and communications (Reedy and Schullo, 2004). Before the internet age, a typical consumer was restricted to deciding among a few domestic products when marketing activates were not on digital media. In the age of digitization and the internet, anyone can shop online from a seller located anywhere in the world, removing distance barriers and establishing a place of business utility location (Mutlu and Sürer, 2016).

Taleghani et al. (2013) explains that corporations historically concentrated more on sales strategies, but the pattern is shifting with increased knowledge, corporations are becoming more customer-oriented and personalized products, which is why e-marketing is becoming more relevant for businesses to fulfill their consumer needs and expectations. The introduction of marketing functions through electronic media has had a positive effect on the company's long-term

performance. Electronic channels are used by e-marketing companies rather than physical channels, thus, minimizing physical medium costs and increasing strategic financial performance. literature shows that Internet marketing, e-mail marketing, mobile marketing, intranet marketing and extranet marketing are the most widely used methods for e-marketing. Market growth and expansion prospects were invented for high strategic performance by the leading company in digital marketing (Erum et al., 2017).

4-2 E-Marketing Orientation

The technological development that the world has witnessed since the twentieth century is characterized by a change in many concepts, the most prominent of which is related to electronic commerce, which includes e-marketing, which is one of the activities of the organization in the administrative process, and the e-marketing process extends beyond that through a permanent communication channel with The customer by continuing the marketing process for him or opening the field for him to evaluate the product through the website of the company providing this product (Eid and El-Gohary, 2013).

E-marketing orientation have become the most effective way to market your products and services today (Majid et al., 2018). Marketing derives its importance through the marketing orientation, which is the effective performance in facing the challenges of the business environment in addition to activating the available environmental opportunities and their contributions within the overall orientation in achieving the competitive advantage of the institution (Majid et al., 2018). E-marketing orientation have become a fundamental pillar in the development of various business areas, whether the business depends on a physical entity such as a store, company or factory, or it relies on virtual entities such as websites and electronic stores or marketing personal products via the Internet, so there is no better way than following successful strategies that help Achieving the goals of the institution (Bazazo et al., 2017).

It is noted that many researchers study e-market orientation without including its dimensions in their researches. However, Narver and Slater (1990) introduce three market-orientated behavioral components: 1.

Customer orientation 2. Competitor orientation 3. Inter-functional coordination. Each of these elements deals with the generation and distribution of intelligence and the responsiveness to the information gathered. The three core components of behavior are thus posited as equally significant in the meaning of information (Raoofti et al., 2012). The three concepts are described below.

4-2-1 Customer Orientation

Sheikh et al. (2017) adopted that e-market orientation with one of its dimensions; Customer orientation which involves activities related to the collection and distribution of customer information in the target market. Danisman and Erkocaoglan (2007) noted customer orientation affected sales growth but not financial profitability. Turkish studies using samples of companies have revealed a strong link between e-market orientation and efficiency. According to Bulut et al. (2009), customer orientation had a positive impact on corporate financial results. Data collected collected from 73 multinational corporate subsidiaries in Turkey, Kirca (2011) observed that the scale of a subsidiary's e-market orientation was significantly related to its financial performance, and likewise, a research by Hamsioglu (2011) of 76 firms in Istanbul revealed that e-market orientation had a positive impact.

Electronic business will soon overtake traditional business practises. This means that in both off-line and online situations, a customer-oriented strategy will be vital to gaining a competitive advantage. Theoretically, customer-oriented strategy is based on a marketing concept that first appeared in the early 1950s (Mokoena and Dhurup, 2016). The marketing concept has lately evolved into the core of strategic marketing, which includes the three components of customer orientation, objective attainment, and profitability, as well as the integration of the marketing function with other functional areas. Customer orientation, according to strategic marketing literature, is the concept that an organization's top goals should be understanding and addressing customer needs (Khuwaja, 2017). As a result, customer orientation is concerned with the company's dynamic interactions with customers, competitors, and internal stakeholders. Its primary principle is that all members of a company must consistently provide higher value

to customers, and do it better than their competitors (Khuwaja et al., 2018).

Customer or market orientation has long been regarded as a valuable source of long-term competitive advantage. Through a deeper understanding of its customers, competitors, and environment, a market-oriented company may achieve high levels of customer satisfaction and improved performance (Khuwaja et al., 2019). There is a lot of data to back up the idea that customer orientation has a favourable impact on a company's performance. The relevance of customer focus has been recognized in the customer resource life-cycle model in the context of e-commerce. Essentially, this model demonstrates how a company can build and maintain customer relationships in order to increase competitiveness and gain a strategic advantage. Akenroye et al. (2020) recognised customer orientation as a vital factor in exceptional customer management in their firm-level framework for planning E-market orientation. Companies that establish e-business and e-market orientation based on satisfying core consumer needs will flourish, according to Saastamoinen et al. (2020).

4-2-2 Competitor Orientation

Sheikh et al. (2017) adopted that e-market orientation includes another dimension; Competitor orientation, which involves activities that require the collection and transmission of information about the rivals in the target market throughout the company. Bulut et al. (2009), competitors' orientation had a positive impact on corporate financial results. The multidimensional conceptualization of e-marketing capability as a combination of business, human, and information technology resources contributes to the evidence that market orientation is a necessary precondition for e-marketing capability (Khuwaja, 2017). According to Kuwaja et al (2018), customer-oriented companies have a higher level of adoption intensity. Client-oriented businesses, according to the authors, concentrate their efforts and resources on innovations that enable efficient transactions and strong customer relationships. additionally, competitor-oriented firms are also likely to adopt and implement e-business initiatives. (Hussain and Khan, 2019).

With regard to the human resource dimension of the e-marketing capabilities construct, market orientation literature shows a positive association between market orientation and competitor-oriented activities such as e-business initiative adoption and implementation. (Akenroye et al., 2020). Market-oriented businesses must be aware of both their competitive and customer environments. Organizations can gain awareness of opportunities for expanded access to new markets as well as developments in technology initiatives made by competitors by constantly monitoring changes in this dynamic environment (Shuba and Jassim, 2020). As previously said, a company's ability to adapt in a competitive context is determined by how its resources and competencies are deployed.

Strategic planning requires a thorough awareness of the external environment. Obtaining feedback for multi-directional shareholders, like as customers and suppliers, is part of the external environment (Salim et al., 2020). The response to these external voices may have an impact on an organization's decision to implement e-marketing methods in some cases. Firms risk losing relationships with their suppliers and customers, as well as social legitimacy in their competitive environment, if they do not invest in e-marketing skills (Hussain and Khan, 2019). Firms are more likely to adjust to their competitive environment and gain an edge by acquiring resources before competitors in extremely unstable environments.

The effectiveness of a firm's market-sensing capability is determined by the nature of its market and competition, according to previous studies (Akenroye et al., 2020). Competitive intensity, or the degree of rivalry that a firm confronts, is a feature of the environment that determines how firms exploit resources to adapt to their environments, according to the market orientation literature.

Previous studies on the impact of competitive intensity, according to Salim et al. (2020), have been inconsistent. The author's meta-analytic review, on the other hand, only looks at the effects of competitive intensity on the market orientation-performance relationship.

4-2-3 Inter-functional Cooperation

It had been claimed by Sheikh et al. (2017) that a third dimension of emarket orientation is the Inter-functional cooperation involving the coordinated activities of the organization, including more than the marketing department, to build superior consumer value. Accordingly, the current study has explored the dimensions of E-market orientation and has adopted and included these three dimensions in its analyses. Bulut et al. (2009), Inter-functional cooperation had a positive impact on corporate financial results. In comparison to a non-market oriented business, a market-oriented organisation has superior skills in achieving higher profits. Market Orientation is crucial to businesses since it has a favourable relationship with performance and is viewed as a type of innovative behaviour (Hollen, 2018). As a result, information technology in marketing is one of the most important challenges for SMEs in their day-to-day operations. Market orientation delivers benefits in a variety of ways, including innovation, customer loyalty, product quality, and, ultimately, company performance (Bagheri and Sazvari, 2015). Baker (2019) found that market orientation consists of three behavioral components: customer orientation, competitor orientation, and inter functional coordination. Hsu (2019) stated that e-marketing orientation is targeted towards all employees in a holistic approach through inter-functional coordination, organizations change and competence.

Customer orientation, in combination with competitiveness and cross-functional collaboration, has an impact on innovation, according to Chuang (2016). The basic value placed on customer orientation is key to the organization's market orientation.. There have been a number of studies on e-marketing and its impact on business performance, with the majority of them focusing on the impact of internet use, e-marketing, and e-marketing strategies on business and marketing performance (Chuang, 2018). More recently, the marketing concept has evolved into the core of strategic marketing, including the three components of customer orientation, attainment of objectives and profitability, and integration of marketing function with other functional areas. Interfunctional coordination can be recognized as an essential instrument for improving common goals in the organization (Sheikh et al., 2017). It very well may be seen as a way to cultivate more noteworthy communication,

coordinated effort, and cohesiveness, in this way improving the connections between group possessing the diverse useful learning, knowledge, and training.

Besides, inter-functional coordination fundamental for building trust and commitment between association individuals from assorted backgrounds; in this manner the association would reinforce the bonds and connections among colleagues (Bagheri and Sazvari, 2015). Interfunctional coordination states a positive connection between cross functional communication and organizational innovation whereas few empirical studies have been conducted to test the effect of e-marketing dimensions on business strategy. The following section discusses Ebusiness strategy according to literature reviewed (Hollen, 2018).

4-3 E-business Strategy

To survive in an environment established in highly rigid competition firms, their competitiveness requires to be enhanced. In such an environment, strategic performance is the highest prerequisite of companies. The achievement of long-term goals such as performance and efficiency by a company's managerial resources is referred to as strategic business performance. Online brand communities, electronic marketing platforms, and interactive technologies have all been found to help organizations attract and keep new clients. E-Marketing orientation has raised the exposure level of marketing activities to a greater number of customers, thereby supporting business to expand their market size with minimum cost. It also boosts the level of sales activities. Such accomplishments, including market growth, low cost, high number of sales and so forth, are strategic business performance's milestone. All of the long-term benefits of E-Marketing orientation to business motivate management to switch from traditional to modern marketing tactics (Yousaf et al., 2018).

A set of decisions about a company's direction can be described as business strategy. A strategy is a set of commitments and actions that are organized and coordinated with the goal of developing fundamental competencies and attaining a competitive edge. By using core skills in specific product markets, a business-level approach strives to provide value for consumers and obtain a competitive advantage. A firm's view

in where it has an advantage over its competitors is represented by a business-level approach. While strategy is frequently characterized as a planned collection of behaviors designed to obtain a competitive advantage and provide stability and direction to an organization (Lee et al., 2010). Porter's (1985) classification and Schuler and Jackson's (1987) classification are two types of business strategy classifications. According to Porter, there are three sorts of business strategy: defender, prospector, and analyzer. While Schuler and Jackson (1987), they have classified business strategies into three types: cost reduction, innovation and quality enhancement. Many researchers including this one, have adopted Schuler and Jackson's approach.

4-3-1 Cost Reduction

Increasing competitiveness by lowering the cost of products or services is referred to as a cost reduction strategy. By embracing new technologies, increasing production scale, or re-engineering production processes, this strategy improves production efficiency and lowers costs, allowing a company to offer its products and services at a reduced cost (Lee et al., 2010).

In general, two main sets of benefits are associated with emarketing adoption. The first is related to raising profitability through increasing revenues or cutting costs and the second is related to improving marketing functions. A starting point for businesses is to explore and evaluate their e-marketing potential, primarily the level of e-marketing resources available to the organization, what these resources can offer and how much they cost based upon monitoring customers' requirements and main competitors' involvement in emarketing (Khuwaja, 2017).

Firms adept at converting existing resources and capabilities into new value-generating processes and abilities are likely to benefit from improved performance (Mazzarol, 2015). Within this context, eMarketing capabilities are expected to have a positive impact on performance by placing a dual emphasis on revenue generation through increased customer satisfaction while also reducing costs through increased efficiency (Ahmed et al., 2016). High levels of customer satisfaction and retention can lead to improved revenues through cross-

selling and favorable word-of-mouth marketing, which helps a company's profits (Sheikh et al., 2017). Also, as customers become more satisfied and stay with a particular firm, higher market share can be gained and lower costs incurred by encouraging customer repeat purchase behavior and lower levels of customer complaints. The successful development of e-Marketing capabilities can have a direct influence on firm profitability, cost position and return on investment as well as an impact through enhanced customer relationship performance (Kartiwi et al., 2018).

Previous research that highlights a dual approach to firm performance and implies that e-marketing can assist businesses by increasing revenue (e.g., through higher customer retention and satisfaction) while also lowering costs (e.g. increased organisational efficiency) (Ahmed et al., 2016). Customer orientation and inter-functional cooperation, according to Kartiwi et al. (2018), are major predictors of business performance. Furthermore, businesses must be innovative in order to achieve reduced prices and greater quality outputs. The adoption of e-marketing has been associated with an array of potential benefits such as market expansion and cost reduction.

4-3-2 Innovation Strategy

Innovation is conceived as one of the avenues to gain a competitive advantage. Innovativeness has often been shown as one of the most important strategic orientations for firms to achieve long-term success and it has a significant effect on venture performance (Iqbal and ElGohary, 2014). However, there is no real consensus on the meaning of innovation, because it is a multi-dimensional composite variable composed of radicalness, relative advantage, and the number of innovations adopted (Mazzarol, 2015). The first construct of innovation (the initiation process) into the models of e-marketing orientation, according to Ahmed Sheikh et al., (2016), is innovation, which is the notion of openness to new ideas as a component of a firm's culture (values and beliefs) toward innovation. The majority of previous study on innovation has been done in different companies, with a focus on products and processes (Shafiee et al., 2016).

Some researchers define innovativeness as the development of newness, the adoption of a new idea or behaviour within the organization, or a company's capacity to develop, produce, and commercialize new products or services quickly and ahead of its competition. From a service point of view, some scholars attempted to define innovativeness as the degree of newness it has relative to the firm and to the outside world (Sheikh et al., 2017). Similar to product innovativeness, simply introducing a new service is necessary but not sufficient as an indication of innovation. An innovative product or service must also be unique in its market (Abrar et al., 2016). Concentration on developing products and services that are new or distinct from rivals' products and services is referred to as an innovation strategy. The purpose of a strategic plan for quality improvement is to achieve success by providing a quality standard superior to that of other products or services. Companies that pursue a cost-reduction strategy must generally track and minimize expenses while pursuing larger economies of scale (Dethine et al., 2020).

Companies that pursue an innovation strategy must adapt to rapidly changing market conditions and technology advancements. According to reports, service businesses rely largely on competition imitation and/or client canvassing to nurture new ideas due to a lack of preparation and informality. It was discovered that E-marketing orientation has a considerable and favourable impact on the degree of innovation strategy of SMEs (Iqbal and El-Gohary, 2014). E-marketing orientation and innovativeness, according to Mazzarol (2015), are major predictors of business performance. Furthermore, businesses must be creative in order to achieve lower costs and greater quality outputs.

According to Shafiee et al. (2016), market orientation models should emphasise innovation (implementation of new ideas products or processes). They go on to say that one of the antecedents of an innovative culture is market orientation.

Customer orientation, in combination with competition and inter-functional coordination, has an impact on innovation, according to Sheikh et al. (2017). The basic value placed on customer orientation is key to the organization's market orientation.

4-3-3 Quality Enhancement Strategy

Customers are one of a company's most valuable assets, and it is critical for businesses to focus on them and ensure that they are well cared for. Companies can achieve a positive reputation, referrals, and new business ventures by focusing on customers (Habibi et al., 2015). As a result, innovative SMEs can attract new clients and grow their business. Furthermore, by focusing on customers, firms may build effective long-term relationships and manage their people by using information rather than going through people to get the information they need (Nwokah and Irimagha, 2017). According to Lady and Arafah (2018), the quantity and quality of knowledge communication is critical in any organisation. Market orientation delivers benefits in a variety of ways, including innovation, customer loyalty, product quality, and, ultimately, company performance (Chen and Huang, 2016).

A growing stream of studies today endorses the adoption of different strategic orientations such as market orientation, innovation orientation, quality orientation, and productivity orientation (Mazzarol, 2015). To continually enhancing the quality of their products, organizations pursuing a quality enhancement strategy must make regular changes or continuous improvements in the production process (Lee et al., 2010). Pollanen et al. (2107) investigate the role of strategic performance measures in strategic decision-making and their impact on organizational performance. The study revealed that SPM efficiency and effectiveness are significantly correlated to performance, as well as the former to strategy implementations and strategic evaluation decisions, based on 143 online survey responses from senior administrators throughout Canadian public organizations. Yousaf et al. (2018) argued that the role of e-marketing is central to the successful implementation of business strategies because the current competitive business environment calls for a continuous emphasis on delivering superior quality enhancement of products and services to customers.

The term "e-marketing orientation" has been established to define a company's usage of these technologies, which has a favorable impact on customer satisfaction, sales performance, quality improvement, and relationship development (Al Adwan et al., 2019). According to Ofori and

El-Gayar (2020), e-marketing orientation positively contributes to these objectives by boosting communication, allowing for more intensity, and increasing information sharing. The market orientation performance chain is mediated by innovativeness, customer loyalty, and quality, according to Abrar et al. (2016) revised model based on previous empirical investigations.

4-4 E-Trust

Marketing and management researchers and analysts have extensively studied customer trust, and it has also become important to researchers and marketers studying web-based commerce. The accessible nature of the Internet as a transaction network and its global structure have made e-commerce a vital element of confidence and trust (Yousefi and Nasiripour, 2015). According to Gefen and Straub (2000) Trust in an online seller is the will to actually allow oneself exposed to actions taken by the trusted party based on a sense of trust and confidence. While Ba and Pavlou (2002) states that Trust is the subjective evaluation of one party that another party will conduct a specific transaction in an environment characterized by ambiguity, in accordance with its reasonable expectations.

Starting in the late 1990s, research on the principle of trust in the online environment has created a convincing list of factors that endangers consumer confidence in e-commerce. However, there has been an agreement on security and privacy as the key factors of online trust. They claim that environmental control or the opportunity of consumers to track a web seller's actions clearly influences the view of consumers regarding online security and privacy. The effectiveness of third-party trust validation bodies and the infrastructure for public key encryption to ensure transactional security (including privacy protection) are considered positive key elements in building consumer confidence on the Internet. Other researchers have reiterated this belief arguing that it is only when security and privacy have been addressed that customers can regard other web aspects (i.e. ease of access, familiarity, reputation) to decide what they can trust and feel safe to deal with the web merchant (Yousafzai et al., 2003).

Trust was defined as consumer trust in the quality and reliability of the service provided and was viewed in a spectrum of exchange contexts as a central attribute in connection initiation, creation and maintenance. Prior studies argued that trust has a great and primary influence on customers' loyalty in both offline and online. It is observed that trust, not price, is the most significant element which influence customers in deciding to consolidate their purchases with one online vendor. It is expected that e-trust have an influence not only directly on e-loyalty but also indirectly via e-satisfaction. Trust is a vital backdrop to establishing relations between sellers and buyers. In any buyer-seller relationship consumer's trust measures are considered to have a direct impact on their post-purchase satisfaction before a particular episode of trade. This relationship is considered to be valid in online retail settings where trust can be a core component of the transaction initiation. At online stores, customers recognize a greater level of risk than traditional sellers in terms of delivery, payment, disclosure of information, etc. Online customers would therefore prefer to deal with online stores they can trust (Kim et al., 2009).

Consumer e-trust is viewed as vital for achieving long-term performance and efficiency in today's business environment, when practically all enterprises are online. E-trust leads significantly to business success if people feel safe and comfortable with online transactions. Customers will not hesitate to begin purchasing online if the website is built and governed in such a way that they feel safe entering personal information such as credit card numbers. Since customers today are more likely to shop online than they used to, online sellers will try to build customer e-confidence to increase sales performance and productivity. The company's strategic performance encompasses long-term goals such as long-term customer relationship growth. Customer satisfaction and customer turnover are used to assess the customer relationship. E-trust aids in the reduction of brand turnover and the development of long-term customer relationships. E-trust is essential for establishing a positive image, honesty, and customer appeal, as it leads to the idea that the online vendor will always keep its commitments to improve business performance, efficiency, and competition. (Oliveira et al., 2017).

E-trust is critical in removing uncertainty and enabling consumers to shop at all hours of the day and night.

Furthermore, if the website is constructed such that visitors do not feel obligated to share personal information for transactions, such as their account number, the possibility of purchasing online increases. As a result, e-trust would create a positive outlook for strategic business performance by providing a platform for creating the foundation for strategic business performance. (Oliveira et al., 2017). All of the above-mentioned features of e-trust, such as competitiveness, efficiency, profitability, and long-term customer relationships, suggest that e-trust appears to play a significant role in the company's strategic performance. Consequently, it could be argued that E-Marketing orientation is an effective means of building customer e-trust to obtain strategic business performance. In other words, E-Marketing orientation leads to the strategic business performance where e-trust is the E- market orientation byproduct.

Long-term objectives such as customer retention and long-term relationships with customers are part of the firm's strategic performance. Customer satisfaction, loyalty, and switching are the indicators used to evaluate a customer relationship. E-trust aims to reduce brand switching and maintain long-term customer relationships. E-trust is critical to maintain good image, truthfulness and consumer retention which leads to the belief that the online sellers always keep their promises, which guarantee to raise business competitiveness. Yousaf (2018) investigated the impact of e-marketing orientation on strategic company performance in Pakistan, taking e-trust as a mediator into account. He gathered information from Pakistani SMEs' CEOs, IT managers, finance managers, policymakers, founders, and managing directors in two major cities: Islamabad and Peshawar. After analyzing the data collected, empirical findings suggested that strategic performance largely depends on E-Marketing orientation and e-trust. He concluded that there exists a significant influence of E-Marketing orientation with strategic business performance, E-Marketing orientation with e-trust, and e-trust with strategic performance. The current study aims at testing these relations but in Egypt.

From here, the current research study adopts its model but in the Egyptian context. However, based on the above discussion, in order to have an in-depth understanding of the relationship between e-marketing orientation on e-business strategy, the current study is more comprehensible since it integrates the dimensions of e-marketing orientation. These adopted dimensions are (Customer orientation, Competitor orientation and Inter-functional coordination) as clarified in the previous section. Also, it integrated the dimensions of e-business strategy which are (cost reduction strategy, innovation strategy and quality enhancement strategy). The current study's goal is to see how e-marketing orientation dimensions affect e-business strategy dimensions via the mediating role of e-trust (Kim et al., 2009).

Accordingly, the research hypotheses can be constructed as follows:

H1: *There is a significant relationship between E-Marketing orientation Dimensions and E-trust.*

H2: *There is a significant relationship between E-trust and E-Business Strategy Dimensions.*

H3: *There is a significant relationship between E-Marketing orientation dimensions and E-Business Strategy Dimensions.*

4-5 The Significant Relationship between E-Marketing Orientation Dimensions and E-trust.

(Direction, 2018) investigated the relationship between E-marketing orientation and E-trust. A questionnaire was conducted for collecting primary data from 1450 firms in Pakistan and only 479 responses were valid and analyzed to examine the study hypothesis (the relationship between E-marketing orientation and E-trust). The study found that there was positive significant relationship between E-marketing orientation and E-trust.

4-6 The Significant Relationship between E-trust and E-Business Strategy Dimensions.

(Direction, 2018) investigated the relationship between E-trust and E-business strategy. A questionnaire was conducted for collecting primary data from 1450 firms in Pakistan and only 479 responses were

valid and analyzed to examine the study hypothesis (the relationship between E-trust and E-business strategy). The study revealed there was a positive significant relationship between E-business and E-trust.

4-7 The Significant Relationship between E-Marketing Orientation Dimensions and E-Business Strategy Dimensions.

(Williams et al., 2011) investigated the impact of customer and competitor orientation on market orientation and innovator's success. An online questionnaire was conducted for collecting data from CEOs and Managing Directors of innovative and technology companies and only 171 responses were valid and analyzed to examine the study hypothesis (the impact of customer and competitor orientation on market orientation and innovator's success) using correlation and Factor analysis. The study found that both customer and competitor orientation had positive impacts on market orientation and innovator's success.

(Sürer and Mutlu, 2015) illustrated the impact of E-Marketing orientation on E-Business Strategy. The study methodology was based on deductive approach with quantitative design through conducted questionnaire that distributed on Turkish exporter firms and 144 questionnaires were valid that analyzed using regression analysis. The results reached that there was direct significant effect of E-Marketing orientation on E-Business Strategy.

(Pekovic and Rolland. 2016) explained the relationship between e-marketing orientation and business performance. A cross sectional French survey was conducted for collecting data from 3720 firms and analyzed the valid data using three-stage least squares model. According to the findings, there is a link between e-marketing orientation and business performance.

The relationship between E-Marketing orientation and E-business strategy was examined by (Direction, 2018). A questionnaire was conducted for collecting primary data from 1450 firms in Pakistan and only 479 responses were valid and analyzed to examine the study hypothesis (the relationship between E-Marketing orientation and E-business strategy). The study found that there was positive significant relationship between E-Marketing orientation and E-business strategy.

(Chong et al., 2018) explained the impact of E-Marketing orientation on E-Business Strategy. An online survey was conducted for collecting primary data from 406 small-medium enterprises (SMEs) from different industrial sectors in Asia and analyzed the valid data to examine the study hypothesis (the impact of E-Marketing orientation on E-Business Strategy) using regression analysis. The study found that there was positive impact of E-Marketing orientation on E-Business Strategy.

(Peterson and Crittenden, 2020) investigated the impact of customer orientation and marketing strategy. A questionnaire was designed and distributed on 13809 Mexican-American entrepreneurs and only 12306 responses were valid and analyzed to test the study hypothesis (the impact of customer orientation and marketing strategy). The study reached that customer orientation had important role on marketing strategy.

Accordingly, the current study is expected to contribute to the current knowledge in order to enhance Business strategy. In conclusion, this study will enrich the literature by examining the relationship between e-market orientation and business strategy taking into consideration the e-trust effect of the company's customers. Apart from that, the practical contribution concerns the findings of this research which probably facilitates industrialists, policy makers, department heads, marketing managers to enhance and promote business strategy and efficiency. Consequently, this section introduces the conceptual framework and hypothesis. Then, the methodology used is clarified at very next section. The results of our empirical analysis are then presented in detail, followed by a discussion, implications, and conclusion, as well as limits and suggestions for future research studies.

4.8 The Role of E-trust as a Mediator on the Relationship between E-marketing Orientation and the E- business Strategies.

(Direction, 2018) investigated the relationship between E-Marketing orientation and E-business strategy as E-trust played as a mediator in this relationship. A questionnaire was conducted for collecting primary data from 1450 firms in Pakistan and only 479 responses were valid and analyzed to examine the study hypothesis (the role of E-trust as a mediator on the relationship between E-Marketing orientation and E-

business strategy). The study found that E-trust mediated significantly the relationship between E-Marketing orientation and E-business strategy.

5- Research Methodology

This section clarifies the study's framework and hypotheses which it aims to test and it is mainly concerned with the philosophy, approach, and design through which the paper will be using in order to reach its objective and examine its variables and hypotheses. The research methodology used to test the research hypotheses that support this study is based on many aspects, as shown below:

Unit of Analysis: Is the step in the data analysis process that involves assembling the data that has been collected. It is exemplified by customers who use internet businesses. The total number of customers that use online services is considered the target population for this study

Population and Sample: Because data on all individuals of a population is not readily available and extremely difficult to get, the sample frame for this study could not be determined, and hence no probability sampling was used. As a result, a convenient sampling technique was adopted, in which respondents from Egypt who agreed to reply to the questionnaire were chosen. After eliminating questionnaires with missing responses, the study analyzed a total of 306 responses.

Data Collection: The data is collected using a questionnaire that allows for the measurement of the relationship between e-marketing orientation and e-business strategy through e-trust. The necessity to measure the model's main components, as well as the significant usage of survey methods in past research studying such a relationship, led to the selection of this data gathering method. There are a total of 30 statements in the questionnaire that describe the research variables (see appendix). The questionnaire was based on Erum et al. (2017) and Shaltoni et al. (2018) research. According to the literature reviewed above, the framework can be illustrated as follows:

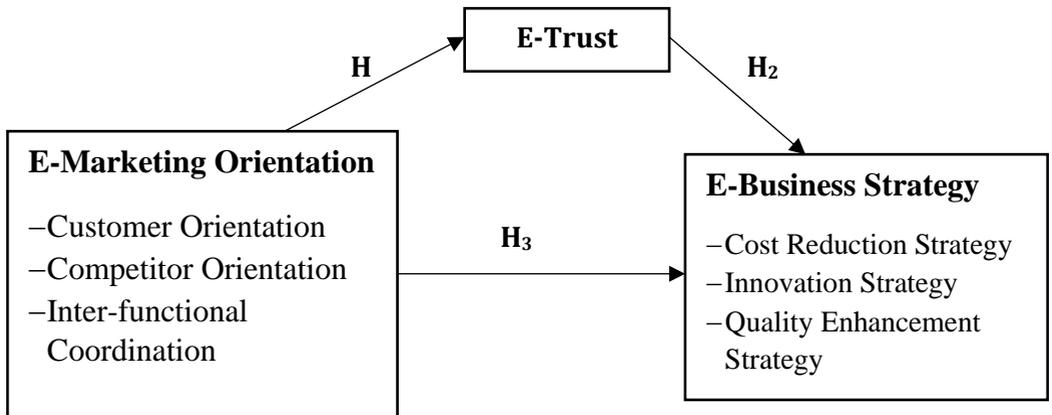


Figure 1: Research Framework

Hence, the hypotheses are developed and constructed as follows:

H1: *There is a significant relationship between E-Marketing orientation dimensions and E-trust.*

H2: *There is a significant relationship between E-trust and E-Business Strategy Dimensions.*

H3: *There is a significant relationship between E-Marketing orientation dimensions and E-Business Strategy dimensions.*

H4: *There is a significant role of E-Truест as a Mediator on the relationship between E-Marketing orientation dimensions and E-Business Strategy dimensions.*

As this paper aims to find out the effect and cause relationship between the independent variable which is the E-marketing orientation on one hand and the dependent variable which is the E-business Strategy and decide whether the phenomenon is described in a correct manner or not, in order to generalize these findings to different corporates worldwide, therefore it depends on the positivism philosophy and adopts the deduction method to logically infer the quantitative data. For the sake of this research, the current study follows the quantitative method approach, where a questionnaire is designed to measure the research variables. The target populations are customer Egypt who are considered as the unit of analysis for this study. The sample number in this study is 306. In the quantitative phase, data were analyzed using descriptive analyses, normality testing for the research variables and

testing the research hypotheses by applying SEM on SPSS and AMOS software programs. The research results and findings are shown in the following section.

Table 1: Research Variables Measurement

| Research Variables | Measurement | References |
|-------------------------------|---|----------------------|
| Customer Orientation | Our business objectives are driven by customer satisfaction | Lewrick et al., 2011 |
| | We closely monitor and assess our level of commitment in serving customers' needs | |
| | Our competitive advantage is based on understanding customers' needs | |
| | Business strategies are driven by the goal of increasing customer value | |
| Competitor Orientation | The top management team regularly discuss competitor's strengths and weaknesses | Lewrick et al., 2011 |
| | We frequently take advantage of targeted opportunities to take advantage of competitor's weaknesses | |
| | If a major competitor were to launch an intensive campaign targeted at our customers, we would implement a response immediately | |
| | We target customer and customer groups where we have, or can develop, a competitive advantage | |
| Inter-functional coordination | Our top managers from each function regularly visits customers | Altinay et al., 2017 |
| | Information about customers is freely communicated throughout our organization | |
| | Business functions are integrated to serve the target market needs | |
| | Our managers understand how employees can contribute to value of customers | |
| | We share resources with other business units | |
| E-Trust | This business website is reliable | |
| | This business website product is trustworthy | |
| | This business website has a strong sense of integrity | |

| | | |
|------------------------------|---|--------------------------------|
| | The information offered by this website is sincere and honest | Rahimnia and Hassanzadeh, 2013 |
| | I trust that this website keeps my best interests in mind | |
| | This business website gives the impression that it keeps promises and commitments | |
| | I trust in the information that this website provides | |
| Cost Reduction Strategy | Your firm aims at lowering cost and promoting efficiency. | Liao, 2005 |
| | Your firm implements strict control of cost. | |
| | Your firm emphasizes efficient way of operation. | |
| | Your firm simplifies and standardizes operating process. | |
| Innovation Strategy | Your firm aims at innovation and responsiveness. | Liao, 2005 |
| | Your firm emphasizes marketing ability as well as product development and design. | |
| | Your firm highlights responsiveness to customers' demands. | |
| | Your firm is constantly seeking new business opportunities. | |
| Quality Enhancement Strategy | Your firm emphasizes product quality via the use of quality circles or work improvement teams | Liao, 2005 |
| | Your firm emphasizes continuous improvement of products to secure a long-term competitive edge. | |

6- Results and Findings

Results of validity and reliability of the whole sample is shown in table 1. First, the Average Variance Extracted (AVE); it represents the average community for each latent factor. The (AVE) result should be greater than 0.5 to imply adequate validity. Second is the factor loading for each item (statement) which should be greater than or equal to 0.4. To examine reliability, each factor is measured using a group of statements, indicates how stable and consistently the instrument taps the variable which can be examined by Cronbach's Alpha, the most commonly used test of reliability. The range of Alpha coefficient comes between 0 and 1,

the higher the score the higher the reliability. If Alpha coefficients are greater than or equal to 0.7, it implies adequate reliability. By studying the variables in the model, it was found that all variables exceed 50% in the AVE indicator and also exceeding 0.4-factor loading for each item.

Table 2: Validity and Reliability Analysis

| Variables | KMO | AVE% | Cronbach's Alpha | Items | Factor Loading |
|-------------------------------|------------|-------------|-------------------------|--------------|-----------------------|
| Customer Orientation | 0.774 | 73.901 | 0.882 | Cu01 | .728 |
| | | | | Cu02 | .725 |
| | | | | Cu03 | .797 |
| | | | | Cu04 | .707 |
| Competitor Orientation | 0.797 | 68.272 | 0.832 | CO1 | .442 |
| | | | | CO2 | .765 |
| | | | | CO3 | .786 |
| | | | | CO4 | .739 |
| Inter-functional coordination | 0.711 | 55.564 | 0.800 | IFC1 | .468 |
| | | | | IFC2 | .411 |
| | | | | IFC3 | .625 |
| | | | | IFC4 | .715 |
| | | | | IFC5 | .559 |
| E-Trust | 0.792 | 50.117 | 0.833 | ET1 | .430 |
| | | | | ET2 | .482 |
| | | | | ET3 | .583 |
| | | | | ET4 | .556 |
| | | | | ET5 | .520 |
| | | | | ET6 | .428 |
| | | | | ET7 | .509 |
| Cost Reduction Strategy | 0.732 | 52.483 | 0.751 | CRS1 | .623 |
| | | | | CRS2 | .646 |
| | | | | CRS3 | .626 |
| | | | | CRS4 | .404 |
| Innovation Strategy | 0.744 | 60.490 | 0.781 | IS1 | .679 |
| | | | | IS2 | .665 |
| | | | | IS3 | .562 |
| | | | | IS4 | .513 |
| Quality Enhancement Strategy | 0.500 | 79.106 | 0.718 | QES1 | .791 |
| | | | | QES2 | .791 |

Table 2 shows the research variables' discriminant validity, demonstrating that all square roots of AVE value are bigger than the correlations between the respective construct and other constructs. This indicates that the research variables are discriminately valid

Table 3: Discriminant Validity of the Research Variables

| | 1. | 2. | 3. | 4. | 5. | 6. | 7. |
|-------------------------------|---------|---------|---------|---------|---------|---------|---------|
| Customer Orientation | (0.860) | | | | | | |
| | . | | | | | | |
| | 306 | | | | | | |
| Competitor Orientation | .325** | (0.826) | | | | | |
| | .000 | . | | | | | |
| | 306 | 306 | | | | | |
| Inter-functional coordination | .405** | .408** | (0.745) | | | | |
| | .000 | .000 | . | | | | |
| | 306 | 306 | 306 | | | | |
| E-Trust | .375** | .367** | .464** | (0.708) | | | |
| | .000 | .000 | .000 | . | | | |
| | 306 | 306 | 306 | 306 | | | |
| Cost Reduction Strategy | .291** | .262** | .270** | .236** | (0.724) | | |
| | .000 | .000 | .000 | .000 | . | | |
| | 306 | 306 | 306 | 306 | 306 | | |
| Innovation Strategy | .241** | .270** | .281** | .258** | .472** | (0.778) | |
| | .000 | .000 | .000 | .000 | .000 | . | |
| | 306 | 306 | 306 | 306 | 306 | 306 | |
| Quality Enhancement Strategy | .370** | .278** | .313** | .198** | .173** | .143* | (0.889) |
| | .000 | .000 | .000 | .001 | .002 | .012 | . |
| | 306 | 306 | 306 | 306 | 306 | 306 | 306 |

6-1 Descriptive Analysis

The mean and standard deviation for research variables are shown in Table 3. The mean and frequencies of most responses are in the agreement zone, as the mean values for the research variables: Customer Orientation, Competitor Orientation, Inter-functional coordination, E-Trust, Cost Reduction Strategy, Innovation Strategy, and Quality Enhancement Strategy are 3.9346, 3.8235, 3.9804, 4.0033, 4.1373, 4.1667, and 4.1863 respectively.

Table 4: Descriptive Analysis for the Research Variables

| | N | Mean | Std. Deviation | Frequency | | | | |
|-------------------------------|-----|--------|----------------|-----------|---|----|-----|----|
| | | | | 1 | 2 | 3 | 4 | 5 |
| Customer Orientation | 306 | 3.9346 | .67918 | 0 | 0 | 81 | 164 | 61 |
| Competitor Orientation | 306 | 3.8235 | .53858 | 0 | 0 | 76 | 208 | 22 |
| Inter-functional coordination | 306 | 3.9804 | .61105 | 0 | 0 | 60 | 192 | 54 |
| E-Trust | 306 | 4.0033 | .62462 | 0 | 0 | 59 | 187 | 60 |

| | N | Mean | Std. Deviation | Frequency | | | | |
|------------------------------|-----|--------|----------------|-----------|---|----|-----|----|
| | | | | 1 | 2 | 3 | 4 | 5 |
| Cost Reduction Strategy | 306 | 4.1373 | .41384 | 0 | 0 | 8 | 248 | 50 |
| Innovation Strategy | 306 | 4.1667 | .52635 | 0 | 0 | 21 | 213 | 72 |
| Quality Enhancement Strategy | 306 | 4.1863 | .50043 | 0 | 0 | 15 | 219 | 72 |

6-2 Normality Testing for the Research Variables

The formal testing of the normality assumption for the research variables is shown in table 4 using the Kolmogorov- Smirnov test of normality. It could be observed that the research variables are not normally distributed, as the corresponding P-values are less than 0.05.

Table 5: Formal Testing of Normality

| | Kolmogorov-Smirnov ^a | | | Shapiro-Wilk | | |
|-------------------------------|---------------------------------|-----|------|--------------|-----|------|
| | Statistic | df | Sig. | Statistic | df | Sig. |
| Customer Orientation | .274 | 306 | .000 | .800 | 306 | .000 |
| Competitor Orientation | .380 | 306 | .000 | .712 | 306 | .000 |
| Inter-functional coordination | .317 | 306 | .000 | .771 | 306 | .000 |
| E-Trust | .306 | 306 | .000 | .779 | 306 | .000 |
| Cost Reduction Strategy | .467 | 306 | .000 | .553 | 306 | .000 |
| Innovation Strategy | .389 | 306 | .000 | .700 | 306 | .000 |
| Quality Enhancement Strategy | .410 | 306 | .000 | .670 | 306 | .000 |

As the formal test shows that the values are not normally distributed, an informal test is used to detect the approximate normality. Table 5 shows the informal test of normality, where it could be shown that the skewness and kurtosis values are not in the acceptance level of ± 1.5 , which means that the data under study are not normal. Consequently, Spearman correlations are used to describe the relationships between the research variables.

Table 6: Informal Testing of Normality

| | N | Skewness | | Kurtosis | |
|-------------------------------|-----------|-----------|------------|-----------|------------|
| | Statistic | Statistic | Std. Error | Statistic | Std. Error |
| Customer Orientation | 306 | .081 | .139 | -.824 | .278 |
| Competitor Orientation | 306 | -.116 | .139 | .042 | .278 |
| Inter-functional coordination | 306 | .010 | .139 | -.300 | .278 |
| E-Trust | 306 | -.002 | .139 | -.416 | .278 |
| Cost Reduction Strategy | 306 | .917 | .139 | 1.664 | .278 |
| Innovation Strategy | 306 | .166 | .139 | .185 | .278 |
| Quality Enhancement Strategy | 306 | .325 | .139 | .251 | .278 |
| Customer loyalty | 286 | .063 | .144 | -.508 | .287 |

6-3 Testing Hypotheses

Table 6 shows the SEM analysis of the effect of E-Marketing Orientation Dimensions; Customer Orientation, Competitor Orientation, and Interfunctional coordination on E-Trust. It could be observed that there is a significant positive effect of Customer Orientation, Competitor Orientation, and Inter-functional coordination on E-Trust as the estimate values are 0.190, 0.130, and 0.436 respectively, as well as P-values are less than 0.05. However, the R square is 0.540, which means that the model explains 54% of the variation of the E-Trust.

Table 7: SEM Analysis of the Effect of E-Marketing Orientation Dimensions on E-Trust

| | | | Estimate | P | R ² |
|---------|------|-------------------------------|----------|------|----------------|
| E-Trust | <--- | Customer Orientation | .190 | *** | .540 |
| E-Trust | <--- | Competitor Orientation | .130 | .027 | |
| E-Trust | <--- | Inter-functional coordination | .436 | *** | |

Table 7 displays the model fit indices, which show that they are all within acceptable levels. Figure 1 depicts the SEM model used to investigate the impact of E-marketing orientation dimensions on E-trust.

Table 8: The Model Fit Indices

The model fit indices; CMIN/DF = 2.774, GFI = 0.876, CFI = 0.909, AGFI = 0.836, and RMSEA = 0.076 are all within their acceptable levels. The SEM model conducted for the effect of E-Marketing Orientation Dimensions on E-Trust

| CMIN/DF | GFI | AGFI | CFI | RMSEA |
|---------|------|------|------|-------|
| 2.774 | .876 | .836 | .909 | .076 |

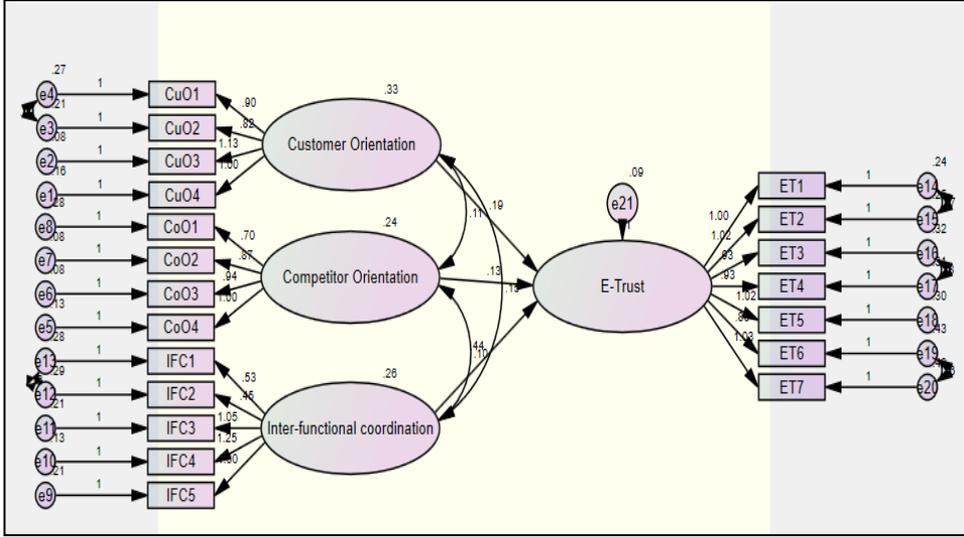


Figure 2: SEM Analysis of the Effect of E-Marketing Orientation Dimensions on E-Trust

Table 8 shows the SEM analysis of the effect of E-Trust on E-Business Strategy Dimensions, Cost Reduction Strategy, Innovation Strategy, and Quality Enhancement Strategy. It can be seen that E-Trust has a significant positive impact on E-Business Strategy Dimensions; Cost Reduction Strategy, Innovation Strategy, and Quality Enhancement Strategy as the estimate values are 0.379, 0.474, and 0.289 respectively, as well as P-values are less than 0.05.

Table 9: SEM Analysis of the Effect of E-Trust on E-Business Strategy Dimensions

| | | | Estimate | P | R ² |
|------------------------------|------|---------|----------|-----|----------------|
| Cost Reduction Strategy | <--- | E-Trust | .379 | *** | .128 |
| Innovation Strategy | <--- | E-Trust | .474 | *** | .105 |
| Quality Enhancement Strategy | <--- | E-Trust | .289 | *** | .095 |

Table 9 shows the model fit indices, which show that they are all within acceptable limits. Figure 2 depicts the SEM model used to investigate the impact of E-Trust on E-Business Strategy Dimensions.

Table 10: The Model Fit Indices

The model fit indices; CMIN/DF = 2.237, GFI = 0.914, CFI = 0.918, AGFI= 0.883, and RMSEA = 0.064 are all within their acceptable levels. The SEM model conducted for the effect of E-Trust on E-Business Strategy Dimensions.

| CMIN/DF | GFI | AGFI | CFI | RMSEA |
|---------|------|------|------|-------|
| 2.237 | .914 | .883 | .918 | .064 |

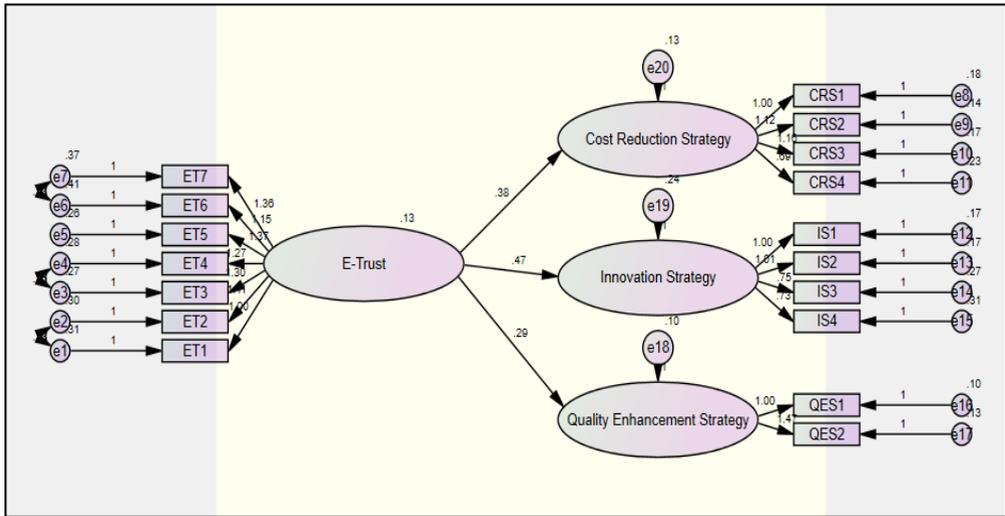


Figure 3: SEM Analysis of the Effect of E-Trust on E-Business Strategy Dimensions

Table 10 shows the SEM analysis of the effect of E-Marketing Orientation Dimensions; Customer Orientation, Competitor Orientation, and Interfunctional coordination on E-Business Strategy Dimensions; Cost Reduction Strategy, Innovation Strategy, and Quality Enhancement Strategy. It could be observed that there is a significant positive effect of Customer Orientation, and Competitor Orientation on Cost Reduction Strategy as the estimate values are 0.159, and 0.140 respectively, as well as P-values are less than 0.05, while, there is an insignificant effect of Inter-functional coordination on Cost Reduction Strategy as the P-value is more than 0.05. Meanwhile, the R square is 0.150, which means that the model explains 15% of the variation of the Cost Reduction Strategy. Furthermore, it could be observed that there is a significant positive effect of Competitor Orientation on Innovation Strategy as the estimate value is 0.252 respectively, as well as P-value is less than 0.05, while, there is an insignificant effect of Customer Orientation, and

Interfunctional coordination on Innovation Strategy as the P-values are more than 0.05. Meanwhile, the R square is 0.139, which means that the model explains 13.9% of the variation of the Innovation Strategy.

Moreover, it could be observed that there is a significant positive effect of Customer Orientation, and Competitor Orientation on Quality Enhancement Strategy as the estimate values are 0.176, and 0.111 respectively, as well as P-values are less than 0.05, while, there is an insignificant effect of Inter-functional coordination on Quality Enhancement Strategy as the P-value is more than 0.05. Meanwhile, the R square is 0.263, which means that the model explains 26.3% of the variation of the Quality Enhancement Strategy

Table 11: SEM Analysis of the Effect of E-Marketing Orientation Dimensions on E-Business Strategy Dimensions

| | | | Estimate | P | R ² |
|------------------------------|------|-------------------------------|----------|------|----------------|
| Cost Reduction Strategy | <--- | Customer Orientation | .159 | .004 | .150 |
| Cost Reduction Strategy | <--- | Competitor Orientation | .140 | .020 | |
| Cost Reduction Strategy | <--- | Inter-functional coordination | .048 | .449 | |
| Innovation Strategy | <--- | Customer Orientation | .117 | .100 | .139 |
| Innovation Strategy | <--- | Competitor Orientation | .252 | .002 | |
| Innovation Strategy | <--- | Inter-functional coordination | .097 | .247 | |
| Quality Enhancement Strategy | <--- | Customer Orientation | .176 | *** | .263 |
| Quality Enhancement Strategy | <--- | Competitor Orientation | .111 | .019 | |
| Quality Enhancement Strategy | <--- | Inter-functional coordination | .085 | .088 | |

Table 9 shows the model fit indices, which show that they are all within acceptable limits. Figure 3 depicts the SEM model used to investigate the impact of E-marketing orientation dimensions on E-business strategy dimensions.

Table 12: The Model Fit Indices

The model fit indices; CMIN/DF = 2.268, GFI = 0.884, CFI = 0.911, AGFI= 0.851, and RMSEA = 0.064 are all within their acceptable levels. The SEM model conducted for the effect of E-Marketing Orientation Dimensions on E-Business Strategy Dimensions

Table 12: SEM Analysis of the Effect E-Marketing Orientation on E-Business Strategy Dimensions

| CMIN/DF | GFI | AGFI | CFI | RMSEA |
|---------|------|------|------|-------|
| 2.268 | .884 | .851 | .911 | .064 |

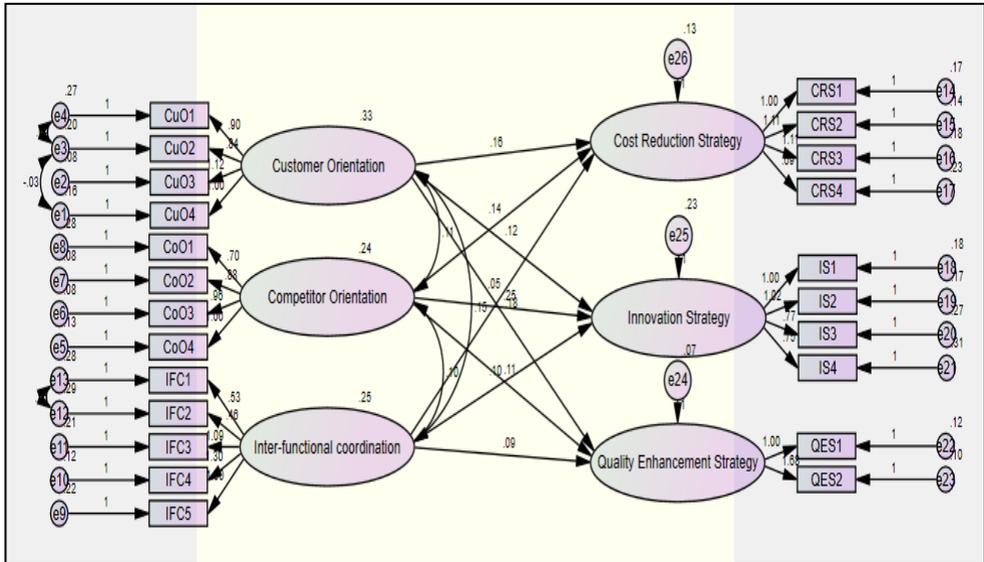


Figure 4: SEM Analysis of the Effect of E-Marketing Orientation Dimensions on E-Business Strategy Dimensions

Table 12 shows the SEM analysis of the effect of the mediation role of Customer Satisfaction between Category Management Practices and Customer Loyalty. It could be observed that the effect of Customer Satisfaction on Customer Loyalty is insignificant, which mean that Customer Satisfaction could not mediate the relation between Category Management Practices and Customer Loyalty.

Table 13: SEM Analysis of the Mediation Role of E-Trust

| | | | Estimate | P | R ² |
|------------------------------|------|-------------------------------|----------|------|----------------|
| E-Trust | <--- | Customer Orientation | .172 | .002 | .546 |
| E-Trust | <--- | Competitor Orientation | .154 | .011 | |
| E-Trust | <--- | Inter-functional coordination | .518 | *** | |
| Cost Reduction Strategy | <--- | Customer Orientation | .146 | .009 | .159 |
| Cost Reduction Strategy | <--- | Competitor Orientation | .124 | .042 | |
| Cost Reduction Strategy | <--- | Inter-functional coordination | -.009 | .912 | |
| Cost Reduction Strategy | <--- | E-Trust | .104 | .230 | .146 |
| Innovation Strategy | <--- | Customer Orientation | .117 | .108 | |
| Innovation Strategy | <--- | Competitor Orientation | .233 | .004 | |
| Innovation Strategy | <--- | Inter-functional coordination | .030 | .774 | |
| Innovation Strategy | <--- | E-Trust | .104 | .359 | .274 |
| Quality Enhancement Strategy | <--- | Customer Orientation | .197 | *** | |
| Quality Enhancement Strategy | <--- | Competitor Orientation | .129 | .008 | |
| Quality Enhancement Strategy | <--- | Inter-functional coordination | .129 | .043 | |
| Quality Enhancement Strategy | <--- | E-Trust | -.095 | .162 | |

Table 13 shows the model fit indices, which show that they are all within acceptable levels. Figure 4 depicts the SEM model used to investigate the effect of E-mediation trust's role.

Table 14: The Model Fit Indices

| CMIN/DF | GFI | AGFI | CFI | RMSEA |
|---------|------|------|------|-------|
| 2.059 | .860 | .828 | .903 | .059 |

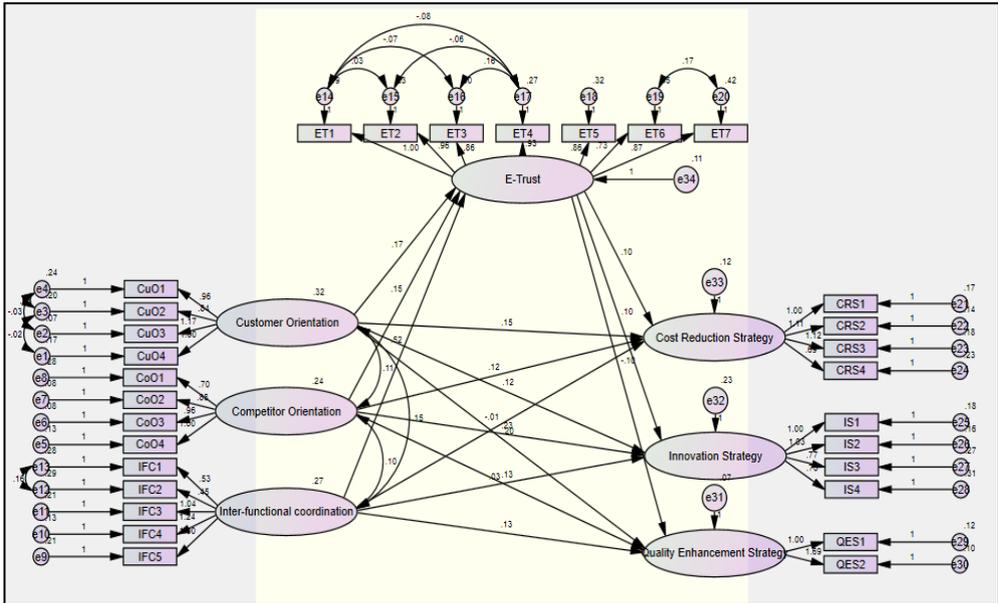


Figure 5: SEM Analysis of the Effect of the Mediation Role of E-Trust

7- Conclusion, Discussion, Recommendations and Limitations

7-1 Conclusion and Discussion

This paper aims at examining the effect of E-marketing orientation dimensions on E-business strategy taking into consideration E0trust as a mediator. The research hypotheses suggest the relationship between E-marketing Orientation dimensions and E-trust, E-trust and E-business Strategy dimensions, and E-Marketing Orientation dimensions and Ebusiness Strategy dimensions.

After testing the research hypotheses, by constructing SEM models, is concluded that E-marketing orientation has a significant effect on Etrust; in which the P-values of E-marketing orientation dimensions (customer orientation, competitor orientation and inter-functional coordination) are less than 0.05 and this result is consistant with (Direction, 2018). In addition, E-trust has a significant impact on E-business strategy in which the P-values of E-trust is less than 0.05 and this result is consist with (Direction, 2018).

On the other hand, the significant effect of E-marketing orientation dimensions on E-business strategy dimensions is partially supported as (Sürer and Mutlu, 2015; Direction, 2018; Chong et al., 2018) confirmed that there was significant relationship between E-marketing orientation dimensions and E-business strategy. These results may be essential and crucial to owners of start-ups in order to enhance their competitive advantage. E-marketing eventually takes on prominence as a strategic weapon and competitive advantage, therefore, owners of businesses should put E-marketing into consideration. The results consist with (Sürer and Mutlu, 2015 and Chong et al., 2018) who explained the impact of E-Marketing orientation on E-Business Strategy and found that there was positive impact of E-Marketing orientation on E-Business Strategy.

7-2 Recommendations

Based on the results of the current research, it is recommended that:

- The need to increase the government's interest in spreading awareness and knowledge about the advantages and benefits of E-marketing orientation.
- Allocating a budget to cover electronic marketing promotional plans.
- The need to mobilize material and human strength in the institution to make the e-marketing orientation successful in institutions and providing the competencies that can operate, maintain and repair these machines the path of its formation and training.

This research has several recommendations that could be useful for future research. First, a longitudinal study would be recommended for better results, as time was one of the barriers in this study. Future research could also consider other countries not Egypt only. In addition, larger number of sample size would make more précised results but that could be costly. Future research would be able to have better time frame to be able to collect larger sample as well as following a random sampling technique.

7-3 Limitations and Suggestions for Future Research

As all researches, this research has several limitations through the study handled. First, despite the fact that the researcher collected the data from one country Egypt, but the research was limited to take into consideration more countries rather than one country. Second limitation for this research is the time limitation to finish the research, which was a constraint for collecting larger sample size to represent the data under stud

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Appendix

Questionnaire

Dear participant,

Initially, I would like to thank you for your support and participation in this questionnaire for the purpose of my research. Data obtained will be handled with complete privacy for the sake of this research only and you are welcome to leave your email if you are interested to know the output of the research. There is no right or wrong answer, but it's highly appreciated to mark your personal perspective of the performance regarding the mentioned points. In some cases, you may not have a precise answer. If that is the case, please provide an approximate answer.

Demographics

Socio-demographic Information:

Please do not omit any of the questions:

Gender Male Female

Age Below 25 yrs. 25-35 yrs.

 Above 45 yrs. 35-45 yrs.

Education Level: High school Bachelor

 Master Doctorate

Please read carefully each of these statements and kindly do not omit any item.

| Statements | Scale | | | | |
|--|-------------------|----------|---------|-------|----------------|
| | Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree |
| | 1 | 2 | 3 | 4 | 5 |
| Customer Orientation | | | | | |
| 1- Our business objectives are driven by customer satisfaction | | | | | |
| 2- We closely monitor and assess our level of commitment in serving customers' needs | | | | | |
| 3- Our competitive advantage is based on understanding customers' needs | | | | | |

| Statements | Scale | | | | |
|--|-------------------|----------|---------|-------|----------------|
| | Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree |
| | 1 | 2 | 3 | 4 | 5 |
| 4- Business strategies are driven by the goal of increasing customer value | | | | | |
| Competitor Orientation | | | | | |
| 5- The top management team regularly discuss competitor's strengths and weaknesses | | | | | |
| 6- We frequently take advantage of targeted opportunities to take advantage of competitor's weaknesses | | | | | |
| 7- If a major competitor were to launch an intensive campaign targeted at our customers, we would implement a response immediately | | | | | |
| 8- We target customer and customer groups where we have, or can develop, a competitive advantage | | | | | |
| Inter-functional coordination | | | | | |
| 9- Our top managers from each function regularly visits customers | | | | | |
| 10- Information about customers is freely communicated throughout our organization | | | | | |
| 11- Business functions are integrated to serve the target market needs | | | | | |
| 12- Our managers understand how employees can contribute to value of customers | | | | | |
| 13- We share resources with other business units | | | | | |
| E-Trust | | | | | |
| 14- This business website is reliable | | | | | |
| 15- This business website product is trustworthy | | | | | |
| 16- This business website has a strong sense of integrity | | | | | |
| 17- The information offered by this website is sincere and honest | | | | | |
| 18- I trust that this website keeps my best interests in mind | | | | | |
| 19- This business website gives the impression that it keeps promises and commitments | | | | | |

| Statements | Scale | | | | |
|---|-------------------|----------|---------|-------|----------------|
| | Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree |
| | 1 | 2 | 3 | 4 | 5 |
| 20- I trust in the information that this website provides. | | | | | |
| Cost Reduction Strategy | | | | | |
| 21- Your firm aims at lowering cost and promoting efficiency. | | | | | |
| 22- Your firm implements strict control of cost. | | | | | |
| 23- Your firm emphasizes efficient way of operation. | | | | | |
| 24- Your firm simplifies and standardizes operating process. | | | | | |
| Innovation Strategy | | | | | |
| 25- Your firm aims at innovation and responsiveness. | | | | | |
| 26- Your firm emphasizes marketing ability as well as product development and design. | | | | | |
| 27- Your firm highlights responsiveness to customers' demands. | | | | | |
| 28- Your firm is constantly seeking new business opportunities. | | | | | |
| Quality Enhancement Strategy | | | | | |
| 29- Your firm emphasizes product quality via the use of quality circles or work improvement teams. | | | | | |
| 30- Your firm emphasizes continuous improvement of products to secure a long-term competitive edge. | | | | | |

Thank you for completing the survey

تأثير التوجه بالتسويق الإلكتروني على إستراتيجيات الأعمال

د. نيفين محمد الصغير

ملخص البحث باللغة العربية

تهدف هذه الدراسة إلى شرح العلاقة بين توجهات التسويق الإلكتروني حول إستراتيجية الأعمال الإلكترونية ودور الثقة الإلكترونية كوسيط بينهم. بنيت الدراسة على فلسفة الكلاسيكية وتعتمد على المنهج الاستقرائي للاستدلال المنطقي على البيانات الكمية. ولأغراض هذا البحث، واتبعت الدراسة الحالية المنهج الكمي، حيث تم تصميم استبيان لقياس متغيرات البحث، بالإضافة إلى أن السكان المستهدفون هم عملاء مصر الذين يعتبرون وحدة التحليل لهذه الدراسة وبلغ عدد العينة في هذه الدراسة 306 باستخدام التحليلات الوصفية واختبار المعيارية لمتغيرات البحث واختبار فرضيات البحث بتطبيق SEM على برامج SPSS و AMOS. واستنتجت النتائج أن التأثير المباشر لأبعاد توجيه التسويق الإلكتروني على أبعاد إستراتيجية الأعمال الإلكترونية باستثناء الثقة الإلكترونية مدعوم جزئياً.

الكلمات الدالة: التوجه بالتسويق الإلكتروني؛ إستراتيجية الأعمال الإلكترونية؛ الثقة الإلكترونية.

Suggested Citation according to APA Style

El Saghier, N. M. (2021). The Effect of E-marketing Orientation on E-business Strategy: E-trust as a Mediator. *Journal of Alexandria University for Administrative Sciences, Faculty of Commerce, Alexandria University* 58(2), 193 – 241.