



DIGITAL MARKETING AND ORGANIZATIONAL VISIBILITY IN RWANDA A CASE OF PRIVATE SECTOR FEDERATION (PSF)

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Abstract

The main purpose of this study is to assess the role of digital marketing in enhancing organizational visibility in Rwanda with a case of Private Sector Federation. This research has three specific objectives which are to analyse the effect of online media marketing on organizational visibility, to determine the impact of electronic digital marketing on organizational visibility and to establish the relationship between social media marketing and organizational visibility in Rwanda. This study will be significant to a number of actors from the managers of business organisations, the owners of the business, private sector federation, government, policy makers, students and academicians who will use the information of the study as the point of reference to develop the business and do further researches in the same field. The study was conducted using descriptive research design from 126 respondents selected using simple random and census method as sampling technique and calculated using Krejcie and Morgan (1970) table from 141 employees of PSF Rwanda. The collected data was analyzed with the use of SPSS version 22 to analyse descriptive (mean and standard deviation) and inferential statistics by multiple linear regression and Pearson correlation to find relationship between digital marketing and organisational visibility. The results were discussed with the help of empirical literature after being presented in figures and tables. The results of the study concerning the first objective of the study which regards the effect of online media marketing on organizational visibility have shown that the overall mean is 1.595 which shows that it tends towards very great extent (1) which implies on general assumption the respondents agreed that online media market affect to a very great extent organizational visibility of PSF in Rwanda. The results of the study concerning the second objective of the study regarding effect of electronic media marketing on organizational visibility indicated the overall mean is 1.210 which tends towards a very great extent which means that digital marketing has a very high effect on organizational visibility in Private Sector Federation, Rwanda. The results of the study regarding the third concerning the relationship between social media marketing and organizational visibility showed that the overall mean is 1.216 which implies that social media marketing affects organisational performance and it is also supported by correlation results which showed that there is a positive and significant relationship between social media marketing and Business responsiveness ($r=.940$ and $sig=.000$), between social media marketing and business performance ($r=.934$ and $sig=.000$), and between social media marketing and awareness level increment ($r=.883$ and $sig=.000$) due to the fact that the calculated significance level is below 0.01; which shows that there is a positive and significant relationship between social media marketing and organizational visibility in PSF. Therefore, the researcher would like to recommend to marketing team to keep improving performance through using digital marketing that puts into consideration customer lifetime value, increasing number of the customer to buy existing and new products, putting in place the system to monitor and control the newly acquired Business responsiveness through communication, increasing social media marketing by increasing Business responsiveness of the Private Sector Federation that enhance organisational visibility.

Keywords: Digital marketing, organizational visibility, Private Sector Federation, Rwanda

1. Introduction

Digital marketing is well known for its definition as the marketing initiatives that focus on reaching audience through different types of digital outlets (Aswani, et al., 2017). However, the increase of some of digital channels such as increase of social media has increased public concerns regarding privacy loss, and lack of trust implying that social media is not always beneficial to public. But, there is no doubt that digital marketing has not shown its great contribution in increase the organizational visibility. Thus, this brings the researcher to the existing problem which requires assessing the role of digital marketing on enhancing the organizational visibility.

The existing literatures show that search engines consider visibility as success factor in website promotion (Berman & Katona, 2012). The statistical studies have proven that to achieve visibility, a website has to be promoted in many search engines in order to be dynamic on competitive market. The research conducted by Hamdar, et al., (2018) proved that there is a statistical correlation between brand perception and search engine visibility, economic demand and search engine visibility ($r=0.761$, $r=0.771$, $r=0.810$ with $\text{sig}=0.00$ at 0.01 level of significance) respectively. However, there is no study that has focused on the role of digital marketing in enhancing organizational visibility. That is why there is a still a huge knowledge gap in this field of the study.

Despite, the increase of marketing strategy on national level such as visit Rwanda program. The private sector federation has low organizational visibility even if it has spent around 30 million of Rwandan Francs in only six month for marketing in services in local newspapers (PSF, 2021). The private sector federation has only 28000 followers on its twitter handle though the number has rapidly experienced a high increase in the last two years which implies that PSF mostly uses twitter platform than TV and Radio. The report shows that twitter has successfully yielded positive results compared to other digital marketing platforms since the use of twitter has reduced the budget spent on other digital marketing channels (PSF, 2021). Thus, it is in this regard the researcher wants to investigate the role of digital marketing in enhancing the organizational visibility with the case of Private Sector Federation Rwanda.

1.2 General Objective

The main objective of this research was to investigate the role of digital marketing in enhancing organizational visibility in Rwanda.

1.2.1 Specific objectives

- (i) To analyse the effect of online media marketing on organizational visibility in Rwanda
- (ii) To evaluate the effect of electronic media marketing on organizational visibility in Rwanda
- (iii) To establish the relationship between social media marketing and organizational visibility in Rwanda

2. Review of Literature

2.1 Online media marketing and organizational visibility

The study carried out on the changing trends in advertising and online strategies by Erdur (2016) applied systematic review. The results of the study have revealed that online marketing has effect on enhancing the success of productivity, innovation, and economic growth in small retail business and consumers. Thus, the researcher concluded by asserting that online marketing is a valuable instrument to expand economic growth of small retail business. He also asserted that the small retail business to reach a big number of Business responsiveness has to use and gain advantage of the concept of online marketing and current technologies to reach a broader range of Business responsiveness.

The empirical study conducted on the online marketing strategies by (Schwarzl and Grabowska, 2015) used descriptive research design. The results of the study the increase in online retail of 26 sales are attributed to consumer trust in electronic markets, marketing tools, online marketing and positive consumer experience. Thus, the researchers recommended to the entrepreneurs to use online marketing to increase brand awareness, enhancing business sustainability through connecting with consumers. They also recommended the business owners to profit the social media to promote their business, increase return on investment and improve business performance.

Chary (2014) has conducted a study on social media marketing using descriptive research design. The results of his study has asserted that social media marketing has a positive and significance effect on the increase of Business responsiveness' volume and company's image. He also asserted that online media marketing generates incomes three times more than the traditional marketing. Hence, his study recommended the business owners to use internet in marketing their products to increase the number of consumers willing to purchase.

2.2 Electronic media marketing and organizational visibility

Kabugumila, et al., (2016) carried out a study on e-commerce, an overview of adoption and its effective implementation. The results of their study demonstrated that electronic media has a positive effect on improving online sales and transactions. Their study also revealed that electronic media marketing has positively contributed to the increase of e-commerce in selling goods and services using technologies that are based on telecommunication. Thus, basing on the results, the researchers have concluded that electronic marketing has increased consumers purchasing behavior and intentions, eased product information gathering and encouraging online purchases. The study recommended the creation of online stories to satisfy the number of Business responsiveness who want to purchase goods online.

Preethi (2014) has conducted a study to assess the migration trends from printed newspapers to electronic source of news, using qualitative research design. The results of research have shown that there is no significant change in marketing revenues of printed newspapers although a significant part of readership has migrated to electronic news. The results have also shown that printed newspapers have adopted survival strategies against the online news that people look as quicker and free. The researcher also has recommended that since the newspaper is dependent on circulation, it has to dedicate its new activities to publishing strategies, restructuring newspapers and diversifying from print to media platforms.

The research conducted by Wu and Chou (2011) on customer segmentation of multiple category data in e-commerce using a soft clustering approach. The results have revealed that connectedness and ease transactions through of electronic devices small business that use modern technologies has reached the international economic growth through organizational visibility. Thus, the researchers concluded that electronic media marketing has become the primary tool to categorize e-commerce into various dimensions that are used today to conquer the business sphere.

2.3 Social media marketing and organizational visibility

The research conducted on small business use of internet marketing by Demishkevich (2015), has revealed that social media marketing affect growth and increase the number of internet end users. The study has also indicated that social media marketing has a positive and significant effect on increasing willingness of purchasers, and to buy online products. The researcher concluded that social media is an important, successful and valuable tool to assist the organisation to reach its visibility in order to attract Business responsiveness and develop the goods and service basing on the needs of consumer.

Kalombe and Phiri (2019) have carried out a study on impact of online media on print media in developing countries using 101 respondents. The results demonstrated that 36.0% of the respondents asserted that online media reduces sales on printed newspapers, and 30.0% of respondents asserted that there is no immediate effect on sales because print media are still favourable to readers. The results have also demonstrated that 21.0% of respondents stipulated that newspaper owners raised strategies to curb technological impact on newspapers, and 13.0% of the respondents stipulated that readers shifted from print media to online media.

The results of the same study of Kalombe and Phiri (2019) indicated that 35.0% of respondents asserted that online media made easier way to access information compared to print media, the 21.0% respondents stipulated that online media increased the number of readers against print media, 27.0% of respondents asserted that lack of internet access and knowledge has made some people remain on print media whereas only 6.0% stipulated that online media has not changed newspaper business. Thus, basing on the results of the study the researcher conclude that there is no change in the number of adverts received from marketers despite the increase in the use of online media which implies that both print and online marketing media are worth to promote a business.

Tundung, et al., (2021) have done a study on the impact of social media marketing for Indonesian SMEs sustainability as lesson from covid-19 pandemic. The results of his study have revealed that there connectivity between perceived of usefulness and adoption of internet e-business technologies with a p-value of 0.000 (<0.05) and t-value of 5.093 (>1.96). The results have also indicated that perceived of usefulness has an impact on social media marketing with p-value of 0.00 (<0.05) and t-value of 3.656 (>1.96). Thus, basing on the results of the study the researchers have concluded that SMEs that use social media marketing has incurred economic growth due to visibility of the business. The researchers also added that social media increase business productivity, inquiry management and customer satisfaction promotion.

2.3 Critical Review and Research Gaps Identification

2.3.1 Critical review

The previous empirical literature concerning digital marketing and organizational visibility such as the study of Erdur (2016) and Gaikwad and Kate (2016) have concentrated on identified the value of online marketing for small business in terms of productivity, innovation process and economic growth. Thus, this shows that these previous studies have ignored the role of other digital marketing except online media marketing. In addition, the previous studies have also ignore organizational visibility in term of Business responsiveness, business performance and Awareness level increment as tools that would enhance productivity, economic growth and other organizational performance which implying that this study is relevant and required in this field of the study to fill such knowledge gap.

The previous studies like the study of Preethi (2014), Kalombe and Phiri (2019) have concentrated on migration trends from newspaper to online sources of news. Though, this study it is the same field of digital marketing and organizational visibility. However, the study has ignored the role of digital marketing in enhancing organizational visibility in terms of increasing the Business responsiveness, business performance and Awareness level increment because these previous researches have only focused only migration trends from newspaper to online sources of news.

The empirical literature from the previous researches conducted in this field of digital marketing and organizational visibility such as the study of Kabugumila, et al., (2016) concentrated on online marketing and consumers purchasing behaviors and intentions rather than concentrated on the organizational visibility which can increase the organizational performance in terms of purchasing behaviors and intentions. The study of Wu and Chou (2011) also ignored the role of media marketing in enhancing organizational visibility by concentrating on online marketing and consumers shopping needs and expectations rather than focusing on organizational visibility.

2.3.2 Research Gap Identification

The empirical literatures from the previously conducted studies concerning digital marketing and organizational visibility such as the study of Chary (2014) concentrated on the role of social media in terms of increasing purchasers, increasing volume of buyers and improve a company's image. Though, this researcher has concentrated on social media it has ignored its role in marketing and organizational visibility that would contribute in increasing that number of purchasers, volume of buyers and company's image. Thus, this

demonstrates the research gap because the researcher ignored the role of online media marketing, electronic media marketing and social media marketing in enhancing the organizational visibility. The study of Schwarzl and Grabowska (2015) has also demonstrated a huge research gap in terms of giving less attention the role of digital marketing in enhancing the organizational visibility because the study concentrated on demonstrating the rate of consumers willing to buy through online, traditional marketing and benefits of using internet in selling and retailing products. The study of Tundung, et al., (2021) concentrated on social media marketing for Indonesian SMEs sustainability which shows a research gap because this study has given less attention the role of digital marketing in enhancing organizational visibility in terms of increasing Business responsiveness, business performance and Awareness level increment that has part in increasing the organizational performance as a broader sense of organizational visibility..

3. Materials and Methods

The research design was an outline, plan or strategy specifying the procedure used in investigating the research problem (Mugenda, & Mugenda, 2013). The descriptive research design was used in this study where qualitative was combined with quantitative to improve the evaluation by limiting the weakness of the other through balancing their strengths.

The 141 employees of PSF Rwanda was targeted in this research as a target population. This is because target population is known as the overall objects, elements, things or people that are concerned by the study and where the sample will be drawn (Mugenda & Mugenda, 2013), by using Krejcie and Morgan (1970) Table. Sampling technique refers to the technique that is used to select the number of individuals or elements that will be studied or the ones the study will be directed to (Eyisi, 2016). Thus, census method was applied to select 5 respondents from finance department and 10 respondents from associations, while simple random was used to selected the rest of 111 respondents from other departments as indicated in Table 3.1 below

Data analysis was done after collecting, cleansing and coding the information that was collected from the field. Thus, the quantitative data was analyzed through use of SPSS version 24.0 into descriptive statistics which were interpreted based on mean, standard deviation, percent and frequency. While, regression and Pearson correlation was used as inferential statistics which helped the researcher to deduct the association between variables of research with a regression of $Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \epsilon$ where Y is dependent variable which is organizational visibility; $\beta_0, \beta_1, \beta_2,$ and β_3 are beta coefficients of determination, X1 is online media marketing, X2 is electronic media marketing, X3 is social media marketing as the predictors of digital marketing.

The qualitative data used both thematic and content analysis where the researcher analyzed the data from interview using the theme and content basing on the objectives of the study as themes and the left out information as the content that was captured. Thus, after thematic and content analysis the results were presented in narratives to support or contradict the results of quantitative analysis.

4.1 Research findings

4.1.1. The effect of online media marketing on organizational visibility in Rwanda

The findings present the views and perceptions of respondents on the extent to which the following metrics of online media marketing affect organisational visibility in PSF Rwanda.

Table 4. 1: The extent to which the following statements related metrics of online marketing enhance organizational visibility

Online media marketing	1	2	3	4	5	Mean	SD
Google adds marketing new products	92(73.0%)	24(18.0%)	4(3.2%)	5(4.0%)	1(.8%)	1.404	0.801
Search engines marketing services and products	18(14.3%)	102(81.0%)	2(1.6%)	3(2.4%)	1(.8%)	1.944	0.569
Websites promoting new service and products	26(20.6%)	93(73.8%)	4(3.2%)	2(1.6%)	1(.8%)	1.881	0.601
Blogging the promotional events of new products	104(82.5%)	16(12.7%)	1(.8%)	4(3.2%)	1(.8%)	1.277	0.711
Webnaring to promote quality products and service packages	95(75.4%)	23(18:3%)	4(3.2%)	2(1.6%)	2(1.6%)	1.349	0.762
Overall mean						1.595	

Source: Primary Data, 2022

Table 4.1 demonstrates the level of agreement of respondents with statements related to metrics of online marketing of Private Sector Federation and it is represented in Likert Scale (1 to a very great extent, 2 to a great extent, 3 to a moderate extent, 4 to a small extent, 5 not sure). The results in Table 4.1 indicate mean of 1.404 and 104 (82.5%) of respondents agreed to very great extent that google adds marketing new products affect organizational visibility, mean of 1.944 and standard deviation of 0.801 with 102 (81.0%) of respondents agreed to very great extent that Search engines marketing services and products affect organizational visibility, mean of 1.9048 and 97 (77.0%) of respondents agreed to very great extent that Websites promoting new service and products affect organizational visibility, mean of 1.349 and standard deviation of 0.569 with 95 (75.4%) of respondents agreed to very great extent that Blogging the promotional events of new products affect organizational visibility, mean 1.881 and standard deviation of 0.601 with 93 (73.8%) of respondents agreed to very great extent that Webnaring to promote quality products and service packages affect organizational visibility. The results have also indicated that the overall mean is 1.595 which show that it tends towards very great extent (1) which implies on general assumption the respondents agreed that online media market affect to a very great extent organizational visibility of PSF in Rwanda.

Therefore, since the results of the study indicated that online media marketing affects organizational visibility is supported by the study of Erdur (2016) which revealed that online marketing has effect on enhancing the success of productivity, innovation, and economic growth in small retailed business and consumers.

Table 4. 2: Assessment of organizational visibility

Organisational visibility	5	4	3	2	1	Mean	SD
Business responsiveness	12(9.5%)	20(15.1%)	19(15.1%)	37(29.4%)	38(30.2%)	2.452	1.324
Business performance	15(11.9%)	16(12.7%)	19(15.1%)	38(30.2%)	38(30.2%)	2.460	1.354
Awareness level increment	10(7.9%)	20(15.9%)	22(17.5%)	36(28.6%)	38(30.2%)	2.420	1.285
Overall mean						2.432	

Source: Primary data, 2022

The table 4.2 revealed that mean is 2.4524 and standard deviation of 1.324 with 38 (30.2%) of respondents have agreed that organizational visibility is measured by Business responsiveness, mean 2.4603 and standard deviation of 1.354 with 38 (30.2%) of respondents agree that organizational visibility is measure by business performances ,mean of 2.4206 and standard deviation of 1.285 with 38 (30.2%) of respondents agreed that organizational visibility is measure by Awareness level increment customers. The results have also shown the overall mean is 2.4325 which indicates that a big number of respondents agree that Business responsiveness, business performances and Awareness level increment are factors affecting organizational visibility in PSF, Rwanda.

Table 4. 3: Correlation Analysis between online media marketing and organisational visibility

		Business responsiveness	Business performance	Awareness level increment
Online media marketing	Pearson Correlation	.888**	.911**	.891**
	Sig. (2 - tailed)	.000	.000	.000
	N	126	126	126

** . Correlation is significant at the 0.01 level (2-tailed).

Source: Primary data, 2022

The Table 4.3 indicates that business responsiveness and online media marketing has a strong positive relation (r=.888 and sig=.000), between business performance and online media marketing with (r=.911 and sig=.000), between awareness level increment and online media marketing (r=.891 and sig=.000). Therefore, this shows that online media marketing and organisational visibility has positive and significant relationships.

The results of this research proving a positive and signigianct relationship between online media marketing and organizational visibility are supported by the results of the study of Schwarzl and Grabowska (2015) which showed the increase in online retail of 26 sales are attributed to consumer trust in electronic markets, maketing tools, online marketing and positive consumer experience.

4.2.2 The effect of electronic media marketing on organizational visibility in Rwanda

The effect of electronic media marketing on organizational visibility in Private Sector Federation Rwanda is analyzed in terms of increased level of business performance, Business responsiveness, Awareness level increment and indicates to which extent do the following metrics of electronic media marketing affect organisational visibility in PSF Rwanda? (1 to a very great extent, 2 to a great extent, 3 to a moderate extent, 4 to a small extent, 5 not sure).

Table 4. 4: Descriptive statistics regarding the effect of electronic media marketing on organizational visibility in Rwanda

Statement	1	2	3	4	5	Mean	SD
TV broadcasting and marketing new products	114(90.5%)	5(4.0%)	3(2.4%)	2(1.6%)	2(1.6%)	1.198	0.704
Radio advertising services and products	113(89.7%)	6(4.8%)	2(1.6%)	2(1.6%)	2(1.6%)	1.230	0.760
E-mails promoting new service and products	114(90.5%)	5(4.0%)	3(2.4%)	3(2.4%)	1(.8%)	1.190	0.689
Phone calls marketing the promotional events of new products	113(90.5%)	7(5.6%)	2(1.6%)	2(1.6%)	2(1.6%)	1.222	0.747
Messaging Business responsiveness to promote quality products and service packages	26(20.6%)	93(73.8%)	4(3.2%)	2(1.6%)	1(.8%)	1.881	0.722
Overall mean						1.210	

Source: Primary data, 2022

The Table 4.4 were drawn from respondents' view and perception of the use of the Likert scale from (1-to a very great extent, 2-great, 3-to a small extent, 4- not sure, 5- no extent) and the findings have proved that the average is 1.190 and standard deviation of 0.704 with 114 (93.7%) of the respondents have agreed to a very great extent that TV broadcasting and marketing new products affect organisational visibility, mean 1.222 and standard deviation of 0.760 with 113 (93.7%) of respondents have agreed to a very great extent that Radio advertising services and products affect organizational visibility, mean 1.198 and standard deviation of 0.689 with 114 (88.9%) of respondents have agreed to a very great extent that E-mails promoting new service and products affect organizational visibility, mean 1.230 and standard deviation of 0.747 with 113 (85.7%) of respondents have agreed to a very great extent that phone calls marketing the promotional events of new products affect organizational visibility. The mean 1.230 and standard deviation of 0.722 with 113 (85.7%) of respondents have agreed to a very great extent that messaging Business responsiveness to promote quality products and service packages. The results also indicate that the overall mean is 1.210 which tends towards a very great extent which means that electronic media marketing has a very high effect on organizational visibility in Private Sector Federation, Rwanda.

These results showing that electronic media marketing has an effect on organizational visibility is supported by the results of the study of Kabugumila, *et al.*, (2016) which demonstrated that electronic media has a positive effect on improving online sales and transactions. Their study also revealed that electronic media marketing has positively contributed to the increase of e-commerce in selling goods and services using technologies that are based on telecommunication.

Table 4. 5: Correlation Analysis between electronic media marketing and organisational visibility

		Business responsiveness	Business performance	Awareness level increment
Electronic media marketing	Pearson correlation	.810**	.847**	.853**
	Sig. (2 - tailed)	.000	.000	.000
	N	126	126	126

** . Correlation is significant at the 0.01 level (2-tailed).

Source: Primary data, 2022

The table 4.5 indicates positive and significant relationship between electronic media marketing and Awareness level increment ($r=.853$ and $sig=.000$), between electronic media marketing and business performance ($r=.847$ and $sig=.000$), between electronic media marketing and Business responsiveness ($r=.810$ and $sig=.000$) due to the fact that the calculated significance level is below 0.01. Therefore, this shows that electronic media marketing and organisational visibility has positive and significant relationships.

These results of the study proving that electronic media marketing and organisational visibility has positive and significant relationships are supported by the research of Preethi (2014) who showed that there is no significant change in marketing revenues of printed newspapers although a significant part of readership has migrated to electronic news. The results have also shown that printed newspapers have adopted survival strategies against the online news that people look as quicker and free.

4.2.3 The relationship between social media marketing and organizational visibility in Rwanda

The researcher analyzed correlation and regression analysis between predictors of digital marketing which is online media marketing, Electronic media marketings and Social media marketing. Correlation analysis was also analyzed between indicators of organisational visibility which is measured in terms of business responsiveness, awareness level increment and business performance which are scaled by the extent the following metrics of social media marketing affect organisational visibility in PSF Rwanda (5 to a very great extent, 4 to a great extent, 3 to a moderate extent, 2 to a small extent, 1 not sure).

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Table 4. 6: Descriptive data regarding social media marketing and organisational visibility

Statement	1	2	3	4	5	Mean	SD
Twittering the images of new products	114(90.5%)	5(4.0%)	3(2.4%)	2(1.6%)	2(1.6%)	1.230	0.760
Posting services and products on instagram	113(89.7%)	5(4.0%)	4(3.2%)	2(1.6%)	2(1.6%)	1.214	0.689
Whatsapp engagement in dialogue to market new services and products	114(90.5%)	4(3.2%)	4(3.2%)	2(1.6%)	2(1.6%)	1.206	0.747
Sharing products and services promotional contents on youtube	114(90.5%)	5(4.0%)	3(2.4%)	2(1.6%)	2(1.6%)	1.198	0.722
Interacting with Business responsiveness on facebook	113(89.7%)	6(4.8%)	2(1.6%)	2(1.6%)	2(1.6%)	1.230	0.763
Overall mean						1.216	

Source: Primary Data, 2022

Table 4.6 shows that the Likert scale of (1-strongly agree, 2-agree, 3-neutral, 4- disagree, 5- strongly disagree) is used to present the results. Therefore, the results show a mean of 1,230 and standard deviation of 0.760 with a 114 (90.5%) of the respondents agreed to a very great extent that Twittering the images of new products affect the organisational visibility in Private Sector Federation, a mean of 1.214 and standard deviation of 0.689 with a 113 (89.7%) of respondents agreed to a very great extent that posting services and products on instagram impacts organisational visibility in Private Sector Federation, a mean of 1.206 and standard deviation of 0.747 with 114 (90.5%) of respondents agreed to a very great extent that whatsapp engagement in dialogue to market new services and products affect organisational visibility in Private Sector Federation. a mean of 1.214 and standard deviation of 0.722 with 113 (89.7%) of respondents agreed to a very great extent that Interacting with Business responsiveness on facebook impacts organisational visibility in Private Sector Federation, a mean of 1.206 and standard deviation of 0.763 with 114 (90.5%) of respondents agreed to a very great extent that Sharing products and services promotional contents on youtube affect organisational visibility in Private Sector Federation. The results show that the overall mean is 1.216 which tends towards strong agreement on the statements regarding digital marketing and organisational visibility in Private Sector Federation.

Table 4. 7: Correlation Analysis between social media marketing and organisational visibility

		Business responsiveness	Business performance	Awareness level increment
Social media marketing	Pearson Correlation	.942**	.934**	.883**
	Sig. (2-tailed)	.000	.000	.000
	N	126	126	126

**-. Correlation is significant at the 0.01 level (2-tailed).

Source: Primary data, 2022

The table 4.7 indicates that the relationship between Social media marketing and Business responsiveness ($r=.940$ and $sig=.000$), between social media marketing and business performance ($r=.934$ and $sig=.000$), and between social media marketing and Awareness level increment ($r=.883$ and $sig=.000$) due to the fact that the calculated significance level is below 0.01. Therefore, this shows that social media marketing and organisational visibility has positive and significant relationships.

Therefore, this results indicating that social media marketing and organisational visibility has positive and significant relationships is supported by the research of Tundung, *et al.*, (2021) conducted on the impact of social media marketing for Indonesian SMEs sustainability as lesson from covid-19 pandemic and revealed that there connectivity between perceived of usefulness and adoption of internet e-business technologies with a p-value of 0.000 (<0.05) and t-value of 5.093 (>1.96). The results have also indicated that perceived of usefulness has an impact on social media marketing with p-value of 0.00 (<0.05) and t-value of 3.656 (>1.96).

In an interview with one senior manager, He mentioned that He enjoys the working spirit of marketing team because it has worked over three years enhancing the organisational visibility of Private Sector Federation. He stated in his own words:

I started working here as of the Senior Managers in marketing department of Private Sector Federation, I worked in that department for over 10 years and it was a growing department and we were very few staff. However, now marketing department has grown in terms of number of staff employees as well as the bottom line! We receive many request for internship in our department which means that they are attracted of who we

became; we believe that we have the capability of branding the Private Sector Federation's image well to all the people who seek services from us through use of digital marketing. I just wanted to say that I have never seen the working spirit of marketing team in any department in this Private Sector Federation, this marketing team is highly dedicated to their work and it is mostly eased by the relationships that they built amongst themselves. I would urge other department to copy from them our department in order to enhance visibility and performance of this organisation.

Table 4. 8: Correlation Analysis between digital marketing and organisational visibility

		Business responsiveness	Business performance	Awareness level increment
Online media marketing	Pearson Correlation	.888**	.911**	.891**
	Sig. (2 - tailed)	.000	.000	.000
	N	126	126	126
Electronic media marketing	Pearson correlation	.810**	.847**	.853**
	Sig. (2 - tailed)	.000	.000	.000
	N	126	126	126
Social media marketing	Pearson Correlation	.942**	.934**	.883**
	Sig. (2-tailed)	.000	.000	.000
	N	126	126	126

** Correlation is significant at the 0.01 level (2-tailed).

Source: Primary data, 2022

The table 4.8 indicates that Business responsiveness and online media marketing has a strong positive relation (r=.888 and sig=.000), between business performance and online media marketing with (r=.911 and sig=.000), between awareness level increment and online media marketing (r=.891 and sig=.000), between electronic media marketing and awareness level increment (r=.853 and sig=.000), between electronic media marketing and business performance (r=.847 and sig=.000), between electronic media marketing and business responsiveness (r=.810 and sig=.000), between social media marketing and business responsiveness (r=.940 and sig=.000), between social media marketing and business performance (r=.934 and sig=.000), and between social media marketing and awareness level increment (r=.883 and sig=.000) due to the fact that the calculated significance level is below 0.01. Therefore, this shows that digital marketing and organisational visibility has positive and significant relationships.

Tundung, *et al.*, (2021) have done a study on the impact of social media marketing for Indonesian SMEs sustainability as lesson from covid-19 pandemic. The results of his study have revealed that there connectivity between perceived of usefulness and adoption of internet e-business technologies with a p-value of 0.000 (<0.05) and t-value of 5.093 (>1.96). The results have also indicated that perceived of usefulness has an impact on social media marketing with p-value of 0.00 (<0.05) and t-value of 3.656 (>1.96). Thus, basing on the results of the study the researchers have concluded that SMEs that use social media marketing has incurred economic growth due to visibility of the business. The samen researchers also added that social media increase business productivity, inquiry management and customer satisfaction promotion.

Table 4. 9: Model Summary of digital marketing in PSF and Business responsiveness

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
	.949 ^a	.900	.898	.23916

a. Predictors: (Constant), Social media marketing, Electronic media marketing, Online media marketing

Source: Primary Data, 2022

The Table 4.9 proves that the R coefficient is 0.949 revealing the relationship between digital marketing at PSF and Business responsiveness. The coefficient of determination is 0.900 proving 90.0% of the progress of Business responsiveness due to practice of civility. Therefore, it shows that indicators of digital marketing like Social media marketing, Electronic media marketing and Online media marketing affect the progress of Business responsiveness by 90.0% in Private Sector Federation Rwanda Ltd.

Table 4. 10: Analysis of Variance (ANOVA) of digital marketing and Business responsiveness

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	62.800	3	20.933	365.976	.000 ^b
Residual	6.978	122	.057		
Overall	69.778	125			

a. Dependent Variable: Business responsiveness

b. Predictors: (Constant), Social media marketing, Electronic media marketing, Online media marketing

Source: Primary Data, 2022

The table 4.10 shows that indicators of digital marketing and Business responsiveness has a notable positive relationship because the calculated significance value is less than 0.05 level of significance (0.00 of calculated is less than 0.05 level of significance). Therefore, this confirms that statistical model shows that a digital marketing and Business responsiveness has a positive and significant relationship.

Table 4. 11: Coefficients of digital marketing and Business responsiveness

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	.011	.043		.265	.791
Online media marketing	.120	.096	.113	1.248	.014
Electronic media marketing	.275	.070	.279	3.898	.000
Social media marketing	1.180	.102	1.089	11.599	.000

a. Dependent Variable: Business responsiveness

Source: Primary data, 2022

The Table 4.12 demonstrates the coefficients of digital marketing and Business responsiveness whereby all calculated p-values are lesser than 0.05 level of significance with a regression model presented by $Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3$ which becomes $Y = .011 + .120 X_1 + .275 X_2 + 1.180 X_3$. Therefore, the model indicates the relationship between indicators of digital marketing in PSF and Business responsiveness of organisational visibility in Private Sector Federation.

The first objective of establishing the relationship between online media marketing and Business responsiveness has a significant positive relationship (b=.120 and sig=.014), the second relationship between electronic media marketing and Business responsiveness has a significant positive relationship (b=.275 and sig=.000) and the third relationship between social media marketing and Business responsiveness (b=1.180 and sig=.000) has a significant positive relationship because all the calculated significance level are less than 0.05 level of significance. Therefore, the findings confirm a positive and a significant relationship between digital marketing at PSF and Business responsiveness in Private Sector Federation.

Table 4. 12: Model Summary of digital marketing and business performance

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
	.939 ^a	.882	.879	.24420

a. Predictors: (Constant), Social media marketing, Electronic media marketing, Online media marketing

Source: Primary data, 2022

The Table 4.12 proved that R coefficient is 0.939 which shows that digital marketing and business performance has a positive and significant relationship. The coefficient of determination .882 R square implies that digital marketing affect the progress of business performance at 88.2% whereby the indicators of digital marketing at PSF like Social media marketing, electronic media marketing and online media marketing affect the progress of business performance by 88.2% in Private Sector Federation Rwanda.

Table 4. 13: Analysis of Variance (ANOVA) of digital marketing and business performance

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	54.153	3	18.051	302.690	.000 ^b
Residual	7.276	122	.060		
Overall	61.429	125			

a. Dependent Variable: Business performance

b. Predictors: (Constant), Social media marketing, Electronic media marketing, Online media marketing
Source: Primary Data, 2022

The Table 4.13 Shows that digital marketing at PSF and business performance has a positive and significant relationship because the calculated value of 0.00 level of significance is lesser than 0.05 level of significance (0.00 level of sig. is lesser than 0.05 level of sig.). Therefore, the statistical model of digital marketing at PSF and business performance is positive and significant.

Table 4. 14: Coefficients of digital marketing and business performance

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	.047	.044		1.075	.285
Online media marketing	.303	.098	.305	3.100	.002
Electronic media marketing	.070	.072	.076	.974	.032
Social media marketing	.727	.104	.715	7.001	.000

a. Dependent Variable: Business performance

Source: Primary Data, 2022

The Table 4.14 demonstrates that the indicators of digital marketing at PSF and business performance in Private Sector Federation has a positive and significant relationship because all calculated significance level are lesser than 0.05 level of significance. The regression model presented by $Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3$ which becomes $Y = +.047 + .303X_1 + .070X_2 + .727X_3$ implying that there is a positive and significant relationship between predictor of digital marketing and business performance of organisational visibility in Private Sector Federation.

The first objective of setting the relationship between Online media marketing and business performance has a positive and significant relationship (b = .303 sig = .002) due to the fact the calculated significance is 0.00 is less than 0.05 level of significance. The second objective of organizing the relationship between electronic media marketing and business performance has a positive and significant relationship (b = 0.070 and sig = 0.032) due to the fact that the calculated significance value of 0.01 is less than 0.05 level of significance. The third objective of setting the relationship between social media marketing and business performance has a positive relationship (b = .727 and sig = .000) due to the fact that the calculated significance of 0.025 p is less than 0.05 level of significance.

Table 4. 15: Model Summary of digital marketing and Awareness level increment

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
	.903 ^a	.815	.811	.32747

a. Predictors: (Constant), Social media marketing, Electronic media marketing, Online media marketing

Source: Primary Data, 2022

The Table 4.15 showed that the R coefficient. 903 indicate that civility in the PSF has a relationship with Awareness level increment. The determination coefficient .815 R square shows that digital marketing in the PSF 81.5% of the variability of improvement in Awareness level increment. Therefore, it implies that predictors of digital marketing like social media marketing, electronic media marketing and online media marketing affect the progress of Awareness level increment by 81.5% in Private Sector Federation Rwanda.

Table 4. 16: Analysis of Variance (ANOVA) of digital marketing and Awareness level increment

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	57.775	3	19.258	179.591	.000 ^b
Residual	13.082	122	.107		
Overall	70.857	125			

a. Dependent Variable: Awareness level increment

b. Predictors: (Constant), Social media marketing, Electronic media marketing, Online media marketing

Source: Primary Data, 2022

The Table 4.16 revealed that there is a positive relationship between predictors of digital marketing and Awareness level increment due to the fact that the calculated 0.00 level of significance is less than 0.05 level of significance. Therefore, the statistical model that predicts the relationship between digital marketing in the PSF and Awareness level increment is great and significant.

Table 4. 17: Coefficients of digital marketing and Awareness level increment

Model	Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.
	B	Std. Error			
(Constant)	.058	.059		.995	.321
Online media marketing	.482	.131	.451	3.675	.000
Electronic media marketing	.182	.096	.184	1.892	.001
Social media marketing	.317	.139	.290	2.274	.025

a. Dependent Variable: Awareness level increment

Source: Primary Data, 2022

The findings in Table 4.17 proved that predictors of digital marketing have positive coefficients that enhance positive effect on Awareness level increment growth in Private Sector Federation. The regression analysis shows that there is a positive relationship between digital marketing in the PSF and Awareness level increment due to the reality that all calculated p values are less than 0.05 each. Therefore, the coefficient offers a regression model, $Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta$. Therefore, the model becomes $Y = + .058 + .482X_1 + .182X_2 + .317X_3$, this regression equation proves that there is a positive relationship between the predictor of digital marketing in the PSF and Awareness level increment in Private Sector Federation.

The first objective of organizing the relationship between online media marketing and Awareness level increment has a positive and significant relationship (b = .482 and sig = .000) due to the fact that the calculated significance value is 0.00 which is lesser than 0.05 level of significance. The second objective of organizing the relationship between Electronic media marketing and Awareness level increment has a positive and significant relationship (b = .182 and sig = .001) due to the fact the calculated significance is 0.01 is less than 0.05 level of significance. The third objective of organizing the relationship between Social media marketing and Awareness level increment has a positive and significant relationship (b = .317 and sig = .025) due to the fact that the calculated significance value is 0.025 which is less than 0.05 level of significance.

5.2 Conclusion

In conclusion, the results of the study concerning the first objective of the study which regards the effect of online media marketing on organizational visibility have shown that the overall mean is 1.5952 which show that it tends towards very great extent (1) which implies on general assumption the respondents agreed that online media market affect to a very great extent organizational visibility of PSF in Rwanda.

The results of the study concerning the second objective of the study regarding effect of electronic media marketing on organizational visibility indicated the overall mean is 1.2103 which tends towards a very great extent which means that digital marketing has a very high effect on organizational visibility in Private Sector Federation, Rwanda.

The results of the study regarding the third concerning the relationship between social media marketing and organizational visibility showed that the overall mean is 1.216933 which tends towards strong agreement on the statements regarding digital marketing and organisational visibility in Private Sector Federation. The same study has shown that Business responsiveness and online media marketing has a strong positive relation (r=.888 and sig=.000), between business performance and online media marketing with (r=.911 and sig=.000), between Awareness level increment and online media marketing (r=.891 and sig=.000), between electronic media marketing and Awareness level increment (r=.853 and sig=.000), between Electronic media marketing and business performance (r=.847 and sig=.000), between Electronic media marketing and Business responsiveness (r=.810 and sig=.000), between Social media marketing and Business responsiveness (r=.940 and sig=.000),

between Social media marketing and business performance ($r=.934$ and $\text{sig}=.000$), and between Social media marketing and Awareness level increment ($r=.883$ and $\text{sig}=.000$) due to the fact that the calculated significance level is below 0.01. Therefore, this shows that digital marketing and organisational visibility has positive and significant relationships.

5.3 Acknowledgement

I Many thanks go to God for kind and love because he protected me throughout my studies and my life. It is upon his criticisms, constructive ideas and directions that I was able to finish this work. I have much pleasure and wish to extend my sincere appreciation to Chief Executive officer of PSF and management for their financial support that enabled me to do this degree. Much appreciations should also go to Mount Kenya University, particularly the faculty of Business Management for the concern they had over the years during my studies. Appreciations should also go to my parents for their love, encouragement and financial support. My sincere gratitude goes to my family which supported me morally and provided me with the necessary materials. Lastly, I present my sincere appreciation to my colleagues who have helped me and Thanks all of you who prayed for me.

May God bless you.

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