
| RESEARCH ARTICLE

The Impact of Electronic Marketing on Sustaining Entrepreneurial Viability in Major Restaurants in the Kingdom of Saudi Arabia in the Context of the Covid-19

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| ABSTRACT

The purpose of this research is to examine to what extent the Corona pandemic affected the biggest restaurants in the Kingdom of Saudi Arabia in terms of sales, marketing client relations, generating profits, and elevating the leadership level. The goal of the study is to find out how electronic marketing may be used to boost these regions during the pandemic and what effect it might have on the popularity of important restaurants in the Kingdom of Saudi Arabia. To achieve its goals, the study used a descriptive-analytical methodology. The needed information from respondents was collected as part of the research design using a survey questionnaire. With the use of the descriptive-analytical methodology, the data can be systematically and impartially examined to reveal information about the variables being studied. The study examined the performance of e-marketing in the restaurant sector during the COVID-19 pandemic. Respondents from two cities in Saudi Arabia who were largely male, aged 25 to 35, and had post-graduate education made up the sample. According to the study, e-marketing helped restaurants gain a competitive advantage, greatly increase profits, develop a good market share, and significantly attract consumers. It also made it easier to receive and handle customer complaints. The study's findings, which show a substantial difference in the responses from those who strongly agreed with the claims, are statistically significant. The importance of this paper lies in its analysis of how restaurants in the Kingdom of Saudi Arabia utilized marketing mix methods while they were closed during the Covid-19 outbreak by investing in e-marketing. The study offers insights into how firms can adapt and innovate during a crisis to sustain client engagement and sales by examining the efficacy of different techniques. The study's results may also be helpful for scholars and officials who want to comprehend how the epidemic has damaged the region's restaurant industry economically and figure out how to help impacted companies.

| KEYWORDS

Electronic marketing, COVID-19 pandemic, Restaurant sector, Sales and Profits, Leadership level

| ARTICLE INFORMATION

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1. Introduction

The COVID-19 pandemic has had a pervasive impact across Asia and the world, affecting all sectors of the economy and all segments of the population, as noted by Abdul and Mia (2020) and the Organization for Economic Cooperation and Development (OECD, 2020). The OECD has taken steps to ensure a balance between market participants' and consumers' needs (2020, al et Rigotti). This pandemic has not discriminated against, encompassing all ages and genders, and has had a profound impact on market dynamics and consumer behavior (OECD, 2020, Protecting online consumers during COVID-19).

The COVID-19 pandemic has had a profound impact on entrepreneurial businesses in Saudi Arabia, leading to a noticeable decline, as reported by Williamson, Gish, and Stephan (2021, in press). Several firms have had to reduce their branches or temporarily halt operations, as observed by Pearce and Michael (1997). This has prompted some entrepreneurial institutions, particularly restaurants, to adopt alternative strategies to sustain their activities and drive innovation, as noted by Yoo (2012) and Al-Shammari,

Ahmed, and Al-Mubeiri (2011). As a result, the sales of entrepreneurial marketing institutions in Saudi Arabia have shifted from traditional marketing to digital marketing, which has become the only viable option to maintain profits, market share, and leadership in the market (Rise, 2011, *The Lean Startup*). This shift is evident in the marketing strategies of restaurants, which have undergone a transformation in response to the changing market conditions (Al-Shammari et al., 2011).

Leadership within the restaurant industry has been the subject of significant academic inquiry and practical consideration, particularly in the context of major restaurants in the Kingdom of Saudi Arabia. The development of production and marketing strategies is a critical factor in enhancing the innovative role of marketing institutions and promoting entrepreneurship (Chaffey et al., 2000; Huang et al., 2018). Nonetheless, the performance of restaurant leadership is also influenced by external factors, both advantageous and detrimental, that can impact its ability to adapt to environmental challenges (Lam and Harker, 2015). Additionally, the success of entrepreneurial ventures in Saudi Arabian restaurants is frequently contingent upon the prevailing market conditions, with more favorable conditions providing increased marketing opportunities and potential for increased profits (Abu Bakr, 2014).

The World Trade Organization (WTO, 2020) reported a decrease in global business levels owing to the proliferation of the COVID-19 pandemic. This has had a deleterious effect on the success and performance of leading restaurants in the Kingdom of Saudi Arabia, as consumers have become increasingly wary of the potential risk of infection associated with dining out (Porter, 2001). This has led to a decline in the number of customers visiting restaurant markets and a reduction in food consumption. The impact of the pandemic on the global population, resulting in a death toll of 250 million (WHO, August 4, 2021), has had a negative effect on the sales of restaurants (Abu Fara and Youssef Ahmed, 2009). This has placed increased stress on restaurant management due to a lack of investment in the components of the marketing mix, insufficient leadership strategies (Al-Hayek et al., 2017), and a failure to foster meaningful connections with customers (Neumeyer and Hevia, 2020). As a result, many food-related institutions have been forced to rely exclusively on electronic marketing methods due to limitations imposed on the market and consumers.

1.1 Scope of the Study:

This research centers on examining the significance of e-marketing in entrepreneurial endeavors in major restaurants in the Kingdom of Saudi Arabia during the Covid-19 pandemic.

1.2 The Study Problem:

The research problem pertains to the challenges faced by food businesses and restaurants in the Saudi Arabian market as a result of the pandemic. The management of prominent restaurants has responded to these difficulties by shifting their marketing strategies from traditional methods to electronic marketing, with the aim of ensuring the continued delivery of products and services to customers (Al-Sumaidaie, Mahmoud, E-Marketing). Given the significant role that major restaurants play in the marketing environment, investing in e-marketing has become imperative in order to sustain production and sales activities and cater to the demands of customers (Neumeyer & Hevi, 2020).

1.3 The Theoretical Importance of the Study:

The importance of this study rests in its analysis of how restaurants in the Kingdom of Saudi Arabia utilized marketing mix methods while they were closed during the Covid-19 outbreak by investing in e-marketing (Rio-Chanona, Mealy, Pichler, Lafond, & Farmer, April 2020). The study offers insights into how firms can adapt and innovate during a crisis to sustain client engagement and sales by examining the efficacy of different techniques. The study's results may also be helpful for scholars and officials who want to comprehend how the epidemic has damaged the region's restaurant industry economically and figure out how to help impacted companies.

1.4 The Practical Importance of the Study:

The study has practical importance as it sheds light on the risks encountered by major restaurants in the Saudi Arabian market. The Kingdom has endeavored to identify the best preventive solutions that would enable restaurant markets to ensure a continued supply of necessary meals and the sale of goods and services to consumers (Garala & Preston, 2001; Abu Al-Qasim, 2000). In reality, the Kingdom's substantial electronic capabilities have facilitated the practical implementation of e-marketing, thereby achieving the goals of all parties involved.

1.5 Study Questions:

1. Is there a role for e-marketing in activating the sales level in major restaurants in the Kingdom of Saudi Arabia under the conditions of the coronavirus pandemic?
2. Is there a role for e-marketing in implementing a customer relationship marketing strategy in major restaurants in the Kingdom of Saudi Arabia under the conditions of the coronavirus pandemic?

3. Is there a role for e-marketing in making profits in major restaurants in the Kingdom of Saudi Arabia under the conditions of the coronavirus pandemic?
4. Is there a role for e-marketing in advancing the leadership level in major restaurants in the Kingdom of Saudi Arabia under the conditions of the coronavirus pandemic?

1.6 Study hypotheses:

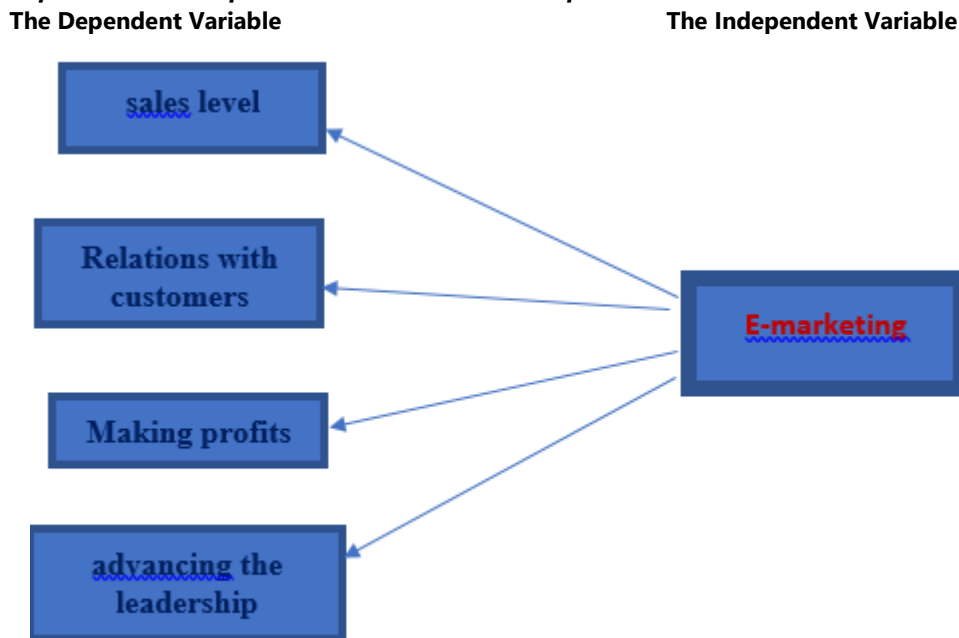
- H1: E-marketing has a role in activating the **sales level** in major restaurants in the Kingdom of Saudi Arabia under the conditions of the Corona pandemic.
- H2: E-marketing has a role in implementing the customer relationship marketing strategy in major restaurants in the Kingdom of Saudi Arabia under the conditions of the Corona pandemic.
- H3: E-marketing has a role in making profits in major restaurants in the Kingdom of Saudi Arabia under the conditions of the Corona pandemic.
- H4: E-marketing has a role in advancing the leadership level in major restaurants in the Kingdom of Saudi Arabia under the conditions of the Corona pandemic.

1.7 Objectives of the study:

1. Determining the role of electronic marketing by applying the **sales level** during the Corona pandemic in the major restaurants of the Kingdom of Saudi Arabia.
2. Determining the role of electronic marketing by applying the strategy of marketing **customer relations** in the major restaurants of the Kingdom of Saudi Arabia during the coronavirus pandemic.
3. Determining the role of electronic marketing in **achieving profits** during the Corona pandemic in the major restaurants of the Kingdom of Saudi Arabia.
4. Determining the role of electronic marketing in **advancing the leadership** level in the major restaurants of the Kingdom of Saudi Arabia during the coronavirus pandemic.

2. The Study Model

2.1 The relationship between the dependent variable and the independent variable



2.2 The Relationship between the Variables in the Study Model:

The rapid spread of the COVID-19 virus in Saudi Arabian markets has had a detrimental effect on the sales of major restaurants and on the consumption of products from these establishments due to social distancing measures (De Vos, 2020). However, the Kingdom's progress in the field of e-commerce has enabled the continuity of major restaurants in the region through pioneering e-marketing activities. This is evidenced by the swift uptake of e-marketing by consumers, as well as the implementation of

relationship-building strategies with customers through e-marketing, which has led to increased profits and sales for major restaurants (Bishara, 2017).

2.3 Previous Studies:

The researcher utilized a literature review approach by reviewing previous studies that have examined the relevant concepts related to the study's variables, including the independent variable of e-marketing and the dependent variables of entrepreneurship, profit attainment, customer relationship strategy activation, and sales level.

Study No 1: One of the studies that were reviewed is entitled "The Impact of COVID-19 on Entrepreneurship and Consumer Behavior, Rhe Kingdom of Saudi Arabia a case study", which was conducted by Adla Elissa, Taghreed, Muhammad Al-Otaibi, Zaabi Al-Moez, and Hatoon Al-Hamad in 2021, aimed to investigate the effects of the COVID-19 pandemic on commercial and marketing entrepreneurship, as well as consumer behavior in the Saudi Arabian market, in order to explore the opportunities available for businesses in the market. The study showed the following results:

1. 72% of the answers indicated that the coronavirus pandemic affects the levels of entrepreneurship for commercial and marketing institutions.
2. The pandemic has disrupted many consumers, which has led to the disruption of some marketing institutions, as COVID-19 has radically changed the ways of marketing and consumption.

The study findings reveal a noteworthy surge in the transition of marketing entrepreneurs towards utilizing online platforms as a result of government restrictions that impact consumer demand. The researcher concludes by suggesting the need to enhance e-marketing strategies and implement them effectively to maintain continuous entrepreneurship.

Study No 2: A study conducted by Kari Kodi from Tamil Nadu, India, in 2021 aimed to investigate the influence of the COVID-19 pandemic on online purchasing worldwide. The findings of the study are as follows:

1. COVID-19 is having a huge impact on the e-purchasing of the world.
2. E-purchasing is rising at a high pace due to COVID-19.
3. Consumers encounter a number of difficulties through the use of e-purchasing (i.e., shipping time, problems with transporting e-commerce goods, social distancing).

Study No. 3: Additionally, a study titled "The Impact of E-Marketing on Sales in Reducing the Economic Effects of the Corona Pandemic" conducted by Al-Hajj Ali, Al-Bakri, and Abeer in 2020 revealed that e-marketing is a viable alternative for reducing the economic impact of the Corona pandemic. The study found that online sales provide consumers with a greater variety of products and that the use of e-marketing leads to companies operating more professionally during the pandemic. The study also highlighted the contribution of e-marketing to enhancing communication and interaction between consumers and companies during the pandemic.

The researcher proposed developing e-marketing programs that cater to different customer segments and provide customized services to fulfill their needs. These programs should also improve the methods of addressing customer complaints in a timely manner to gain their trust and ensure their loyalty to commercial establishments. Additionally, the researcher recommended conducting regular and ongoing marketing research on customer service to understand their expectations and fulfill their marketing desires with high quality.

Study No 4: In the study "The Impact of E-Marketing on Attracting New Customers in the Banking Sector - Saudi Arabia - Al Baha" (Al-Afif, 2014), the researcher sought to determine the significance of e-marketing in the banking sector's ability to attract new customers, taking into consideration factors such as service quality, customer engagement, and after-sales services. The research findings showed that the participants considered e-marketing to be a vital tool in providing electronic banking services and that there was a statistically significant correlation between the degree of banks' utilization of e-marketing and increased competitiveness. The study concluded with important recommendations for Saudi banks, primarily the need to expand electronic banking services.

Study No 5: The study titled "The Reality of Electronic Marketing in Jordanian Commercial Banks" by Haddad and Judah (2010) aimed to assess the awareness of commercial banks regarding the importance of e-marketing in customer interactions and to evaluate the effect of e-marketing on the relationship between commercial banks and their customers. The study found that the availability of an information base for e-marketing and security in banking significantly correlated with the quality of banking services. Additionally, electronic marketing was found to positively affect the quality of banking services. The study recommendations include the provision of databases and marketing information to assist customers in their decision-making

processes related to electronic banking matters, following the latest developments in e-marketing, and reaching out to customers through the latest electronic means.

2.4 The Relationship between the Previous Studies:

Based on a review of prior studies, the researcher found that a majority of them (88%) reported that e-marketing has a positive impact on sales and customer retention at a high level. For example, a recent study by Adla Elissa, Taghreed, Muhammad Al-Otaibi, Zaabi Al-Moez, and Hatoon Al-Hamad (2021) found that the COVID-19 pandemic had a negative impact on consumer behavior towards leading restaurants, while another study by Kari Cody (2021) in Tamil Nadu, India concluded that e-marketing played a crucial role in achieving sales during the pandemic. Thus, while the first and second studies appear to have conflicting results, the remainder of the studies reviewed in this research align with the findings of the second study.

3. Study Methodology:

To achieve its goals, the study used a descriptive-analytical methodology. The needed information from respondents was collected as part of the research design using a survey questionnaire. With the use of the descriptive-analytical methodology, the data can be systematically and impartially examined to reveal information about the variables being studied.

3.1 The Study Population and Sample:

The research targeted major restaurants located in Riyadh, Kingdom of Saudi Arabia, to the whole population. The researcher selected MacDonal'd's in two specific cities within the Kingdom of Saudi Arabia, namely Jeddah and Riyadh, for the study as a sample, particularly 20 from Jeddah and 50 from Riyadh, which amounted to 70 branches across the two cities; however, the author collects 120 questionnaires from the respondents of these branches.

3.2 The Study Tool:

The researcher utilized a questionnaire as the primary data collection instrument, which was subjected to statistical analysis using SPSS. To ensure the validity and reliability of the questionnaire, a group of competent and experienced professors was asked to review and provide feedback on the questionnaire's formulation. Their feedback was taken into consideration, and the questionnaire was modified accordingly, which confirmed its appropriateness to the research topic, objectives, and hypotheses.

3.3 Terms and Definitions:

E-Marketing: It is that function that seeks to achieve the goals of consumers and the goals of institutions with the least effort, time and cost (Al-Khatib, Khaled, Ali, Al-Omari Khaled, Amjad, Abu Jeri, Ahmed, 2020), and it is one of the advanced electronic strategies that aim to display and price products.

Entrepreneurship: It refers to the concept of developing and managing businesses in order to gain profits by taking risks and taking (Wickham, Philip A. 2006). Entrepreneurship may be through starting a new business or continuing with the current work in order to achieve the goals of the profitability and competitiveness of the institution, and it is mentioned that entrepreneurship plays a fundamental and vital role in the economic development of the global market.

Covid-19: It is the name given by the World Health Organization to the virus that causes acute respiratory disease, known as (Corona), which was declared by the World Health Organization as a global pandemic and affects people differently (Luna Abu Swirge,2020).

4. Findings

4.1 First: Personal data

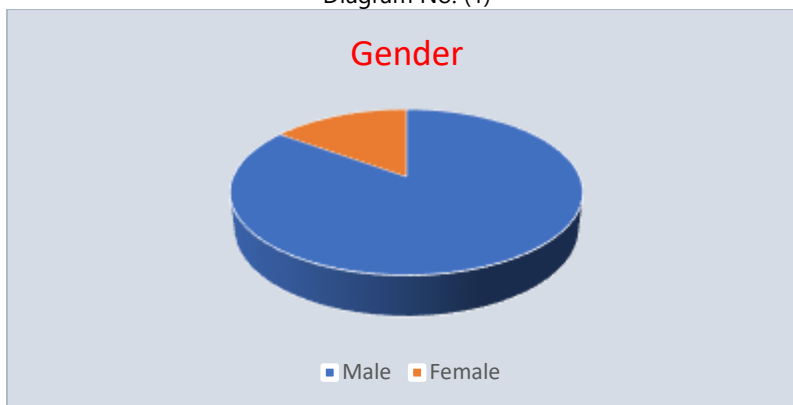
4.1.1 Gender:

Table (1) shows the gender.

Gender	Frequency	Percentage %
Male	102	85
Female	18	15
Total	120	100.0

The table above and the diagram below show the gender of the respondents: the percentage of males reached 85%, while females 15%.

Diagram No. (1)



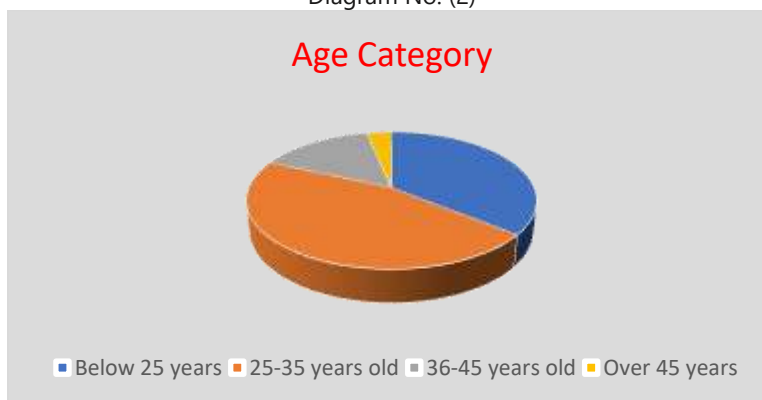
4.1.2 Age:

Table No (2) shows the age categories.

Age Category	Frequency	Percentage %
Below 25 years	43	35.8
25-35 years old	55	45.8
36-45 years old	18	15.0
Over 45 years	4	3.3
Total	120	100.0

The table above and diagram below show the age groups of the respondents, from which we note that the percentage of the age group (less than 25 years) is 35.8%, and the group (25-35 years) is 45.8%, while the group (36-45 years) 15%, and (Over 45 years) 3.3%.

Diagram No. (2)



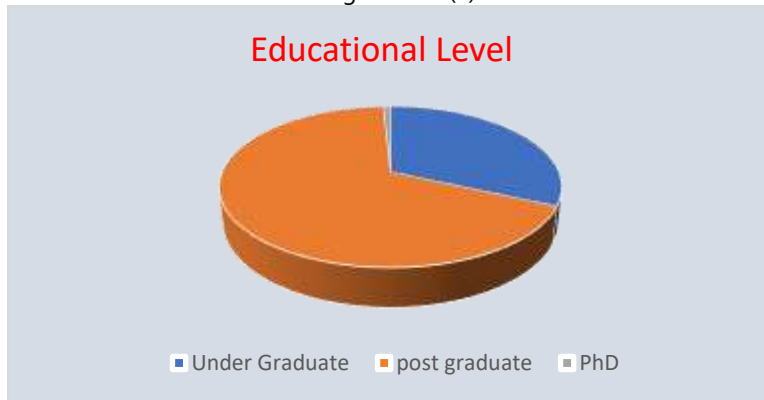
4.1.3 Educational Level

Table (3) shows the educational level.

Education Level	Frequency	Percentage %
Undergraduate	38	31.7
postgraduate	81	67.5
PhD	1	0.8
Total	120	100.0

The table above and the figure below show the educational level of the sample members, where the percentage of those who are "in graduation" was 31.7%, while those who are in the "post-graduation" stage was 67.5%, and the doctorate was 0.8%.

Diagram No. (3)



4.1.4 City:

Table No (4) shows the city of the respondents

City	Frequency	Percentage %
Riyadh	70	58.3
Jeddah	50	41.7
Total	120	100.0

From the table above and the diagram below showing the city in which the respondents are living, 58.3% live in Riyadh, while 41.7% live in Jeddah.

Diagram No. (4)



4.1.5 Years of Experience

Table (5) shows the years of experience

Years of Experience	Frequency	Percentage %
1-5 years	70	58.3
6-10 years	38	31.7
11-15 years	12	10.0
Total	120	100.0

The table above and the diagram below show the years of experience of the respondents, from which the experience (1-5 years) is 58.3%, while respondents with experience ranging from (6-10) years are 31.7%, and (11-15) years 10%.

Diagram No. (5)



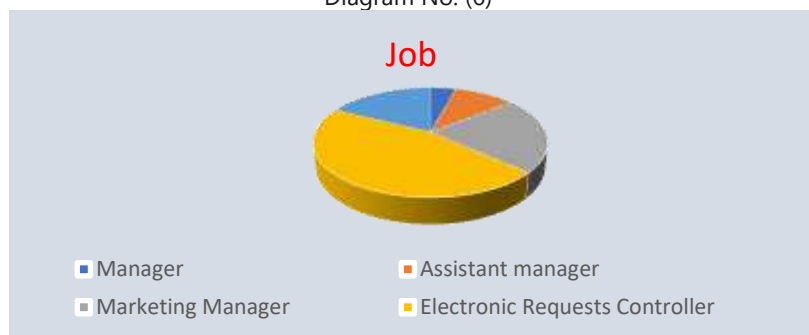
4.1.6 Job Category

Table (6) shows the jobs of the respondents

Job Category	Frequency	Percentage %
Manager	5	4.2
Assistant Manager	12	10.0
Marketing Manager	27	22.5
Electronic Requests Controller	55	45.8
Finance Manager	21	17.5
Total	120	100.0

From the above table and the diagram below, which show the work of the respondents, we can note that the percentage of "manager" is 4.2%, "assistant manager" is 10%, "marketing manager" 22.5%, and the percentage of "electronic order controller" 45.8%, and "finance manager" 17.5%.

Diagram No. (6)



4.2 Second: The Analysis

Dimension No (1)

Table (7) below shows values of the Mean and Standard Deviation of the statements:

S	Statement	Mean	Std. Deviation	Sig.	Degree of Response
1	E-marketing easily attracts restaurant customers during the Corona pandemic.	4.6000	.52501	.000	Strongly agree
2	E-marketing facilitates sales operations for restaurant customers during the Corona pandemic.	4.6167	.50516	.000	Strongly agree
3	E-marketing achieved a good level of profits during the Corona pandemic.	4.6833	.48478	.000	Strongly agree
4	E-marketing creates a good market share for the organization during the Corona pandemic.	4.6500	.55986	.000	Strongly agree

5	E-marketing achieved a competitive advantage for the restaurant during the Corona pandemic.	4.6333	51,748	.000	Strongly agree
6	Total (Sales Level)	4.6367	.33203	.000	Strongly agree

Analysis of table (7)

- 1- The Mean value of the statement (**E-marketing easily attracts restaurant customers during the Corona pandemic**) is (4.6000), the Standard Deviation is (.52501), and the alpha value (a) is (.000); this value is less than the level of significance (.05), which statistically significant, and indicates that there is a great statistically significant difference between the answers of the study respondents for those who answered (strongly agree).
- 2- The Mean value of the statement (**E-marketing facilitates sales operations for restaurant customers during the Corona pandemic**) is (4.6167), the Standard Deviation is (.50516), and the alpha value is (.000); this value is less than the level of significance (.05), which statistically significant, and indicates that there is a strong statistically significant difference between the answers of the study respondents for those who answered (strongly agree).
- 3- The Mean value of the statement (**E-marketing achieves a good level of profits during the Corona pandemic**) is (4.6833), the Standard Deviation is (.48478), and the alpha value is (.000); this value is less than the level of significance (.05), which statistically significant, and indicates that there is a strong statistically significant difference between the answers of the study respondents for those who answered (strongly agree).
- 4- The Mean value of the statement (**E-marketing creates a good market share for the organization during the Corona pandemic**) is (4.6500), the Standard Deviation (.55986), and the alpha value is (.000); this value is less than the level of significance (.05), which statistically significant, and indicates that there is a strong statistically significant difference between the answers of the study respondents for those who answered (strongly agree).
- 5- The Mean value of the statement (**E-marketing achieves a competitive advantage for the restaurant during the Corona pandemic**) is (4.6333), the Standard Deviation (51,748), and the alpha value is (.000); this value is less than the level of significance (.05), which statistically significant, and indicates that there is a strong statistically significant difference between the answers of the study respondents for those who answered (strongly agree).
- 6- **The Mean of the total value of this Dimension (Sales Value) is (4.6367), the Standard Deviation (.33203), and the alpha value is (.000); this value is less than the level of significance (.05), which is statistically significant, and indicates that there is a strong statistically significant difference between the answers of the study respondents for those who answered (strongly agree).**

Dimension No (2)

Table (8) below shows values of the Mean and Standard Deviation of the statements:

S	Statement	Mean	Std. Deviation	Sig.	Degree of Response
1	E-marketing helps to receive customers' electronic requests at all times during the pandemic.	4.5833	.51177	.000	Strongly agree
2	E-marketing helps to receive customer complaints quickly during the Corona pandemic.	4.5750	.52919	.000	Strongly agree
3	E-marketing contributes to addressing complaints directly during the Corona pandemic.	4.6000	.50875	.000	Strongly agree
4	E-marketing addresses the objections of the electronic customers of the restaurant during the pandemic.	4.5583	.68349	.000	Strongly agree
5	E-marketing increases the confidence of the restaurant's electronic customers during the pandemic.	4.6750	.48788	.000	Strongly agree
6	E-marketing increases the confidence of the restaurant's electronic customers during the pandemic.	4.6083	.50702	.000	Strongly agree
7	E-marketing achieves satisfaction for the customers of the electronic restaurant during the pandemic.	4.6833	.48478	.000	Strongly agree
8	Total (Relations with Customers)	4.6119	.31111	.000	Strongly agree

Analysis of table (8)

- 1- The Mean value of the statement (**E-marketing easily attracts restaurant customers during the Corona pandemic**) is (4.5833), the Standard Deviation is (.51177), and the alpha value (α) is (.000); this value is less than the level of significance (.05), which statistically significant, and indicates that there is a strong statistically significant difference between the answers of the study respondents for those who answered (strongly agree).
- 2- The Mean value of the statement (**E-marketing helps to receive customer complaints quickly during the Corona pandemic**) is (4.5750), the Standard Deviation is (.52919), and the alpha value is (.000); this value is less than the level of significance (.05), which statistically significant, and indicates that there is a strong statistically significant difference between the answers of the study respondents for those who answered (strongly agree).
- 3- The Mean value of the statement (**E-marketing contributes to addressing complaints directly during the Corona pandemic**) is (4.6000), the Standard Deviation is (.50875), and the alpha value is (.000); this value is less than the level of significance (.05), which statistically significant, and indicates that there is a strong statistically significant difference between the answers of the study respondents for those who answered (strongly agree).
- 4- The Mean value of the statement (**E-marketing addresses the objections of the electronic customers of the restaurant during the pandemic**) is (4.5583), with a Standard Deviation (.68349), and the alpha value is (.000); this value is less than the level of significance (.05), which statistically significant, and indicates that there is a strong statistically significant difference between the answers of the study respondents for those who answered (strongly agree).
- 5- The Mean value of the statement (**E-marketing increases the confidence of the restaurant's electronic customers during the pandemic**) is (4.6750), the Standard Deviation (.48788), and the alpha value is (.000); this value is less than the level of significance (.05), which statistically significant, and indicates that there is a strong statistically significant difference between the answers of the study respondents for those who answered (strongly agree).
- 6- The Mean value of the statement (**E-marketing increases the confidence of the restaurant's electronic customers during the pandemic**) is (4.6083), the Standard Deviation (.50702), and the alpha value is (.000); this value is less than the level of significance (.05), which statistically significant, and indicates that there is a strong statistically significant difference between the answers of the study respondents for those who answered (strongly agree).
- 7- The Mean value of the statement (**E-marketing achieves satisfaction for the customers of the electronic restaurant during the pandemic**) is (4.6833), Standard Deviation of (.48478), and the alpha value is (.000); this value is less than the level of significance (.05), which statistically significant, and indicates that there is a strong statistically significant difference between the answers of the study respondents for those who answered (strongly agree).
- 8- The Mean of the total value of this Dimension (Relations with Customers) is (4.6119), the Standard Deviation (.31111), and the alpha value is (.000); this value is less than the level of significance (.05), which statistically significant, and indicates that there is a strong statistically significant difference between the answers of the study respondents for those who answered (strongly agree).

Dimension No. (3)

Table (9) below shows values of the Mean and Standard Deviation of the statements:

S	Statement	Mean	Std. Deviation	Sig.	Degree of Response
1	E-marketing achieved the usual profits of the restaurant during the Corona pandemic.	4.5500	.51613	.000	Strongly agree
2	E-marketing achieved the usual market share of the restaurant during the Corona pandemic.	4.6000	.52501	.000	Strongly agree
3	E-marketing increased the restaurant's profits continuously during the Corona pandemic.	4.5500	.51613	.000	Strongly agree
4	E-marketing of the restaurant management achieves complete satisfaction with the total profits during the Corona pandemic.	4.6167	.50516	.000	Strongly agree
5	E-marketing covers the financial costs of the restaurant during the pandemic.	4.6500	.49620	.000	Strongly agree
6	E-marketing achieves a competitive advantage for taste through profits during the Corona pandemic.	4.5917	.60106	.000	Strongly agree
7	Total (Making profits)	4.5931	.34625	.000	Strongly agree

Analysis of table (9)

- 1- The Mean value of the statement (**E-marketing achieves the usual profits of the restaurant during the Corona pandemic**) is (4.5500), Standard Deviation (.51613), and alpha value (a) is (.000); this value is less than the level of significance (.05), which is statistically significant, and indicates that there is a strong statistically significant difference between the answers of the study respondents for those who answered (strongly agree).
- 2- The Mean value of the statement (**E-marketing achieves the usual market share of the restaurant during the Corona pandemic**) is (4.6000), Standard Deviation (.52501), and the alpha value is (.000); this value is less than the level of significance (.05), which is statistically significant, and indicates that there is a strong statistically significant differences between the answers of the study respondents for those who answered (strongly agree).
- 3- The Mean value of the statement (**E-marketing increases the restaurant's profits continuously during the Corona pandemic**) is (4.5500), the Standard Deviation is (.51613), and the alpha value is (.000); this value is less than the level of significance (.05), which is statistically significant, and indicates that there is a strong statistically significant difference between the answers of the study respondents for those who answered (strongly agree).
- 4- The Mean value of the statement (**E-marketing of the restaurant management achieves complete satisfaction with the total profits during the Corona pandemic**) is (4.6167), Standard Deviation (.50516), and alpha value is (.000); this value is less than the level of significance (.05), which is statistically significant, and indicates that there is a strong statistically significant differences between the answers of the study respondents for those who answered (strongly agree).
- 5- The Mean value of the statement (**E-marketing covers the financial costs of the restaurant during the pandemic**) is (4.6500), the Standard Deviation is (.49620), and the alpha value is (.000); this value is less than the level of significance (.05), which is statistically significant, and indicates that there is a strong statistically significant difference between the answers of the study respondents for those who answered (strongly agree).
- 6- The Mean value of the statement (**E-marketing achieves a competitive advantage for taste through profits during the Corona pandemic**) is (4.5917), Standard Deviation of (.60106), and the alpha value is (.000); this value is less than the level of significance (.05), which is statistically significant, and indicates that there is a strong statistically significant difference between the answers of the study respondents for those who answered (strongly agree).
- 7- **The Mean of the total value of this Dimension (Making profits) is (4.5931), the Standard Deviation (.34625), and the alpha value is (.000); this value is less than the level of significance (.05), which is statistically significant, and indicates that there is a strong statistically significant difference between the answers of the study respondents for those who answered (strongly agree).**

Dimension No. (4)

Table (10) below shows values of the Mean and Standard Deviation of the statements:

S	Statement	Mean	Std. Deviation	Sig.	Degree of Response
1	E-marketing for electronic gives restaurant management to the strategic direction during the Corona pandemic.	4.6000	.50875	.000	Strongly agree
2	E-marketing pays to exploit opportunities quickly during the Corona pandemic.	4.5917	.51033	.000	Strongly agree
3	E-marketing increases the control of the resources available better during the pandemic during the Corona pandemic.	4.6333	.50098	.000	Strongly agree
4	E-marketing achieved a positive reputation for the restaurant during the Corona pandemic.	4.6667	.49081	.000	Strongly agree
5	E-marketing achieved a distinctive market position for the brand during the Corona pandemic.	4.5750	.60339	.000	Strongly agree
6	E-marketing achieves a competitive advantage for taste through profits during the Corona pandemic.	4.6133	.33278	.000	Strongly agree
7	Total (Advancing the leadership)	4.6000	.50875	.000	Strongly agree

Analysis of table (10)

1. The Mean value of the statement (**E-marketing for electronic gives the restaurant management to the strategic direction during the Corona pandemic**) is (4.6000), Standard Deviation (.50875), and alpha value (a) is (.000); this value is less than the level of significance (.05), which is statistically significant, and indicates that there is a strong statistically significant difference between the answers of the study respondents for those who answered (strongly agree).

2. The Mean value of the statement (**E-marketing pays to exploit opportunities quickly during the Corona pandemic**) is (4.5917), the Standard Deviation is (.51033), and the alpha value (a) is (.000); this value is less than the level of significance (.05), which statistically significant, and indicates that there is a strong statistically significant difference between the answers of the study respondents for those who answered (strongly agree).
3. The Mean value of the statement (**E-marketing increases the control of the resources available better during the pandemic during the Corona pandemic**) is (4.6333), Standard Deviation (.50098), and alpha value (a) is (.000); this value is less than the level of significance (.05), which statistically significant, and indicates that there is a strong statistically significant difference between the answers of the study respondents for those who answered (strongly agree).
4. The Mean value of the statement (**E-marketing achieves a positive reputation for the restaurant during the Corona pandemic**) is (4.6667), Standard Deviation (.49081), and alpha value (a) is (.000); this value is less than the level of significance (.05), which statistically significant, and indicates that there is a strong statistically significant difference between the answers of the study respondents for those who answered (strongly agree).
5. The Mean value of the statement (**E-marketing achieves a distinctive market position for the brand during the Corona pandemic**) is (4.5750), Standard Deviation (.60339), and alpha value (a) is (.000); this value is less than the level of significance (.05), which statistically significant, and indicates that there is a strong statistically significant difference between the answers of the study respondents for those who answered (strongly agree).
6. The Mean of the total value of this Dimension (Advancing the leadership) is (4.6000), the Standard Deviation (.50875), and the alpha value (a) is (.000); this value is less than the level of significance (.05), which statistically significant, and indicates that there is a strong statistically significant difference between the answers of the study respondents for those who answered (strongly agree).

4.3 Third: Hypotheses Testing:

To examine the four alternative hypotheses, we have to use Pearson Correlation to identify the relation between the independent variables (sales level, customer relationship, profitability and leadership progress) and the dependent variable (e-marketing impact):

(Table No. 11)

Correlations						
		Sales Level	Relation with Customers	Making Profits	Advancing the Leadership	e-marketing impact
Sales Level	Pearson Correlation	1	.199*	.231*	.355**	.191*
	Sig. (2-tailed)		.029	.011	.000	.037
	N	120	120	120	120	120
Relation with Customers	Pearson Correlation	.199*	1	.104	.484**	.309**
	Sig. (2-tailed)	.029		.258	.000	.001
	N	120	120	120	120	120
Making Profits	Pearson Correlation	.231*	.104	1	.237**	.320**
	Sig. (2-tailed)	.011	.258		.009	.000
	N	120	120	120	120	120
Advancing the Leadership	Pearson Correlation	.355**	.484**	.237**	1	.491**
	Sig. (2-tailed)	.000	.000	.009		.000
	N	120	120	120	120	120
e-marketing impact	Pearson Correlation	.191*	.309**	.320**	.491**	1
	Sig. (2-tailed)	.037	.001	.000	.000	
	N	120	120	120	120	120

*. Correlation is significant at the 0.05 level (2-tailed).

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

From table No (11):

1. For the first hypothesis (**E-marketing affects the activating the promotion strategy in major restaurants in the Kingdom of Saudi Arabia under the conditions of the Corona pandemic**), there is a statistically significant relationship between the dependent variable (the impact of E-marketing) and the independent variable (the level of sales), that the value of the correlation coefficient is (.191), it is statistically significant, and alpha value ($\alpha = .037$), which is less than the value (0.05), which means that there is a statistically significant correlation between the two variables.
2. The second hypothesis (**E-marketing has an effect on implementing the customer relationship marketing strategy in major restaurants in the Kingdom of Saudi Arabia within the conditions of the Corona pandemic**), there is a statistically significant relationship between the dependent variable (the impact of E-marketing) and the independent variable (implementing the customer relationship marketing strategy), that the value of the correlation coefficient is (.309**) which is statistically significant, and alpha value ($\alpha = .001$), which is less than the value (0.05), which means that there is a statistically significant correlation between the two variables.
3. For the third hypothesis (**E-marketing has an effect on making profits in major restaurants in the Kingdom of Saudi Arabia within the conditions of the Corona pandemic**), there is a statistically significant relationship between the dependent variable (the impact of E-marketing) and the independent variable (making profits), that the value of the correlation coefficient is (.320**) which is statistically significant, and alpha value ($\alpha = .000$), that is less than the value (0.05), which means that there is a statistically significant correlation between the two variables.
4. For the Fourth hypothesis (**E-marketing has an effect on advancing the leadership level in major restaurants in the Kingdom of Saudi Arabia within the conditions of the Corona pandemic**), there is a statistically significant relationship between the dependent variable (the impact of E-marketing) and the independent variable (advancing the leadership level), that the value of the correlation coefficient is (.491**) which is statistically significant, and alpha value ($\alpha = .000$), which is less than the value (0.05), which means that there is a statistically significant correlation between the two variables.

5. Conclusion

This paper has studied the effects of the COVID-19 pandemic on some restaurants in the Kingdom of Saudi Arabia, with a particular focus on leadership, marketing, sales, client relations, and profit generation. The study has provided valuable insights into the efficacy of electronic marketing strategies as a response to the challenges posed by the pandemic.

The findings underscore the resilience and adaptability of the restaurant sector in leveraging e-marketing, particularly during times of crisis. The sample, consisting predominantly of male respondents aged 25 to 35 with post-graduate education, revealed a noteworthy correlation between the implementation of e-marketing initiatives and a competitive advantage. Notably, these strategies were instrumental in achieving substantial profit increments, consolidating market share, and attracting consumers significantly.

This study contributes to the existing body of knowledge by empirically demonstrating the pivotal role of e-marketing in navigating the complexities brought about by the pandemic. The statistically significant differences in responses, particularly those strongly agreeing with the efficacy of e-marketing, lend credence to the notion that such strategies are not merely beneficial but imperative for sustaining and advancing the restaurant industry in times of crisis.

These academic findings present a nuanced perspective on the multifaceted impact of the pandemic on the restaurant sector, offering valuable implications for both scholars and practitioners. As the global landscape continues to evolve, this research advocates for further exploration of innovative strategies and technologies to fortify the resilience of the restaurant industry in the face of unprecedented challenges.

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