



Senior Project

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TABLE OF CONTENTS

1) Executive Summary:	Page 3
2) Literature Review:	Page 3
a)) Traditional marketing:	Page 4
i) Print:	Page 5
ii) Direct Mail:	Page 6
iii) Broadcast:	Page 7
iiii) Word of Mouth:	Page 8
b)) Digital Marketing:	Page 10
3) Research Methodology:	Page 13
4) Data Collection & Analysis:	Page 14
a) Sulaiman AlHabib:	Page 15
b) XElement:	Page 16
c) Marami:	Page 16
d) Digital Transformation Company:	Page 17
e) First Medical:	Page 17
f) Rawnaq Café:	Page 18
g) Cone Zone:	Page 18
5) Conclusion:	Page 18
6) Limitation:	Page 20
7) Recommendation:	Page 20
8) References:	Page 21
9) Appendix	Page 23

1. Executive Summary

This research project investigates the advantages and disadvantages of adopting old and modern strategies in relation to the marketing process in profitable organizations.

Researchers will determine first the traditional strategies in the marketing process, and investigate their advantages and disadvantages. Then the new marketing strategies, in particular digital marketing, will be presented along with its potential benefits and negative effects.

The objective of this research is to specify which marketing strategy leads to brand success more effectively. For the execution of this research we used the qualitative method that was accomplished through in person interviews.

Our hypothesis was that dependence on digital marketing leads to brand success more than the traditional method. We came up with this theory due to the change in consumption habits and rapid advancement of modern technology.

After our research we found that our hypothesis was incorrect. Dependence on digital marketing alone isn't enough for brand success. Most of the companies we interviewed depended on both traditional and digital. Their reasoning for this was that they couldn't reach the older generation using digital marketing tools.

2. Literature Review

According to the reviewed research works, marketing strategies we analysed are categorized into traditional marketing and digital marketing strategies, as depicted in figure 1. (Hausman, 2017)

The following section presents the concept of traditional marketing strategies and their main aspects.

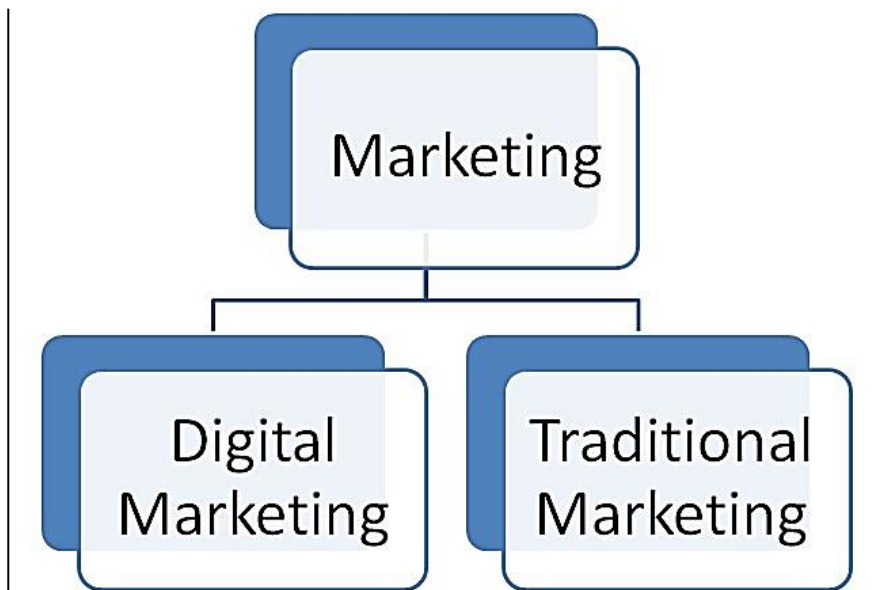


Figure 1: Categorization of Marketing Strategies according to literature Review

2.1. The Concept of Traditional Marketing

Old or traditional marketing is a concept that refers to the old strategies that were used in marketing and advertisement processes. In other words, it can be considered as a broad category that incorporates many ways of conducting advertising and marketing activities.

In the last decade, traditional marketing strategies have been recognized as the most efficient ways to perform advertising and marketing activities (Yakup et al, 2016).

Traditional marketing includes strategies that were used a long time ago. Some of those strategies are considered ineffective, especially with the emergence of modern marketing tools (Lavinsky, 2013).

Other traditional marketing methods are still in use and have been incorporated to modern marketing techniques. TV channels are one of the most famous examples on traditional marketing and advertisement strategies (Higuera, 2017).

The following section presents and explores the different categories of traditional marketing.

2.2. Categories of Traditional Marketing

Previous research concluded that most traditional marketing strategies fall under one of four categories: print, broadcast, direct mail, and word of mouth (Diana, 2017).

Traditional marketing strategies in each category have their advantages and disadvantages in respect to marketing and advertising processes. The next subsections explore each category.

2.2.1. Print Marketing

The print marketing strategy refers to the process of marketing or advertising products and services via newspapers and magazines. Researchers in this field stated that this type of marketing includes both mass-marketing and niche-marketing strategies (Diana, 2017).

In the mass-marketing strategy printed advertisements can reach several kinds of potential customers. Those customers might or might not be interested in the product or the service being marketed. So, such marketing strategy is considered massive and targets larger segment of clients regardless of their interests or other characteristics. (shapiro negotiations, 2016)

Printed newspapers are among the most famous examples of mass-marketing strategy. It is also considered among the oldest marketing and advertisement strategies. (Brassil, 2017)

The second type of print marketing is the niche-marketing, in which printed magazines are used to reach certain segments of customers such as women, teens, parents, children, ... etc. (Bruce, 2016)

It has been noticed in previous studies that marketing using magazines depends on the nature of the product or services to determine the targeted customers (Smith, 2017; Higuera, 2017).

2.2.1.1. Advantages of Print Marketing

Each way of traditional marketing has advantages and disadvantages. Author in (Smith, 2017) has summarized pros and cons of the print marketing strategy.

It has been found that advertising through newspapers could be less expensive than advertising in other media channels. Different companies with varying sizes and businesses can advertise in newspaper without breaking the budget. Marketing through newspapers may provide additional publicity of the products and services. (Becket, 2016)

Furthermore, advertisement through specialized magazines enable the company to approach loyal audiences for longer periods. Within this context, previous studies showed that magazines may be kept around for longer times, which gives more exposure to products and services marketed through magazines. (Bruce, 2015)

2.2.1.2. Disadvantages of Print Marketing

The most important disadvantages of the print marketing strategy are readership decline. This is due to the revolution of modern communication technologies as well as the rapidly increasing use of online sources to obtain information regarding products and services. This led to a decrease in printed media readers, compared to the users of online sources and the internet. (Lieb, 2012)

Furthermore, the long lead times of some print marketing media, such as magazines, has been found to delay delivering the advertisement messages to potential consumers. This is one of the most significant disadvantages of traditional marketing strategies such as the print marketing (Smith, 2017; Clow et al, 2013).

2.2.2. Direct Mail Marketing

Direct-mail marketing enables business operators to reach customers directly through the mail. Advertising through this strategy may include postcards, brochures, letters and fliers sent via customers' mailboxes directly.

This type of traditional marketing is also called targeted marketing, because information is sent to a specific target market (Diana, 2017).

2.2.2.1. Advantages of Direct-Mail Marketing

It has been found that direct mail marketing is highly targeted. In other words, it helps companies to reach their target market accurately. Moreover, researchers mentioned that marketing through direct mail facilitate tracking the targeted customers (Rick, 2017).

Furthermore, direct mail marketing is considered highly informative. It allows the marketers to provide complete information and description for their products and services to the consumers. Many researchers consider this type as cost-effective marketing mean as well (Clow et al, 2013).

2.2.2.2. Disadvantages of Direct-Mail Marketing

One important disadvantage of the direct-mail marketing is the cost. It is considered costly to send out direct mail specially when the destination is too far. Small companies may need to send thousands mails during the marketing process, which could be unaffordable in many cases (Dodgeadmin, 2017; Rick, 2017).

Furthermore, recent studies found that the majority of recipients throw away their "junk mail" without reading it. As a consequence, the advertisements through direct mail are not always taken into account by the targeted customers (Rick, 2017).

2.2.3. Broadcast Marketing

The broadcast marketing using Television and radio channels still widely used. The major strength of this kind of marketing is its ability to reach a large audience within a relatively short or limited time period (Clow et al, 2013; Rick, 2017).

Although, TV advertisement is still in use for advertisement and marketing purposes, it has been greatly affected by the emergence of state-of-the-art technologies, such as digital marketing through social media (Smith, 2017).

The following subsections present main advantages and disadvantages of the broadcast marketing (Rick, 2017).

2.2.3.1. Advantages of Broadcast Marketing

According to recent studies, the key distinguishing characteristic of the broadcast advertisement using TV is that it can reach a much larger segment of potential customers, compared to other advertisement media such as local newspapers and radio stations. Moreover, TV can do this during a relatively short period of time (Chittenden and Rettie, 2003).

Furthermore, advertising through TV allows the business operators to perform the marketing of their products and services to customers with sound, and emotion. The marketing process can be repeated as needed. This gives additional credibility to the business (Dodgeadmin, 2017).

2.2.3.2. Disadvantages of Broadcast Marketing

The major disadvantage of the broadcast marketing, in particular using TV, is that it can be extremely costly as noticed by previous studies. Targeting larger segment of consumers using appropriate channels could strain the budget especially for small organizations (Martin, 2009).

Furthermore, advertisement plan through broadcasting needs to be studied very well to be effective and achieve its goals.

One more important disadvantage of TV marketing is that it is very difficult to adopt new changes. If the advertising company needs to change some of the product aspects, such as the price, or the specifications, the entire propaganda for the product might need to be changed. This adds extra costs as well as consumes more time and effort (Dodgeadmin, 2017).

2.2.4. Word of Mouth Marketing

In this type of marketing, business operators rely on people, particularly customers, to spread information about products and services. Although the word of mouth marketing does not implement specific plan or strategy, it could be useful in building a loyal customer base (Diana, 2017).

Therefore, the advertisement process depends heavily on the customers to bring more other customers. This as mentioned can increase the customers' loyalty regarding products and services because they receive advertisement activities from persons who have experience in using those products (Clow et al, 2013).

2.2.4.1. Advantages of Word of Mouth Marketing

Previous research found that using the word of mouth strategy could be useful in gaining more customers with high loyalty. This due to the trust of the advertisement when coming from another customer's mouth (Herr et al, 1991).

Furthermore, this type of marketing has almost no cost, and does not need a lot of time and effort from the business operators (Rick, 2017).

2.2.4.2. Disadvantages of Word of Mouth Marketing

The major disadvantages of the word of mouth marketing strategy is that it is not reliable. So, market operators cannot completely rely on this strategy. The effectiveness of this type of marketing is very hard to be measured (Clow et al, 2013).

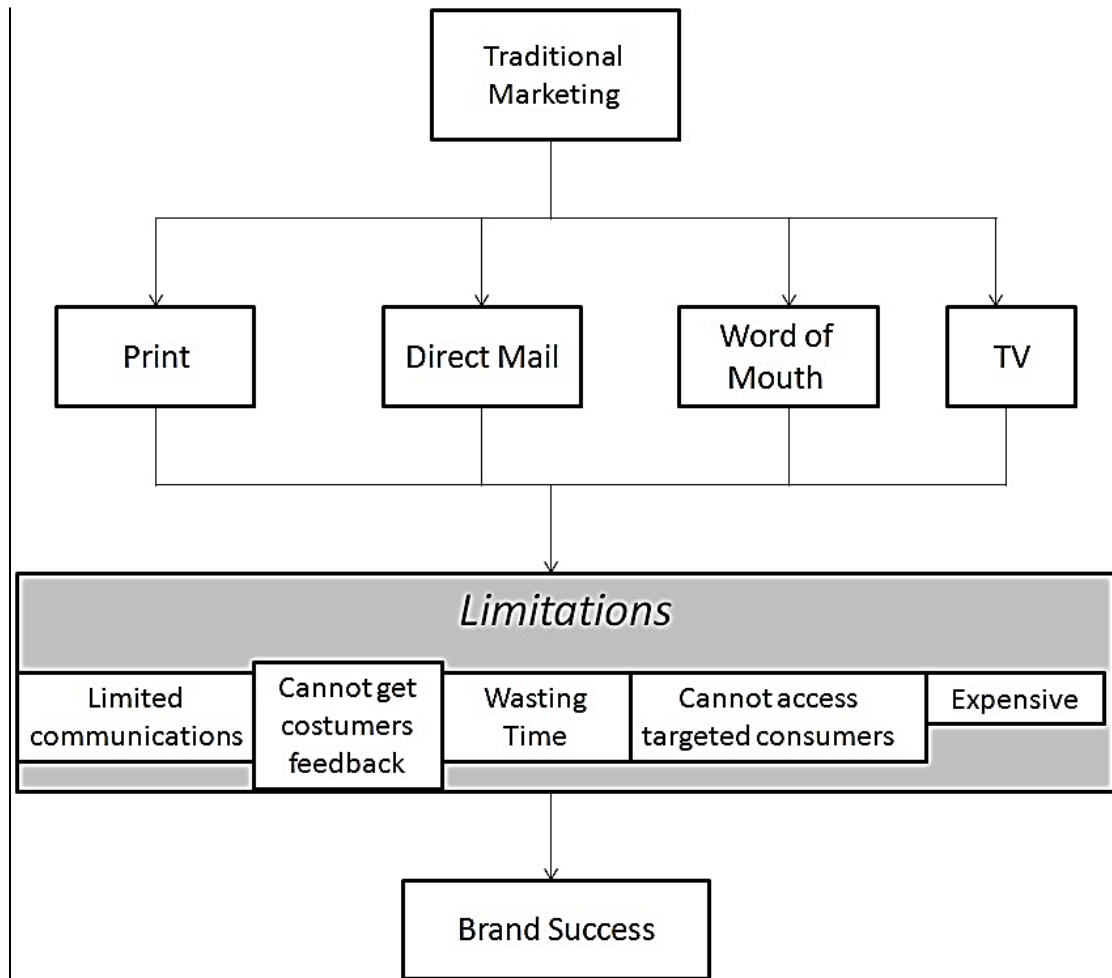
Furthermore, this type of marketing may have negative impact, if the company advertisement message was not delivered correctly.

Therefore, the business operators have no control on such marketing way. This is significant drawback for the word of mouth marketing strategy (Herr et al, 1991; Clow et al, 2013).

Based on the reviewed research articles, researchers have built links between the different types of traditional marketing and their effects on the marketing process success. It has been found that the major limitations (effects) of using the traditional marketing strategies are the expensive processes, the time-consuming, the limited communications between stakeholders such as business operators, marketers,

consumers, ... etc, and the inability to access targeted consumers and obtain their feedback effectively.

Figure 2 presents the links between the different variables (types) of traditional marketing, and the limitations toward a successful brand reputation.



2.3. The Digital Marketing Strategy

With the beginning of the new millennium, many companies have transferred to modern marketing strategies. The credit goes back to modern technological tools.

This is qualitative shift happened in a short period of time. Many changes have been adopted to utilize modern marketing strategies. This trend is supported by advances in information and communication technologies (Tuten, 2008).

The last decade witnessed a rapid increase in communication technology usage, mainly in social networks in the field of marketing and advertisement. This is due to the evolution in internet consumption habits.

As a result, business operators became more interested in using social media to perform marketing activities, and tended to leave traditional marketing strategies, such as newspapers and magazines (Yakup and Ibrahim, 2016).

The digital marketing strategy has surpassed traditional marketing methods in terms of several factors as concluded by previous research works in the field of marketing and advertisement (Clow et al, 2013; Yakup and Ibrahim, 2016).

2.3.1. Advantages of the Digital Marketing Strategy

Among the most important advantages of the digital marketing is the relatively low cost, in comparison with traditional marketing strategies, such as TV, and direct mail (Yakup and Ibrahim, 2016).

Researchers found that using digital marketing through social networks increase the ability of the business operators to improve the communications between the different stakeholders involved in the marketing processes such as business operators, marketers, and consumers. It provided a direct contact channels with customers as well. Hence, digital marketing using social networks enhance the ability to reach a larger number of consumers. This result is supported by many statistical studies illustrating the increasing usage of social media around the world (Tuten, 2008).

Furthermore, digital marketing accelerate the marketing and other business operations in the organizations through innovation and creativity via modern IT tools. It enables the business operators to gain more control, and manage the marketing processes more efficiently.

Previous studies mentioned that using digital marketing allow the collection and analysis of data related to the marketing process more effectively, which improves the action plan and decision-making processes in the company (Ibrahim, 2016; Tuten, 2008).

It is worth mentioning that recent research reports emphasized the significance of using modern IT tools, which are usually used in digital marketing processes, to collect customers information and feedback efficiently. This leads to access of larger target consumer segments, and allow marketers to develop a better understanding of consumer behavior. Thus, improving customers satisfaction (Ibrahim, 2016).

Eventually, using social networks in the marketing process allows the acquisitions of customers feedback in a timely manner. More specific segment of consumers can be approached within short period of time as well (Clow et al, 2013).

All the above-mentioned factors play an important role in improving the brand success and increasing the profit for a particular business. (Shaoolian, 2017)

The next subsection presents some disadvantages and limitations for adopting digital marketing as found in the literature Review.

2.3.2. Disadvantages of the Digital Marketing Strategy

Despite the previously mentioned advantages of the digital marketing strategy, it has some drawbacks. One of the most important drawbacks is the lack of control over social media. Any one from anywhere with smart phone, can access the social network and post their opinion about a particular product or service.

This may have negative effects on the marketing strategy. Negative comments may lead to a decrease in customers' satisfaction regarding the company's products and services.

Furthermore, political limitations imposed by some countries may hinder this type of advertisement. This could prevent business operators from approaching targeted consumers (Clow et al, 2013).

The risk of cybercrimes and web hacking is another significant disadvantage of the digital marketing. It may cause extensive damage to the marketing process, and thus waste resources and decrease customers loyalty (Yakup and Ibrahim, 2016).

Based on the previously presented research works (in previous sub sections), the literature review model has been developed to show the links between the different variables in the field of digital marketing and their role/effect in improving the financial performance and brand reputation. This will hopefully lead to the brand success.

The literature Review Model is depicted in Figure 3

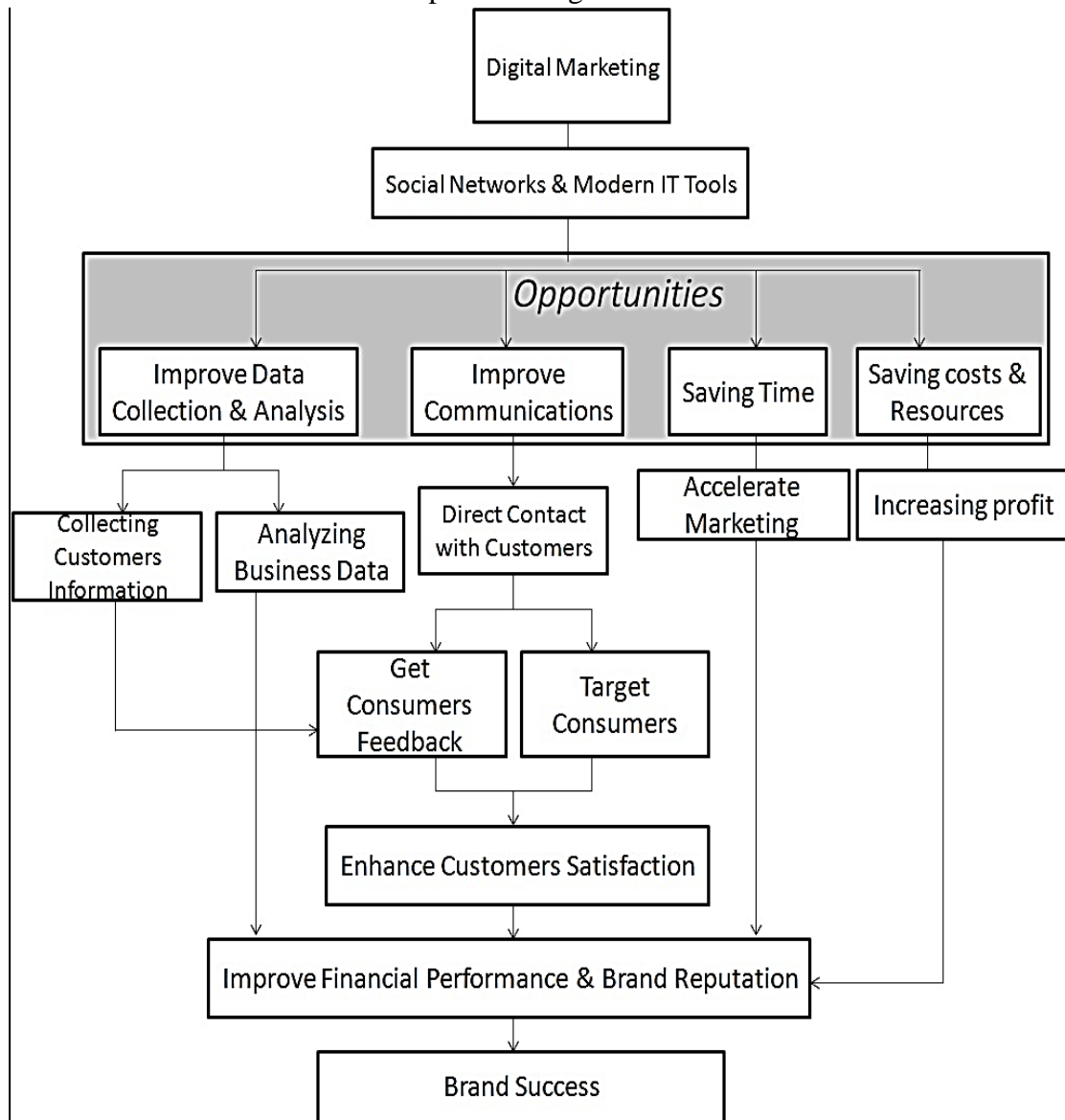


Figure 3: Literature Review Model

3. Research Methodology

The data collection method we implemented was qualitative. We conducted personal interviews where we asked the interviewees to review our model and give recommendations.

They were asked to provide a full evaluation of both the traditional and digital model, including whether they agree or disagree with the points we provide, if they would add or exclude anything from the models, and any additional information about the strategies they implement in their organizations.

We focused our research on B2C companies to get a more in-depth understanding of the subject matter. Our interviewees consisted of the heads of marketing or heads of the organization. Interviewing these people allowed us to receive the most accurate information from credible resources.

This was the best possible approach because it allowed us to adjust our research accordingly. This method facilitated a better understanding of the concepts we were given. One unexpected advantage of this method was the amount of knowledge we gained from conducting these interviews. The people we interviewed were very eager to share their experiences with us, adding more depth and insight to our research and understanding of the subject matter. (Wisker, 2007)

One of the drawbacks of this method was that it was not time efficient. Trying to find time to conduct the interviews was hard and a lot of rescheduling was done due to everyone's busy schedules. Another drawback was limited feedback. Since we had to physically go and interview each person, it lowered the number of responses we received. Had we created an online survey and sent it out, we could have received a lot more feedback.

The following section presents our findings.

4. Data Collection and Analysis

Traditional and Digital marketing defined:

The art and science of marketing has changed drastically in the past few years. What was once something as limited as handing out papers to one person at a time, transformed into reaching a worldwide audience by the simple swipe of a screen. Traditional marketing is any advertising that falls under print, broadcast, direct mail and telephone. Digital marketing is the use of the internet, social media, mobile phones, and electronic billboards for promotional efforts (Diana, 2017 Venugopal,

2016)

These changes have an effect on communication, time, cost, data collection and overall

brand success (Cave, 2016)

For this research, we interviewed the marketing heads of some well-established B2C companies. Our interviews consisted of them reviewing our literature review model and providing their feedback as well as any additional information. Our results are depicted below.

Sulaiman AlHabib Hospital:

Company description: Dr. Sulaiman Al-Habib is the founder and chairman of Sulaiman al-Habib medical group which owns and operates a number of hospitals and medical centers in the gulf.

Size: Large

Established: 1995

Located: Riyadh, Saudi Arabia/ UAE/ Bahrain

Interviewed: Reem Al-zwaidi, Head of Marketing

Analysis:

Sulaiman Al-Habib considers word of mouth to be the most crucial aspect of brand success and considers it part of traditional as well as digital marketing. They advertise on TV exclusively to AlArabia and use minimal radio and print advertising.

When it comes to digital marketing, Sulaiman AlHabib had the most extensive selection of methods out of all the companies we interviewed. They depend on search engine order as well as electronic bulletin boards to save time and money. They developed an app that allows you to book appointments, chat live with doctors, and records all patient history (including x-ray images, blood test results, and procedures). They also use social media accounts as a tool to increase customer satisfaction, for example using snapchat filters in delivery rooms to increase brand awareness.

XElement:

Company Description: A niche marketing and communication consultancy firm.

Size: Medium, Start-up

Established: 2013

Located: Riyadh, Saudi Arabia

Interviewed: Mazin Al-Hassan, Partner

Analysis:

They mentioned that our model lacked “outdoor”, which refers to the advertising in the streets, as well as in-mall advertising. This was an important point because it is distinctive to marketing strategies used in the region.

They also mentioned that they don’t view marketing as “Digital” or “Traditional” but rather as “above the line” or “below the line” as well as mentioning the distinction between “paid, owned, and earned”. They mentioned that Word of Mouth is something that is earned and should be viewed as an objective rather than an opportunity or limitation.

They also mentioned “going viral” as an important objective to strive for in digital marketing.

Marami:

Company Description: Marami is the trade name of the chip manufacturer and exporter Dalmaz Food Industries (Dafico), part of the AlRajhi Holding Group

Size: Medium

Established: 1994

Located: Riyadh, Saudi Arabia

Interviewed:

Analysis:

After reviewing our model and its details with the marketing heads of Marami chips, they agreed with our model in regards to our definition and how it leads to brand success.

Marami implements both traditional and digital strategies when it comes to advertising.

They believe things such as word of mouth, TV commercials, and direct contact with customers cannot be replaced no matter how advanced technology may get. However, they are currently in the process of shifting focus on digital advertising to further enhance their brand success

Digital Transformation Company:

Company description: IT company that was established to co-op the Digitization Agenda and The Taxation Front Saudi Arabia is witnessing.

Size: Medium

Established: 2017

Located: Most operations are located in Riyadh

Interviewed: Ahmed Al-Mashhadi, CEO

Analysis:

DTC doesn't consider traditional marketing an effective method of advertising, but still needs to use it due to it being the only way to reach the older market segment. Things such as brochures are still being used as a protocol. They suggested we add radio to our traditional marketing model.

DTC mentioned that B2B companies need to use both traditional and digital marketing, whereas B2C companies can survive using only digital marketing.

First Medical:

Company Description: First Medical is a healthcare products provider that specializes in education, training, and seminars.

Size: Large

Established: 2005

Located: Riyadh, Saudi Arabia

Interviewed: Ramzi Mahmoud, Sales and Marketing director

Analysis:

First Medical stated that traditional and digital methods combined led to brand success more efficiently than just focusing on one method. Their approach to branding is when strategies from traditional and digital marketing are combined.

Rawnaq Café:

Company Description: Independent coffee shop owned by young Saudi entrepreneur

Size: Small

Established: 2013

Located: Khobar, Saudi Arabia

Interviewed: Mohammed AlMuallim, Owner

Analysis: Regarding traditional marketing, they only use word of mouth. They are still convinced the traditional marketing is important and cannot be excluded from overall marketing strategies. In regard to our digital marketing model, they mentioned how they benefited from these new methods. Their profits increased by 40% after using social media. Digital marketing also helped them identify their target segment and the many more advantages to their success.

Cone zone:

Company Description: Ice cream manufacturer that is 100% Saudi owned and operated with American partners

Size: Small

Established: 1993

Located: Riyadh, Saudi Arabia

Interviewed: Owaid Al-Onaizy

Analysis:

They only started using digital marketing last year. Before that they depended on newspapers, magazines, and TV

Cone zone doesn't focus too much on advertising in general, they mentioned that they rely on the fact that they've been in the market for a long time and depend mostly on loyal customer

5. Conclusion

This research project goal investigated the advantages and disadvantages of traditional versus digital marketing. Through our research we found that companies still depend on both traditional and digital marketing, but more so on digital. We found that while companies prefer digital methods of advertising, due to its low cost and high effectiveness, they still need to allocate a portion of the advertising budget to the traditional method. This is due to the traditional method being the only way to reach the older market segment.

Through our interviews, it was also pointed out that our model needed to be adjusted. We had originally placed “word of mouth” only under the traditional method of marketing, but most of the people we interviewed agreed that it would go under both. Our interviewees said that word of mouth is more of an objective that a company should strive for rather than a limitation.

Our model was also lacking some points such as radio and street signs and in-mall advertising; it’s important to mention that these methods of advertising have geographical importance. We also failed to mention “going viral” which is an important feature that is unique to digital advertising.

Through our research we found that traditional advertising is still being used out of necessity, but that the companies with the most success are the ones that are shifting their focus to digital marketing.

Digital advertising can be executed faster and at a lower cost, enabling brands to get involved with any trends or viral content going around, which leads to higher credibility and conversion rate.

It also aids in the collection and analysis of a greater volume of data and reaches a larger audience. Social media has broken down barriers of communication between the employees of the company and its customer, this lead to greater perceived value and customer satisfaction.

Due to the changing climate of technology, people want more entertainment than information. We theorize that this due to the evolution of consumption habits, changes in lifestyle, and advancement of technology. Things like graphic images, infographic videos, and augmented reality can hold costumers’ attention better than traditional advertising methods.

In conclusion, we found that implementing digital marketing strategies leads to greater overall brand success than traditional marketing.

6. Limitation

Research limitations encountered during this study can be summarized as follows:

1. This research Project explores the effect of adopting digital marketing on the Brand success. Other factors that might affect the brand success are not considered in this research.
2. Furthermore, we planned to have a sample of 20 participants' responses for data collection purposes. So, we developed a survey and sent it to them. Unfortunately, only 7 participants responded to the survey and provided us with required data.
3. We encountered a difficulty in accessing the full text for some research articles that could be utilized in such a research project. Journals publishing those research papers cannot be accessed for free.
4. Some of the companies we contacted couldn't respond due to confidentiality. They prefer to keep their strategies private.

7. Recommendations

If this research is to be continued or used as a reference in the future, there are certain recommendations that could have been used to better invest in this research. For more accurate and useful results and conclusions:

- 1) Conduct a focus group, distribute surveys amongst an additional target segment such as university students. This would lead to more diverse answers to the differences between traditional and digital marketing
- 2) A simple and easy marketing experiment, for example launching an ad campaign in both the traditional and digital method. Then examining which method is

more successful, how individuals responded to each method, and the impact on both methods on brand image.

- 3) Interview marketing professors and gathering feedback from the educators who study the entire field of marketing and brand building to receive a more informative analysis
- 4) Explore recommendations from other researches that are on topics similar or related to this research paper. The more recommendations will provide greater guidance.

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9. Appendix:

Traditional Marketing:

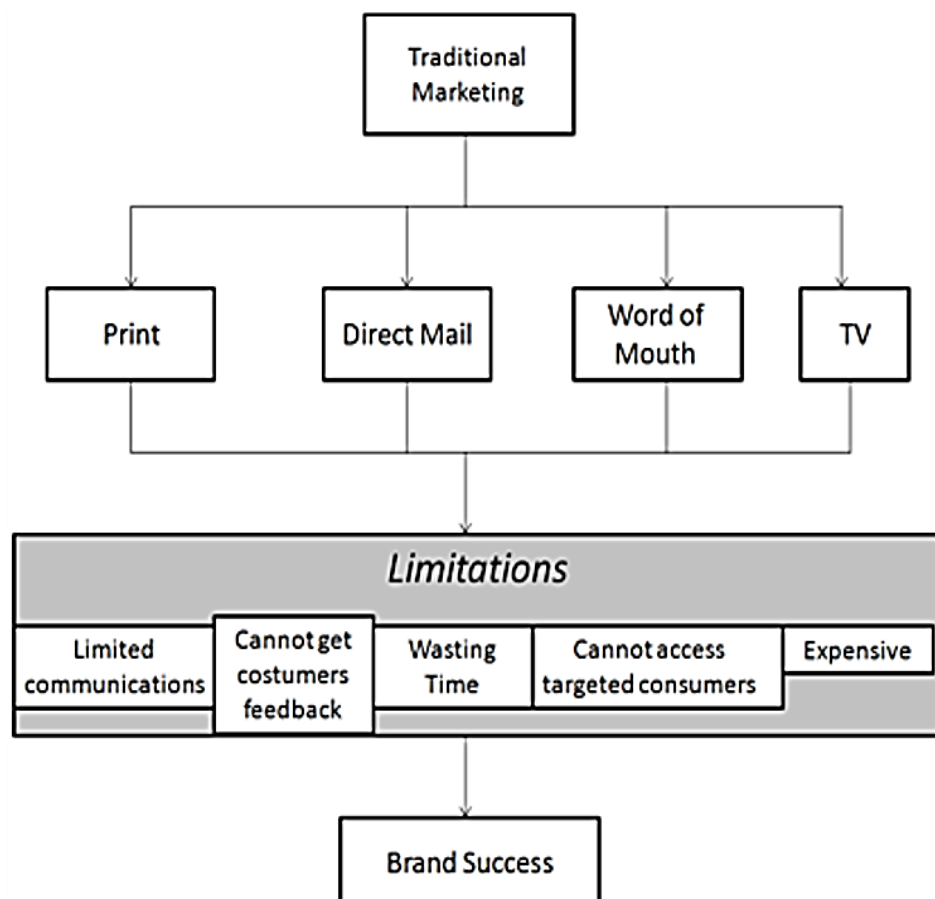
This is the model we came up with for traditional marketing.

Q1) Do you agree with the categories (print, direct mail, word of mouth, tv)? Why or why not?

Q2) Do you agree with the limitations? Why or why not?

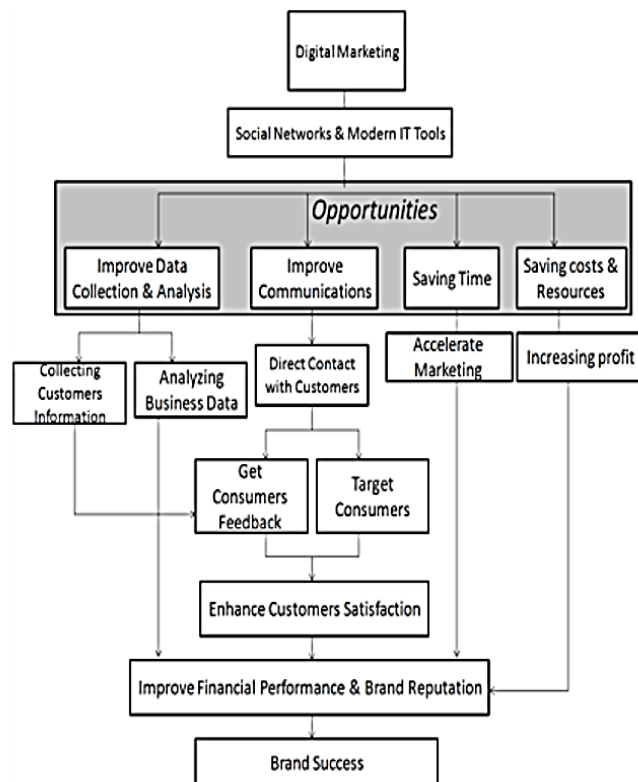
Q3) Is there anything you would add to our model? Anything you would remove?

Q4) Do you think our model is correct, overall? Why or why not?



Digital marketing:

This is the model we came up with for digital marketing



Q1) Do you agree with the opportunities? Why or why not?

Q2) Do you agree with the sequence of our model? Why or why not?

Q3) Is there anything you would add to our model? Anything you would remove?

Q4) Do you think our model is correct, overall? Why or why not?