

The Nature and Impact of Effective Strategies on Service Organizations: Case of the Saudi Telecom Company (STC)

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Abstract: This study aimed at identify the nature of effective strategies and their impacts on service organizations by applying to the Saudi Telecom Company. The study followed the descriptive approach, and its sample consisted of (55) employees in Saudi Telecom, and it relied on the questionnaire as the main instrument. The results showed the following: 1) The study sample individuals strongly agreed on one of the effective strategies of the STCs that they take in the study of marketing, which is "the ability to accurately understand the customer's needs. 2) The study sample individuals agreed on six of the effective strategies of the Saudi telecom companies that they used in studying marketing, the most prominent of which were: planning marketing and promotional campaigns. 3) The study sample individuals agreed on ten of the marketing strategies taken by the Saudi Telecom Company to influence the customers' consumption decisions and their needs, the most prominent of which was the provision of Internet services in an advanced and synchronized manner. 4) The study sample individuals strongly agreed on three of the marketing strategies through modern means, the most prominent of which was that the company advertised its services through television channels and radio stations. 5) The study sample individuals agreed on two strategies of marketing through modern means at STC, the most important of which was the natural preparation of electronic catalogues for services or some devices. 6) The study sample individuals were neutral about one statement from the strategic plans axis in marketing operations at STC on studying market pricing, which was choosing a pricing policy for a limited number of clients. The study showed that there are no statistically significant differences at the level 0.05 or less in the attitudes of the study participants about (effective strategies of the Saudi Telecom Company) according to variables (age, job, qualification, and years of experience). Besides, it showed that there are no statistically significant differences at the level 0.05 or less in the attitudes of the study participants about (marketing strategies to influence the customers' consumption decisions and needs) according to variables (age, job, and qualification). In the light of the results, the study recommended the necessity of intensifying and studying marketing strategies with a degree of accuracy and aspiration to affect customers' consumption decisions and their needs.

Keywords: Strategic Planning, Effective Strategies, Service Organizations, STC.

طبيعة الاستراتيجيات الفعالة وأثرها على منظمات الخدمة بالتطبيق على شركة الاتصالات السعودية

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المستخلص: هدفت هذه الدراسة إلى التعرف على طبيعة الاستراتيجيات الفعالة وتأثيرها على المؤسسات الخدمية من خلال التقدم إلى شركة الاتصالات السعودية. اتبعت الدراسة المنهج الوصفي، وتكونت عينتها من (55) موظفاً في شركة الاتصالات السعودية. واعتمدت على الاستبيان كأداة رئيسية. أظهرت النتائج ما يلي: (1) اتفق أفراد عينة الدراسة بشدة على إحدى الاستراتيجيات الفعالة للمراكز التجارية المتخصصة التي يتخذونها في دراسة التسويق، وهي "القدرة على فهم احتياجات العميل بدقة". (2) أفراد عينة الدراسة اتفقوا على

سنة من الاستراتيجيات الفعالة لشركات الاتصالات السعودية التي استخدموها في دراسة التسويق، ومن أبرزها: التخطيط للحملات التسويقية والترويجية (3) اتفق أفراد عينة الدراسة على عشر استراتيجيات تسويقية اتخذتها شركة الاتصالات السعودية. شركة للتأثير على قرارات استهلاك العملاء واحتياجاتهم، وكان من أبرزها تقديم خدمات الإنترنت بشكل متقدم ومتزامن (4) اتفق أفراد عينة الدراسة بشدة على ثلاث استراتيجيات تسويقية بالوسائل الحديثة، أهمها ومن أبرزها قيام الشركة بالإعلان عن خدماتها عبر القنوات التلفزيونية والإذاعية (5) أفراد عينة الدراسة اتفقت شركة ثنائية على استراتيجيتين للتسويق بالوسائل الحديثة في شركة الاتصالات السعودية، أهمها الإعداد الطبيعي للتكنولوجيا الإلكترونية للخدمات أو بعض الأجهزة (6) كان أفراد عينة الدراسة محايدين بشأن بيان واحد من محور الخطط الاستراتيجية في العمليات التسويقية في شركة الاتصالات السعودية حول دراسة تسعير السوق وهو اختيار سياسة تسعير لعدد محدود من العملاء. أوضحت الدراسة عدم وجود فروق ذات دلالة إحصائية عند مستوى 0.05 فأقل في اتجاهات المشاركين في الدراسة حول (الاستراتيجيات الفعالة لشركة الاتصالات السعودية) حسب المتغيرات (العمر، الوظيفة، المؤهل، سنوات الخبرة). كما بينت عدم وجود فروق ذات دلالة إحصائية عند مستوى 0.05 فأقل في اتجاهات المشاركين في الدراسة حول (استراتيجيات التسويق للتأثير على قرارات واحتياجات استهلاك العملاء) وفق متغيرات (العمر، الوظيفة، المؤهل). وفي ضوء النتائج أوصت الدراسة بضرورة تكثيف ودراسة استراتيجيات التسويق بدرجة من الدقة والطموح للتأثير على قرارات استهلاك العملاء واحتياجاتهم.

الكلمات المفتاحية: التخطيط الاستراتيجي، الاستراتيجيات الفعالة، المنظمات الخدمية، الاتصالات السعودية.

1- Background.

Whatever the scale of the firm of the twenty-first century, it will be a part of the global business community, affecting and being influenced by global social change, events, and pressures. This is due to the fact that the business environment is dynamic, turbulent, discontinuous, and highly competitive. The relationship between business and society has shifted dramatically throughout this time period. The globalization of commerce, the growth in size and power of corporate organizations, the repositioning of government, and the increasing strategic value of stakeholder connections, knowledge, and brand reputation have all contributed to this development. (Olanipekun et al., 2015). Due to the competitive business climate, business decision-making has become more complicated and sophisticated, necessitating strategic management. Managing diverse and multifaceted internal operations is only a portion of the obligations of the modern CEO. The immediate external environment of the business presents a second set of difficulties. To successfully address everything that influences a business's capacity to grow financially, leaders design strategic management processes that they believe will assist the firm's optimal positioning in its competitive environment. Strategic procedures enable more precise forecasting of environmental changes and enhanced readiness to respond to unforeseen internal and external needs.

Strategic management is the study of the significant intended and emergent initiatives taken by general managers on behalf of owners, involving the exploitation of resources, in order to improve a firm's performance in its external environment. (Nag, Hambrick, Chen, 2007). It comprises defining the organization's mission, vision, and objectives, formulating policies and plans, frequently in the form of projects and programs, to accomplish these goals, and then allocating resources to carry out the policies and plans, projects, and programs. Strategic management is a subset of managerial activity that comes after goal setting and before tactics. Strategic management supplies the firm with overall direction.

Strategic management include not just the management staff, but also the organization's Board of Directors and other stakeholders (Jabar, Othman and Idris, 2011).

Marketing strategy is one of the pillars of the general strategy of the organization. Since the strategy is an effective means that allows the organization to adapt to its surroundings, we will clarify, in our research, the various concepts related to the marketing strategy as a comprehensive concept, how to define and formulate it, and methods used to prepare it. The strategy is a way of thinking that helps managers to find an intellectual approach to make decisions and explain problems for the purpose of continuity and survival. Accordingly, the organization's marketing strategy should be formulated, and we should focus on its dimensions represented in choosing markets, determining prices and products, as well as determining the technology to be used and the financing needed for it. The marketing process is closely related to three main elements: the produced product, the market, and marketing management. The main goal of production is marketing. Successful marketing management is the one that can plan to adapt to market requirements. As the marketing process depends mainly on the last consumer, we find that policies and decisions focus mainly on studying his needs, desires and purchasing motives. Thus, the marketing activity must aim to satisfy these needs and desires.

When marketing products, the market conditions surrounding the company or production facility and the factors affecting the marketing activity should be well discussed to increase the quantity of production, then the organization can market its products by searching for markets to sell them. We should keep in mind that the consumer always wants to get a good product at the lowest costs, with good specifications, and as quickly as possible. The production is linked to the marketing process, which depends on the study of market requirements and the products it needs to meet the consumer's desires. Marketing stems from the study of the market, the needs of consumers, and the provision of required goods at appropriate prices. Thus, strategic marketing, according to the aforementioned, affects the organizations. Therefore, organizations must have strategic plans for their marketing process. The strategic plans in the marketing process affect the way through which the organization works and in the way it markets its products, so we will study the issue of strategic marketing and its impact on the Saudi Telecom Company.

2- Research Problem:

According to Kaliappen and Abdullah (2013), a well-defined strategy fosters enthusiasm among a variety of stakeholders, including owners, suppliers, creditors, consumers, and employees, and so fosters commitment that results in an organization's improved performance. Strategic management enables methodical change management. It enables organizations to mobilize resources strategically toward a desired future. Sharabati and Fuqaha (2014) asserted that in the era of globalization, strategic management has been viewed as the most critical practice that differentiates firms. Strategic management

is a critical process that enables organizations to fulfill their vision, strategy, and objectives. All businesses, regardless of their size or scope, should employ strategic management approaches to ensure that they match their environment.

Most economic institutions are searching for markets and customers, as well as searching for new technologies capable of ensuring sustainable economic development. This situation requires the development of marketing tools that meet the needs of consumers in the best way, this can only be achieved by having a successful marketing strategy that depends mainly on marketing activities or what is known as marketing policies. Marketing is a social administrative process through which individuals and groups obtain what they need, and this is achieved through the production and exchange of products of value with others. There are many products that we should study how to market them. The mistake that many people make is marketing products without studying the market in terms of competing products and the nature of society. All of these things must be discussed so that the owner of the product will not be surprised when he finds out that no one wants to buy his product. The failure of organizations to develop strategic plans to market products makes them vulnerable to many problems, and this may hinder the sale of their products, which affects the financial position of the organization. Therefore, through this research, the focus is on the issue of strategic marketing and its impact on organizations. Accordingly, the main question of the research can be formulated as follows:

"What is the impact of strategic marketing on organizations and their abilities to market their products in STC?"

3- Research Objectives:

This research aims to:

1. Recognize the impact of effective marketing strategies on the performance of organizations' services.
2. Identify the role of marketing strategies in influencing customers' consumption decisions and needs.
3. Identify the relationship between e-marketing strategies and the performance of organizations.
4. Recognize the strategic marketing plans and their impact on pricing study and price knowledge.

4- Literature Review.

4-1 Strategic Management:

Strategic management entails utilizing a business's internal strengths and weaknesses in order to capitalize on external opportunities and mitigate external threats/problems (Nwadike, Abuba and Wokoma, 2017). Scott and Thomas defined Strategic management is a process in which managers from all levels of the organization collaborate to develop and implement strategic goals and plans. They described strategy as a course of action and resource allocation intended to accomplish an organization's objectives. According to Thompson and Strickland (2003), it refers to the manager's responsibilities for developing,

implementing, and executing firm strategy. They described strategy as management's game plan for positioning the business in its chosen market arena, competing successfully, satisfying customers, and achieving superior business performance. Olanipekun et al. (1984) define strategic management as "the process of fundamental organizational renewal and growth, as well as the development of the strategies, structures, and systems necessary to accomplish such renewal and growth, as well as the organizational systems necessary to manage the strategy formulation and implementation processes effectively".

According to Lawal, Omone and Oludayo (2012), strategic management is "a methodical approach to a significant and growing responsibility of general management: positioning and relating the organization to its environment in a manner that ensures its continuous success and protects it from surprises." The emphasis in this definition is on the interaction between the environment and the organization with the goal of attaining sustained success and remaining safe against environmental surprises through the adoption of a systematic approach to general management. Bakar et al. (2011) defines strategic management as "the process of developing and implementing strategies and carrying out activities relevant to issues that are critical, pervasive, or continuing in importance to the entire organization." This is an all-inclusive approach of strategic management that takes into account all significant plans and actions for an organization. Gradinaru and Gradinaru (2018) define strategic management as "the process by which organizations analyze and learn from their internal and external environments, establish strategic direction, develop strategies to assist in achieving established goals, and implement these strategies in order to satisfy key organizational stakeholders".

Strategic management is an ongoing process that evaluates and controls the business and industries in which the company operates; assesses its competitors and develops goals and strategies to compete against all existing and potential competitors; and then evaluates each strategy annually or quarterly [i.e., on a regular basis] to determine how well it has been implemented and whether it has succeeded or needs to be replaced by a new strategy to address changed circumstances, new technology, or new competitive threats. (Barney and Hesterly, 2010). Additionally, strategic management can be defined as "the determination of the organization's goal and the plans and actions necessary to accomplish that mission. It is the collection of managerial decisions and behaviors that influence a company enterprise's long-term performance. It entails developing and implementing strategies that assist the organization in aligning with its environment in order to accomplish organizational goals".

Wheelen et al. (2017) described strategic management as a series of decisions and actions that result in the development of a successful strategy or strategies to assist the organization in accomplishing its goals. Strategic management is the process by which strategists establish objectives and make strategic decisions. Strategic management is a disciplined method that utilizes management principles and processes to ascertain a business's corporate aim or mission. It establishes a reasonable target for achieving the purpose, takes into account existing opportunities and limits in the environment, and

devises a rational, practical method for accomplishing the objective (Aremu, 2003). Strategic management can be simply defined as the act of developing an organizational strategy that is founded on a goal and vision and serves to steer the organization in the right direction. A company's mission, vision, and strategy all contribute to the expression of its identity, the position it takes on problems, and its future orientation. The three concepts are inextricably linked since all three must be established, or at the very least be clear and taken into account, prior to embarking on a (large scale) organizational development process.

4-2 Organization Performance:

The word "organizational performance" refers to an organization's total productivity in terms of stock turnover, customers, profitability, and market share. The concept of organizational performance is critical to businesses, as its primary purpose is profit. According to Iravo et al. (2013), one of the most pressing concerns in business is why some companies succeed while others fail, which motivated a study on the drivers of organizational success. Fwaya (2006) defines performance as a formula for evaluating an organization's performance against specified criteria such as productivity, staff morale, and effectiveness. According to Nzuve and Nyaega (2012), performance management and improvement are central to strategic management since much strategic thinking is oriented around defining and measuring performance.

Shang et al. (2017) defined three approaches to organizational performance. The first is the goal approach, which asserts that an organization pursues specific, measurable goals. This perspective defines performance in terms of the accomplishment of these objectives. The second method is the systems resource approach, which defines performance as an organization's connection with its environment. This notion describes performance as an organization's capacity to safeguard the environment's scarce and valuable resources. The third perspective is the process perspective, which defines performance in terms of an organization's human resource's behavior (Waiganjo et. al., 2012).

5- Previous Studies.

The study of UNWTO (2007) investigated the rapid economic growth and changes that occurred in the social and demographic trends of the Asia-Pacific region were major reasons for the increase in the number of tourists travelling abroad, as it reached 155 million tourists in 2002 with a growth rate of 6% over the previous ten years. The rise in the standard of living of the individual has helped to increase the rate of surplus income available for travel and pleasure. The increase in leisure time for tourists and the change in social conditions have caused the rapid growth of foreign tourism from the Asian region. UNWTO has expected that the Asia-Pacific region will be one of the most exporting regions for tourism in the world, as it is expected that the rate of travel abroad will rise from 5 people per 100 people to 17 people per 100 people in 2020 (UNWTO, 2007). UNWTO expects China to occupy fourth place in the

world as a source of tourism. Indicators show that this goal will be achieved faster than expected because the number of tourists from China reached 34 million in 2006. The study also indicates the importance of the Chinese market and Egypt's endeavour to increase the number of tourists from China by developing a long-term strategy. The number of Chinese tourists to Egypt in 2011 reached 240,000.

Abdul Qader (2006) aimed to identify the influence that the Internet plays in the process of direct marketing among business organizations. The study was applied to a stratified sample of establishments amounting to 129 organizations. The study concluded that the most important reasons for companies' use of the Internet are direct communication, as well as speed and ease. The study showed the reasons behind the reluctance of these companies to build their websites. It also clarified the dimensions of the role that the Internet plays in the marketing mix. The study concluded with a statement of the obstacles that hinder companies from using the Internet. The study also revealed that the rate of transactions that are exchanged immediately over the Internet may increase 20 times compared to the situation in 2000 in the coming years, especially with the presence of many facilities for conducting this marketing, which is now called "Net Marketing". It includes a direct business network that involves both sellers and buyers. It currently accounts for 92% of the volume of these business activities. The actual application of this market and the benefits achieved for all parties resulted in shifting from dealing through traditional means to using this network.

Abdul Rahman (1997) studied the marketing policies of the Islamic bank practically in accordance with Islamic Sharia to determine to what extent a balance can be achieved in the banking market, and clarify the role of the Islamic bank in covering the needs of the banking market in a way that suits the different needs of customers to achieve productive efficiency. The results showed that the banking marketing policies include finding the appropriate means for the production and disposal of the service in a manner that achieves the balance of the bank and the customer together, following Islamic Sharia under all economic, social, and political conditions. The banking marketing policies of the Islamic bank were based on the collective marketing policy of the bank's employees in all its branches. The savings policy was limited to the banking marketing policy because it was one of the service's resources. It also showed the varying needs of customers that result in the division of the banking market. The savings policy was also a way to rationalize customers and preserve resources. The results also showed that the Islamic bank suffered from excess liquidity and lacked the marketing knowledge available for investments. The marketing of credit services represented by a letter of credit and guarantees has also increased. In addition, the marketing of accounting services was reduced, so that Murabaha was limited to financing in the event of demand without generating economic activities. There was also a decline in the participation service and interest-free loans.

By reviewing the previous studies, we find that some of them agree with the researcher's topic with regard to identifying the extent of the impact of the marketing strategy on organizations, as it has a

great impact on that. This was clearly evident in the results of those studies. Worthy here to mention is that the application was carried out at the Saudi Telecom Company. The objectives of the current study are close to the objectives of the previous studies, and the current study was similar to the previous studies in its use of the descriptive survey method.

6- Methods and Procedures.

6-1 Data Collection Method

Information has been collected using primary methods where a questionnaire related to the marketing strategy and its impact on organizations and its application to the Saudi Telecom Company is used. Secondary data depends on books and articles written on the topic of marketing strategy and its impact on the performance of service organizations.

6-2 Research Population and Sample Size:

The research community is the employees of the Saudi Telecom Company, whose marketing strategies are planning its sales. This table represents the number of employees and their types of jobs. Their numbers have reached 500 employees, and the selection is made randomly from the employees who work in the Saudi Telecom Company in the second semester of 1434-1435 AH. The researcher distributed 300 questionnaires, only 80 questionnaires have been returned. Unfortunately, there are 25 incomplete questionnaires, thus the final sample became 55 questionnaires that are valid for analysis.

6-3 Data Collection Method:

Information has been collected using primary methods where a questionnaire related to the marketing strategy and its impact on organizations and its application to the Saudi Telecom Company is used. Secondary data depends on books and articles written on the topic of marketing strategy and its impact on the performance of service organizations.

6-4 Data Analysis Technique:

SPSS was used to analyze the data collected.

6-5 Research Tool:

A questionnaire is used to collect information concerning the marketing strategy and its impact on the performance of organizations. The instrument went through several stages:

The first stage: The design of the "questionnaire" instrument in its initial form:

After the researcher determined the statement of the problem and identified the objectives and questions of the study, she began formulating the questionnaire's statements, which revolved around the

marketing strategy and its impact on organizations. The researcher relied on main sources in constructing the questionnaire represented in:

- a. Previous scientific and academic studies, scientific research, books, and scholarly journals related to the problem of the current study, in addition to several scales that were used in similar studies.

The questionnaire consisted of two sections:

- The first section includes four axes that measure the marketing strategy and its impact on the performance of organizations.
- The second section includes preliminary data about the participants such as (age- job-qualification- years of experience). The researcher asked the study sample to answer each statement by placing (√) in front of one of these responses: Strongly agree, agree, neutral, disagree, and strongly disagree.

Validity of the study instrument:

The validity of the questionnaire means making sure that it will measure what it was intended to measure. Validity also means "the inclusion of the form for all the elements that must be included in the analysis on one hand, and the clarity of its statements, on the other hand, so that it can be understandable to everyone who uses it" (Obaidat et al., 2001 AD, p. 179). The researcher verified the validity of the study instrument through:

Content Validity:

To know the extent of the validity of the study instrument in measuring what it was designed to measure, it was presented to the arbitrators. The tool for this study was prepared in its final form as clarified in appendix (1). After preparing and formulating the questionnaire in its initial form, it was presented to a group of arbitrators, with experience and competence, who hold high academic degrees and university professors. The researcher asked the arbitrators to express their opinions on the axes of the questionnaire, and consider the suitability of its statements to gather the information necessary to answer its questions by determining the integrity of the wording and the clarity of its statements, in addition to expressing their opinions on what that can be added or deleted.

In light of the arbitrators' technical modifications, linguistic corrections, additions or deletions, the researcher responded to their observations so that the questionnaire was ready in its final form for distribution and application to the study participants. The validity of the "questionnaire" tool was confirmed by two methods:

Validity of the Internal Consistency of the Instrument

After confirming the content validity of the study instrument, the researcher has applied it, and then the researcher has calculated the Pearson Correlation Coefficient to find out the internal validity of

the questionnaire. The correlation coefficient has been calculated between the degree of each of the questionnaire statements and the total score of the axis to which it belongs, as shown in the following tables:

Table no. (1) Pearson's correlation coefficients for the statements of the axis of marketing strategies on the performance of organizations with the total degree of the axis:

Statement no.	Axis Correlation Coefficient	Statement no.	Axis Correlation Coefficient
1	0.850**	5	0.484**
2	0.815**	6	0.832**
3	0.852**	7	0.728**
4	0.746**	-	

** Statistically significant at the significance level 0.01 or less

Table no. (2) Pearson's correlation coefficients for the statements of the axis of the effect of marketing strategies on customers' consumption decisions and needs with the total degree of the axis

Statement no.	Axis Correlation Coefficient	Statement no.	Axis Correlation Coefficient
1	0.314**	6	0.695**
2	0.617**	7	0.389**
3	0.820**	8	0.637**
4	0.695**	9	0.512**
5	0.517**	10	0.570**

** Statistically significant at the significance level 0.01 or less

Table no. (3) Pearson's correlation coefficients for the statements of the axis of marketing strategies and the importance of modern marketing means with the total degree of the axis:

Statement no.	Axis Correlation Coefficient	Statement no.	Axis Correlation Coefficient
1	0.740**	4	0.755**
2	0.740**	5	0.785**
3	0.785**	-	

Table no. (4) Pearson's correlation coefficients for the statements of the axis of Strategic plans in marketing operations and their effects on pricing study in the market with the total degree of the axis

Statement no.	Axis Correlation Coefficient	Statement no.	Axis Correlation Coefficient
1	0.746**	5	0.612**
2	0.676**	6	0.585**
3	0.568**	7	0.616**
4	0.636**	-	-

** Statistically significant at the significance level 0.01 or less

It is clear from Table (1- 4) that the values of the correlation coefficient of each statement with its axes are positive and statistically significant at the significance level (0.01) or less, which indicates the validity of its consistency with its axes.

b. Reliability of the Study Instrument

To measure the reliability of the study instrument (the questionnaire), the researcher has used (Cronbach's Alpha (α)) to ensure the reliability. Table No. (5) shows the reliability coefficients of the study instrument.

Table No. (5) Cronbach Alpha coefficient to measure the study instrument reliability

Questionnaire Axes	Statements No.	Axis Reliability
Marketing strategies on performance of the organizations	7	0.872
The effect of marketing strategies on customers' consumption decisions and needs	10	0.777
Marketing strategies and the importance of modern marketing means	5	0.818
Strategic plans in marketing operations and their effects on pricing study in the market	7	0.752
General Reliability	36	0.8907

Table (5) has shown that the general reliability coefficient is very high as it has reached (0.89) which indicates that the questionnaire has a very high degree of reliability that can be relied upon in the field application of the study.

Procedures of the Study Instrument Application

Upon getting the scientific supervisor approval, some female colleagues have helped in distributing the questionnaires to the study participants. The questionnaire distribution and collection has taken nearly three weeks. The researcher has obtained (55) questionnaires valid for analysis in the second

semester of the year 1434/1435 AH. Then, data has inserted and statistically processed by the computer using (SPSS) program, thus the researcher has analyzed the data and obtained the conclusions.

Statistical Processing Methods

To achieve the study aims and analyze the collected data, many suitable statistical methods have been used based on Statistical Package for Social Sciences (SPSS) after the data was encoded and inserted into the computer, the following statistical measures have been calculated:

1. Frequencies and percentages: to determine the personal and career properties of the study participants and identify their responses towards the statements of main axes in the study instrument.
2. Weighted mean: to identify the extent to which the responses of the study participants increase or decrease to each statement of the main study variables, which helps in arranging the statements according to the highest weighted mean.
3. Mean: to know the extent to which the responses of the study participants increase or decrease on the main axes (mean of the averages of statements), which helps in arranging the axes according to the highest weighted mean.
4. Standard deviation: to determine the extent of deviation of the responses of the study participants to each statement of the study variables, and to each axis of the main axes from their mean. It is noted that the standard deviation has shown the dispersion in the responses of the study participants to each statement of the study variables and the main axes, whenever their values are closer to zero, the responses are concentrated and their dispersion decreased in the scale.
5. One Way Analysis of Variance: to determine whether there are statistically significant differences among the responses of the study participants on the study axes according to their personal and career variables that include more than two categories.
6. Least Significant Difference: to identify the validity of differences among the categories of personal and career variables that include more than two categories, if the One-Way-Analysis of Variance test has shown that there are statistically significant differences among the categories of these variables.

7- Results.

First: Description of the Study Participants:

- Age Variable

Table no. (6) Distribution of Study Participants According to Age Variable

Age	Frequency	Percentage
Less than 25 years	2	3.6
25 years and less than 35 years	30	54.5
35 years and less than 45 years	21	38.2
45 years and above	2	3.6
Total	55	100%

Table (6) shows that (30) members of the study sample who represent 54.5% of the total number of the study participants had 25 years and less than 35 years. Accordingly, they are the largest group of study participants. However, (21) members who represent 38.2% of the total number of the study participants had 35 years and less than 45 years. In addition, (2) members who represent 3.6% of the total number of the study participants had less than 25 years and (2) members who represent 3.6% of the total number of the study participants had 45 years and above.

- Job Variable

Table no. (7) Distribution of Study Participants According to Job Variable

Job	Frequency	Percentage
Employee	34	61.8
Manager of Administration	4	7.3
Manager of Department or Unit	17	30.9
Total	55	100%

Table (7) shows that (34) members of the study sample who represent 61.8% of the total number of the study participants are employees; this is the largest category of the study participants. However, (17) members of the study sample who represent 30.9% of the total number of the study participants are managers of department or Unit, and (4) members of the study sample who represent 7.3% of the total number of the study participants are managers of administration.

- Qualification Variable

Table no. (8) Distribution of Study Participants According to Qualification Variable

Qualification	Frequency	Percentage
Secondary Degree or less	3	5.5
Diploma Degree above Secondary Degree	10	18.2
Bachelor Degree or Equivalent	38	69.1
Postgraduate degree	4	7.3
Total	55	100%

Table (8) shows that (38) members of the study sample, who represent 69.1% of the total number of the study participants have bachelor degrees or equivalent; this is the largest group of the study sample. However, (10) members of the study sample who represent 18.2% of the total number of the study participants have diploma degrees above secondary degrees, (4) members of the study sample who represent 7.3% of the total number of the study participants had postgraduate degrees, and (3) members of the study sample who represent 5.5% of the total number of the study participants have a secondary degree or less.

- Years of Experience Variable

Table no. (9) Distribution of Study Participants According to Years of Experience Variable

Years of Experience	Frequency	Percentage
10 years and less	25	45.5
11 years to less than 15 years	20	36.4
16-20 years	8	14.5
21 years and above	2	3.6
Total	55	100%

Table (9) shows that (25) members of the study sample who represent 45.5% of the total number of the study participants have 10 years and less of experience, this is the largest category of the study participants. However, (20) members of the study sample who represent 36.4% of the total number of the study participants have 11 years to less than 15 years of experience. In addition, (8) members of the study sample who represent 14.5% of the total number of the study participants had 16-20 years of experience versus (2) members of the study sample who represent 3.6% of the total number of the study participants had 21 years and above of experience.

Second: Results Related to Study Questions:

First Question: What Is the Relation between Marketing Strategies and Performance of the Organizations?

To determine effective strategies used in Saudi Telecom Company for marketing study, the frequencies, percentages, means, standard deviations, and ranks are calculated for the responses of the study participants on the statements of the axis "effective strategies", the results are shown as in the following table:

Table no. (10): Responses of the Study Participants for Statements of the Axis “marketing strategies on the performance of organizations” in a Descending Order according to Agreement Averages

No.	Statement	Frequency		Agreement Degree				Mean	Standard Deviation	Grade
		Percentage %	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree			
1	Ability to understand customer's needs thoroughly	Frequency	23	21	11	-	-	4.22	0.762	1
		%	41.8	38.2	20.0	-	-			
5	Planning for marketing and promotion campaigns	Frequency	17	28	7	2	1	4.05	0.870	2
		%	30.9	50.9	12.7	3.6	1.8			
3	Studying company internal environment	Frequency	19	21	11	4	-	4.00	0.923	3
		%	34.5	38.2	2.0	7.3	-			
2	Studying company external environment	Frequency	17	25	6	7	-	3.95	0.970	4
		%	3.9	45.5	10.9	12.7	-			
6	Studying methods and ways on campaigns distribution and transmission	Frequency	17	22	12	4	-	3.95	0.911	5
		%	30.9	40.0	21.8	7.3	-			
4	Spending on research and studies that strive to achieve excellence	Frequency	18	20	8	6	3	3.80	1.177	6
		%	32.7	36.4	14.5	10.9	5.5			
7	Studying methods and ways on services distribution and transmission	Frequency	13	23	12	6	1	3.75	1.004	7
		%	23.6	41.8	21.8	10.9	1.8			
General Average							3.96	0.716		

From the above results, it is clear that the study participants agree that there are effective strategies used in Saudi Telecom Company for marketing study with an average (3.96 out of 5) which falls in the fourth category of Five Scale Categories (from 3.41-4.20) as this category refers to the response (agree) in the study tool.

The results show that there is a discrepancy in the agreement of the study participants on effective strategies used in Saudi Telecom Company for marketing study. The averages of their agreement on effective strategies used in Saudi Telecom Company for marketing study have ranged between (3.75-4.22), that fall in the fourth and fifth categories of the Five Scale Categories, which refer to (agree / strongly agree) respectively in the study tool. This means that there is a discrepancy in the agreement of the study participants on effective strategies used in Saudi Telecom Company for marketing study. It is shown from the results that the study participants strongly agree on one of the effective strategies used in

Saudi Telecom Company for marketing study according to the statement (1), "Ability to understand customer's needs thoroughly" with average (4.22 out of 5).

However, it is clear from the results that the study participants strongly agree on six of the effective strategies used in Saudi Telecom Company for marketing study according to statements (5, 3, 2, 6, 4, 7), which can be shown in a descended order according to the agreement of the study participants as follows:

1. Statement (5), "Planning for marketing and promotion campaigns" has come in the first rank in terms of agreement of the study participants with an average (4.05 out of 5).
2. Statement (3), "Studying company internal environment" has come in the second rank in terms of agreement of the study participants with an average (4.00 out of 5).
3. Statement (2), "Studying company external environment" has come in the third rank in terms of agreement of the study participants with an average (3.95 out of 5).
4. Statement (6), "Studying methods and ways on campaigns distribution and transmission" has come in the fourth rank in terms of agreement of the study participants with an average (3.95 out of 5).
5. Statement (4), "Spending on research and studies that strive to achieve excellence" has come in the fifth rank in terms of agreement of the study participants with an average (3.80 out of 5).
6. Statement (7), "Studying methods and ways on services distribution and transmission" has come in the fifth rank in terms of agreement of the study participants with an average (3.75 out of 5).

Second question: What Are the Marketing Strategies Used By Saudi Telecom Company to Influence Customers' Consumption Decisions and Needs?

To recognize marketing strategies used by Saudi Telecom Company to influence customers' consumption decisions and needs, the frequencies, percentages, means, standard deviations, and ranks are calculated for the responses of the study participants on the statements of the axis "marketing strategies to influence customers' consumption decisions and needs" the results are shown as in the following table:

Table (11): Responses of the Study Participants on the Statements of Axis "Marketing Strategies to Influence Customers' Consumption Decisions and Needs) in Descending Order according to Agreement Averages

No.	Statement	Frequency		Agreement Degree				Mean	Standard Deviation	Grade
		Percentage %	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree			
5	Providing Internet services in an advanced and	Frequency	24	22	6	2	1	4.20	0.911	1
		%	43.6	40.0	10.9	3.6	1.8			

No.	Statement	Frequency		Agreement Degree				Mean	Standard Deviation	Grade
		Percentage %	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree			
	synchronized manner									
1	The company contracts with advertising and publicity institutions to promote its services	Frequency	19	25	9	2	-	4.11	0.809	2
		%	34.5	45.5	16.4	3.6	-			
6	To achieve a rate of sales, the company relies on organizational advertising which aims to enhance the image of the company in the community minds	Frequency	13	28	11	2	1	3.91	0.867	3
		%	23.6	50.9	20.0	3.6	1.8			
3	The price involves the degree of customer attraction and motivation	Frequency	11	29	13	1	1	3.87	0.818	4
		%	20.0	52.7	23.6	1.8	1.8			
8	Providing presents and devices to motivate customers	Frequency	14	24	9	7	1	3.78	1.031	5
		%	25.5	43.6	16.4	12.7	1.8			
9	Providing sports news transmission to service users	Frequency	9	27	14	5	-	3.73	0.894	6
		%	16.4	49.1	25.5	9.1	-			
4	Providing sufficient personnel for service distribution and supervision	Frequency	12	21	15	5	2	3.65	1.040	7
		%	21.8	38.2	27.3	9.1	3.6			
2	The rates of promotional expenses is defined by sales and services ratio	Frequency	8	27	15	3	2	3.65	.0927	8
		%	14.5	49.1	27.3	5.5	3.6			
10	Providing political news transmission to service users	Frequency	10	19	19	5	2	3.55	1.015	9
		%	18.2	34.5	34.5	9.1	3.6			
7	Approving	Frequency	7	22	13	10	2	3.41	1.055	10

No.	Statement	Frequency		Agreement Degree				Mean	Standard Deviation	Grade
		Percentage %	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree			
	promotional means for service only at the beginning of its offering in the market	%	13.0	40.7	24.1	18.5	3.7			
General Average								3.79	0.537	

From the above results, it is clear that the study participants agree on marketing strategies used by Saudi Telecom Company to influence customers' consumption decisions and needs with average (3.79 out of 5) which falls in the fourth category of Five Scale Categories from (3.41-4.20), this category refers to the response (agree) in the study instrument.

The results show that there is homogeneity in the agreement of the study participants on marketing strategies used by Saudi Telecom Company to influence customers' consumption decisions and needs. The averages of their agreement on marketing strategies used by Saudi Telecom Company to influence customers' consumption decisions and needs have ranged between (3.41-4.20), which fall in the fourth category of the Five Scale Categories, thus reflects the response (agree) in the study instrument. This means that there is homogeneity in the agreement of the study participants on marketing strategies used by Saudi Telecom Company to influence customers' consumption decisions and needs. It is shown from the results that the study participants agree on ten of marketing strategies used by Saudi Telecom Company to influence customers' consumption decisions and needs according to statements (5, 1, 6, 3, 8, 9, 4, 2, 10, 7), which can be shown in a descended order according to the agreement of the study participants as follows:

1. Statement (5), "Providing Internet services in an advanced and synchronized manner" has come in the first rank in terms of agreement of the study participants with an average (4.20 out of 5).
2. Statement (1), "The company contracts with advertising and publicity institutions to promote its services" has come in the second rank in terms of agreement of the study participants with an average (4.11 out of 5).
3. Statement (6), "To achieve a rate of sales, the company relies on organizational advertising which aims to enhance the image of the company in the community minds" has come in the third rank in terms of agreement of the study participants with average (3.91 out of 5).
4. Statement (3), "The price involves the degree of customer attraction and motivation" has come in the fourth rank in terms of agreement of the study participants with an average (3.87 out of 5).
5. Statement (8), "Providing presents and devices to motivate customers" has come in the fifth rank in terms of agreement of the study participants with an average (3.78 out of 5).

6. Statement (9), "Providing sports news transmission to service users" has come in the sixth rank in terms of agreement of the study participants with an average (3.73 out of 5).
7. Statement (4), "Providing sufficient personnel for service distribution and supervision" has come in the seventh rank in terms of agreement of the study participants with an average (3.65 out of 5).
8. Statement (2), "The rates of promotional expenses are defined by sales and services ratio" has come in the eighth rank in terms of agreement of the study participants with an average (3.65 out of 5).
9. Statement (10), "Providing political news transmission to service users" has come in the ninth rank in terms of agreement of the study participants with an average (3.55 out of 5).
10. Statement (7), "Approving promotional means for service only at the beginning of its offering in the market" has come in the tenth rank in terms of agreement of the study participants with an average (3.41 out of 5).

Third Question: Does E-Marketing Influence the Performance of Organizations?

To determine marketing strategies through modern means in Saudi Telecom Company, the frequencies, percentages, means, standard deviations, and ranks are calculated for the responses of the study participants on the statements of the axis "marketing strategies through modern means in Saudi Telecom Company", the results are shown as in the following table:

Table (12): Responses of the Study Participants on Statements of the Axis "Marketing Strategies through Modern Means in Saudi Telecom Company" in a Descending Order according to Agreement Averages)

No.	Statement	Frequency	Agreement Degree					Mean	Standard Deviation	Grade
		Percentage %	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree			
1	The company announces its services through TV channels and radio stations	Frequency	27	22	6	-	-	4.38	0.680	1
		%	49.1	40.0	10.9	-	-			
2	The company announces its services through daily newspapers and publications	Frequency	25	26	2	2	-	4.35	0.726	2
		%	45.5	47.3	3.6	3.6	-			
3	The company markets its products through new media including (Twitter, Facebook, and YouTube)	Frequency	22	28	4	1	-	4.29	0.685	3
		%	40.0	50.9	7.3	1.8	-			
5	The policy of the	Frequency	16	25	13	1	-	4.02	0.782	4

No.	Statement	Frequency		Agreement Degree				Mean	Standard Deviation	Grade
		Percentage %	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree			
	company's service keeps pace with international evolution	%	29.1	45.5	23.6	1.8	-			
4	Preparing online catalogues naturally for services or devices	Frequency	13	29	12	1	-	3.98	0.733	5
		%	23.6	52.7	21.8	1.8	-			
General Average								4.20	0.549	

From the above results, it is clear that the study participants agree that there are marketing strategies through modern means in Saudi Telecom Company with an average (4.20 out of 5) which falls in the fourth category of Five Scale Categories from (3.41-4.20), this category refers to the response (agree) in the study instrument.

The results show that there is a difference in the agreement of the study participants on marketing strategies through modern means in Saudi Telecom Company. The averages of their agreement on marketing strategies through modern means in Saudi Telecom Company ranged between (3.98-4.38), this falls in the fourth and fifth categories of the Five Scale Categories, and refer to responses (agree / strongly agree) respectively in the study instrument. This means that there is a discrepancy in the agreement of the study participants on marketing strategies through modern means in Saudi Telecom Company. It is shown from the results that the study participants strongly agree on three of the marketing strategies through modern means in Saudi Telecom Company according to statements (1, 2, 3), which can be shown in a descended order according to the agreement of the study participants as follows:

1. Statement (1), "The company announces its services through TV channels and radio stations" has come in the first rank in terms of agreement of the study participants with an average (4.38 out of 5).
2. Statement (2), "The company announces its services through daily newspapers and publications" has come in the second rank in terms of agreement of the study participants with an average (4.35 out of 5).
3. Statement (3), "The company markets its products through new media including (Twitter, Facebook, and YouTube)" has come in the third rank in terms of agreement of the study participants with an average (4.29 out of 5).

It is shown from the results that the study participants agree on two of the marketing strategies through modern means in Saudi Telecom Company according to statements (5, 4), which can be shown in a descended order according to the agreement of the study participants as follows:

4. Statement (5), "The policy of company's service keeps pace with international evolution" has come in the first rank in terms of agreement of the study participants with average (4.02 out of 5).
5. Statement (4), "Preparing online catalogues naturally for services or devices" has come in the second rank in terms of agreement of the study participants with an average (3.98 out of 5).

Fourth question: What Is the Influence of Marketing Strategy on Pricing and Performance Knowledge?

To determine the strategic plans in marketing operations in Saudi Telecom Company on pricing study in the market, the frequencies, percentages, means, standard deviations, and ranks are calculated for the responses of the study participants on the statements of the axis "strategic plans in marketing operations in Saudi Telecom Company on pricing study in the market" the results are shown as in the following table:

Table (13): Responses of the Study Participants on Statements of the Axis "Strategic Plans in Marketing Operations in Saudi Telecom Company for Pricing Study in the Market) in Descending Order according to Agreement Averages

No.	Statement	Frequency Percentage %	Agreement Degree					Arithmetic Mean	Standard Deviation	Grade
			Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree			
7	Prices increase and decrease according to intensified competition with other companies	Frequency	15	26	9	3	2	3.89	0.994	1
		%	27.3	47.3	16.4	5.5	3.6			
2	Studying competitors' prices	Frequency	17	22	9	6	1	3.87	1.037	2
		%	30.9	40.0	16.4	10.9	1.8			
4	Identifying distribution plans for competitors	Frequency	11	28	10	6	-	3.80	0.890	3
		%	20.0	50.9	18.2	10.9	-			
1	Flexibility in price offers and changing them if necessary	Frequency	16	20	9	8	2	3.73	1.146	4
		%	29.1	36.4	16.4	14.5	3.6			
6	Pricing relies on certain standards	Frequency	8	32	9	4	2	3.73	0.932	5
		%	14.5	58.2	16.4	7.3	3.6			
5	Price reflects service quality	Frequency	8	28	9	7	3	3.56	1.076	6
		%	14.5	50.9	16.4	12.7	5.5			

No.	Statement	Frequency		Agreement Degree				Arithmetic Mean	Standard Deviation	Grade
		Percentage %	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree			
	and repute									
3	Selecting pricing policy based on limited number of clients	Frequency	7	21	16	7	4	3.36	1.065	7
	%	12.7	38.2	29.1	12.7	7.3				
General Average								3.71	0.651	

From the above results, it is clear that the study participants agree that there are strategic plans in marketing operations in Saudi Telecom Company about pricing study in the market with average (3.79 out of 5) which falls in the fourth category of Five Scale Categories from (3.41-4.20) as this category refers to the response (agree) in the study instrument.

The results show that there is a difference in the agreement of the study participants on the strategic plans in marketing operations in the Saudi Telecom Company on pricing study in the market. The averages of their agreement on the strategic plans in marketing operations of the Saudi Telecom Company on pricing study in the market have ranged between (3.41-4.20), that fall in the third and fourth categories of the Five Scale Categories, and refer to responses (neutral / agree) in the study instrument. This means that there is a discrepancy in the agreement of the study participants on the strategic plans in marketing operations of the Saudi Telecom Company on pricing study in the market. It is shown from the results that the study participants agree on six of the strategic plans in marketing operations of the Saudi Telecom Company on pricing study in the market according to statements (7, 2, 4, 1, 6, 5), which can be shown in a descended order according to the agreement of the study participants as follows:

1. Statement (7), "Prices increase and decrease according to intensified competition with other companies" has come in the first rank in terms of agreement of the study participants with average (3.89 out of 5).
2. Statement (2), "Studying competitors' prices" has come in the second rank in terms of agreement of the study participants with an average (3.87 out of 5).
3. Statement (4), "Identifying distribution plans for competitors" has come in the third rank in terms of agreement of the study participants with an average (3.80 out of 5).
4. Statement (1), "Flexibility in price offers and changing them if necessary" has come in the fourth rank in terms of agreement of the study participants with an average (3.73 out of 5).
5. Statement (6), "Pricing relies on certain standards" has come in the fifth rank in terms of agreement of the study participants with an average (3.73 out of 5).
6. Statement (5), "Price reflects service quality and repute" has come in the sixth rank in terms of agreement of the study participants with an average (3.56 out of 5).

It is also clear from the results that the study participants are neutral about one statement from the axis of strategic plans in marketing process in the Saudi Telecom Company on pricing study in the market, that are included in the statement (3), "Selecting pricing policy based on a limited number of clients" with average (3.36 out of 5).

8- Discussion.

Strategy can be understood as a long-term orientation that an organization should aim at, with the purpose of achieving their goals. It can also be understood as the formulation of a plan that brings together organization objectives, policies and actions, with the assumption of creating a sustained competitive advantage. Strategy is also defined as the plan that incorporates organization's overall objectives, policies and actions. Finally, strategy can be considered as the aggregate of coherent, unifying and integrative resolutions for establishing long-term goals, actions and priorities in the allocation of resources. Thus, the overall perception of strategy is that of a reconciling force between the organization and its environment.

Strategic planning is a systematic, methodical and complementary process of cooperation, which takes into account strategic thinking of organization's members. The concept of planning involves determining what the main objectives of the organization are, the criteria leading to it and the allocation of resources towards the achievement of those objectives. Strategic planning enables the organization to benefit from key advantages that that come from external opportunities, to minimize the impact of external threats, to capitalize on their strengths and to improve aspects that constitute the weak points. Strategic management can be understood as the process of formulation and implementation of plans that guide the organization, reinforcing the idea that strategic management brings together strategic planning and decisions related to their implementation, evaluation and control. Strategic planning is a premeditated orientation, aiming at formulating key decisions that guide the organization. Organizational planning should be guided by a structured orientation, focusing on long-term goals in order to achieve a sustained impact.

Strategic planning in the third sector has been widely recognized in recent research as the key aspect of organizational planning. Although reinvention of government agencies is being broadly discussed, relatively little is known about the reinvention of strategies in non-profit organizations. The research of these authors aimed at understanding how non-profit organizations respond to changes in their environment According to the findings presented, most organizations have experienced some reinvention, the most common being the use of strategic planning or strategic management. Top-level administrators were reported as the important catalysts in the reinvention process, with pressures from governing boards and fiscal stress as the next crucial causes of change. Respondents mention that reinvention efforts have had some effect on the day-to-day procedures of these organizations. Effective

adaptations involved strategic development of services and customer/user-oriented strategy, networking as a means of obtaining and stabilizing revenue streams and resources, and the increase in the use of business techniques and technologies to generate outcome measures as well as to project the image of effectiveness with funders. Another research reports that most of the organizations studied use strategic planning, since most of the associations included in this study had incorporated a sophisticated approach to strategic analysis, planning and implementation. The same research outlines that the impact of strategic planning on organizational performance can be observed through indicators such as growth, resource acquisition, financial performance, internal efficiency and customer service. This research concludes that, broadly speaking, the effects of planning indicators in organizational performance is positive.

Marketing strategies have a greater impact on the success of a firm, and managers must be able to change their plans in order to maintain competitiveness in the market environment. Results revealed that the organization should be in a position to implement the product strategy in order for the retail store firm to gain a competitive advantage in the market. According to the findings of the study, product strategy, pricing strategy, and physical evidence strategy are all employed to a significant degree by retail outlets in the footwear business. According to Malshe and Sohi (2009), good marketing is dependent on the resolution of a number of critical difficulties. These include the following: what a firm intends to create, how much it intends to charge, how it intends to deliver its products or services to the client, and how it intends to inform its customers about its products and services.

Marketing strategy revolves around the product, which is at its core. New product success strategies include ensuring that the product is a good fit with the organization's capabilities and identifying a clear potential in the market. According to Lewinson and Delozier (2012), good product management is dependent on a well-planned and implemented product strategy as well as a product range strategy that incorporates factors such as a convenient location, friendly people, acceptable prices, and a nice shopping environment. According to the study's conclusions, product strategy in retail stores ensured that stores offered a broad product line, stock products for different customer clusters, ensured that quality and reliability of product offerings gained importance, utilized product design and technology in product development, and that stores utilized early adopters for new product ideas and feedback, among other things.

According to Cravens (2006), managers creating a pricing strategy should base their decisions on a rigorous examination of numerous elements, including expenses, demand, influence on the customer, implications on the quality, and competitor prices, among others. Those conclusions are in accordance with those of the study, which found that the pricing strategy employed was practical and correct, and that it made use of premium pricing on its products, as well as price promotions and discounts, among other things. Kisu (2015) asserted that distribution is a component of merchandising and should be taken into account when designing a merchandising system. In addition to specialization, marketing distribution can

achieve economies of scale through volume, with distribution members being able to perform some things more efficiently than producers since they have established strong ties with their clients. In accordance with the findings of the study, which established that footwear stores can provide products to customers through flexible operating hours and the use of selective distributors, the findings were found to be consistent with the study's findings that distribution strategy enables the footwear stores to provide products to customers through flexible operating hours and the use of selective distributors

In order to exist and flourish, a company organization must sell its products to customers. This occurs when potential consumers become aware of the existence of the product as a result of advertising and promotion operations. Promotion is used to produce a psychological influence on clients, which in turn pushes them to make a purchase decision for a certain product. Developing a promotion method that will allow for continuous connection between the company and its existing and potential clients should be the goal of any business. The findings of the study revealed that the promotion strategy of retail stores is centered on consumer needs and integrates all activities of the organization in order to meet those needs, and that the promotional strategy of retail outlets elicits attention, interest, desire, and action from consumers. This was found to be consistent with Kimball's (2002) findings that an effective sales promotion campaign enables a business organization to successfully out-brand its competitors in a continuous battle for the hearts and minds of market share and customers, and that effective sales promotion campaigns enable a business organization to successfully out-brand its competitors. To succeed in a competitive climate, Woo et al. (2014) argue that it is critical for institutions to establish lines of communication with potential clients, as well as to employ marketing intelligence to gather any information that an institution would find beneficial.

Jobber and Fahy (2006) pointed out that marketing strategies are important in a business since they help to increase sales, market share, and customer loyalty, among other things. When this occurs, the products and services of a company become more popular with the general public. Furthermore, marketing strategies are important in the exploration of new markets and the expansion of a company's operations into new areas in order to raise awareness of the products and services offered in a location where a company is establishing new branches of its operations. In accordance with the findings of the study, which established that marketing strategies used by retail stores resulted in increased sales, increased number of pairs of shoes sold, increased purchase of products, and increased market penetration of the retail outlet, the findings of the study were found to be consistent with the findings of the study.

9- Conclusion and Implications

- The study participants strongly agree on one of the effective strategies used in the Saudi Telecom Companies in marketing study of "ability to understand the client's needs thoroughly".

- The study participants agree on six of the effective strategies used in the Saudi Telecom Companies in marketing study as follows:
 - ✓ Planning for marketing and promotional campaigns.
 - ✓ Studying the internal environment of the market.
 - ✓ Studying the external environment of the company.
 - ✓ Studying ways and methods of campaigns transmission and distribution.
 - ✓ Spending on research and studies that strive to achieve excellence.
- The study participants agree on ten of the marketing strategies used by the Saudi Telecom Company to influence the consumption decisions and needs of customers, which are shown as follows:
 - ✓ Providing Internet services in an advanced and synchronized manner.
 - ✓ The company contracts with advertising and publicity institutions to promote its services.
 - ✓ To achieve a rate of sales, the company relies on organizational advertising which aims to enhance the image of the company in the community minds.
 - ✓ The price involves the degree of customer attraction and motivation.
 - ✓ Providing presents and devices to motivate customers.
- The study participants strongly agree on three marketing strategies through modern means in the Saudi Telecom Company, including the following:
 1. The company announces its services through TV channels and radio stations.
 2. The company announces its services through daily newspapers and publications.
 3. The company markets its products through new media including (Twitter, Facebook, and YouTube) .
- The study participants agree on two marketing strategies through modern means in the Saudi Telecom Company, including the following:
 - ✓ The policy of company's service keeps pace with the global evolution.
 - ✓ Preparing online catalogues naturally for services or devices.
- The study participants agree on six strategic plans in marketing operations in the Saudi Telecom Company to study the market pricing, including:
 - ✓ Prices increase and decrease according to the intensified competition with other companies.
 - ✓ Studying the competitors' prices.
 - ✓ Determining the distribution plans of the competitors.
 - ✓ Providing flexibility in price offers and changing them if necessary.
 - ✓ Pricing is done according to certain standards.
- The study participants are neutral about one statement of the strategic plans in marketing operations in the Saudi Telecom Company about the study market pricing, of "selecting the pricing policy on limited clients".

- There are no statistically significant differences at the level 0.05 or less in the attitudes of the study participants about (effective strategies of the Saudi Telecom Company) according to variables (age, job, qualification, and years of experience).
- There are no statistically significant differences at the level 0.05 or less in the attitudes of the study participants about (marketing strategies to influence the customers' consumption decisions and needs) according to variables (age, job, and qualification).
- There are statistically significant differences at the level 0.05 or less between the attitudes of the study participants who had 16-20 years of experience and the participants who had 21 years or above years of experience about (marketing strategies to influence the clients' consumption decisions and needs) in favor of the study participants who have 16-20 years of experience.

The study recommends the following:

Adopting effective strategies in marketing study in Saudi Telecom Companies. Besides it recommends spending on research and studies that strive to achieve excellence in the company, focusing on media and publicity to contact more customers in the minimum amount of time and focusing and studying marketing strategies with precision and ambition to influence the customers' consumption decisions and needs. Besides, it recommends practicing marketing through modern means to cope with technology and increase customers faster and looking for universalism by improving services as a future policy related to the strategic plan that fulfils the main objective of the company. Finally, the study recommends preparing online catalogues for services and devices and generalizing the pricing policy to more clients by setting strategic plans in marketing operations to cope with the market pricing.

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