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Unlocking organizational productivity through digital marketing: How value proposition strategy shapes success in the service industry

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Abstract

The study explores the impacts of digital marketing initiatives such as online advertising, social media engagement, and customer analytics on productivity enhancement in service organizations and the mediating role of Value Proposition Strategy. Methods: This study, grounded in a comprehensive literature review and experts' insights, collected data from a structured questionnaire administered to managers from diverse service sectors. Descriptive statistics, correlation analysis, and structural equation modeling (SEM) using Smart PLS were used to analyze the relationships among these variables. Findings also show how the process becomes optimized by digital marketing, interpreting that organizational productivity is driven by process optimization and engagement with the customer. Furthermore, the value proposition strategy also has a significant mediating role, highlighting how the unique value offered by companies optimizes the impact of digital marketing efforts. A key insight from the research is using the former to apply two approaches as the key motivation for productivity and sustainability in the long term: building a value proposition and harnessing the power of digital marketing to enhance service management.

Keywords: Customer analytics, digital advertising, organizational productivity, social media marketing, value proposition strategy.

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1. Introduction

Digital marketing is the most crucial driver for organizational productivity in the service sector [1]. Companies can harness cutting-edge technologies, data analytics, and well-marked digital channels to optimize their marketing, improve customer engagement, and boost their overall business performance [2]. This overhaul is vital in the service industry, where productivity and customer satisfaction drive competitive success [3]. Optimum organization processes and business productivity are highly dictated by new digital marketing strategies, which come in handy significantly when market conditions change and competition is on the rise [4]. In service-sector businesses, incorporating digital marketing principles, social media, SEO, and content marketing) Enhanced communications, customer experiences, and greater operational efficiency can significantly improve productivity [5]. That said, the potential of digital marketing in terms of productivity can be further boosted by adopting a compelling Value Proposition Strategy. This essentially identifies and imparts a unique value to the customer in the market and, in turn, a unique way to enter into or establish its position in the market that is relevant to its target customers [6]. And so it is this strategic alignment that will make digital marketing even more effective in achieving organizational goals. Even though both digital and value proposition marketing strategies have been shown to contribute positively, literature analyzing the specific mediating role of the Value Proposition Strategy in increasing organizational productivity for the service industry remains unexplored. Indeed, despite the growing importance of the two variables, digital marketing and value proposition, there is not enough literature that addresses the mutual relevance between digital marketing and value proposition and how they collectively affect productivity [6]. The primary goal of this study is to contribute to empirical research by exploring the impact of digital marketing on organizational productivity within the service sector and the role of the Value Proposition Strategy as a mediating factor [2]. So, we are formatting the following research questions:

RQ1: To what extent do digital marketing practices affect productivity?

RQ2: How does the Value Proposition Strategy mediate the link between digital marketing and organizational productivity in the service industry?

Digital marketing has much to grow in organizational productivity and value proposition perspectives, so these questions explore some of these clean-cut aspects for operational performance and competitive advantage in the service industry.

2. Theory and Hypotheses

2.1. Digital Marketing

Digital marketing is the practical aspect of transitioning from manual marketing to modern digital marketing tools, practices, and techniques applied at all organizational levels to improve customer experience, increase brand awareness, and enhance organizational productivity [7]. Another key pillar of digital marketing includes digital advertising, social media marketing, and customer analytics, which can significantly improve business performance. Online tools such as search engines, social media channels, and email campaigns can help organizations connect with more people, increase customer engagement, and improve operational efficiency, ultimately resulting in higher productivity [8]. For the service industry, integrating digital marketing strategies is critical to respond quickly to market demands, remain competitive, and find new ways to market and promote products and services [9]. This research investigates the interrelation of digital marketing and organizational productivity in the service industry and explores how Value Proposition Strategy mediates this association [10].

2.2. Digital Advertising

Digital advertising is a boon for driving traffic, increasing conversions, and generating leads that help enhance the organization's overall productivity [11]. By executing targeted campaigns, brands can target potential customer segments and optimize ad placements, resulting in greater marketing returns on investment [12]. This means that analytics tools can be integrated to monitor ads in real time and adjust them to be the most effective [13].

H_1: Digital Advertising Positively Affects Organizational Productivity by Increasing Customer Reach and Engagement, which Increases Conversion Rates and Lowers Marketing Costs.

2.3. Social Media Marketing

Social media is a key component of digital marketing [14]. It has become an effective channel that allows organizations to interact directly with customers, strengthen brand presence, and develop mutually beneficial relationships. Facebook, Instagram, Twitter, and LinkedIn are high-quality platforms for sharing content, answering customer queries, and promoting services in real-time and interactive formats [12]. As customer interaction tends to occur on social media platforms, this feature enables effective management and measurement of such interactions, increasing operational efficiency by optimizing contact channels and enhancing customer experience [15]. The logic postulated behind social media marketing, as a concept to enhance the productivity of the organization, is that it allows customer engagement in real time, thus creating a loop of brand loyalty amongst customers [16].

2.4. Customer Analytics

This process of collecting and analyzing data to gain insights into customer behaviors, preferences, and purchasing patterns is known as customer analytics [17]. Through data analytics tools, organizations can segment customers, implement targeted and personalized marketing efforts, and optimize customer experience [18]. This boosts organizational productivity by allowing better-informed decision-making and more precision in marketing and sales outreach. Customer analytics is

hypothesized to improve organizational efficiency through data-informed decision-making, enhanced advertising efforts, and reduced customer attrition [19].

2.5. Value Proposition Strategy

However, the value proposition strategy is one of the most essential components to set a company apart from its competitors and give customers unique value [20]. This means you analyze your customer's pain points and solve them through a service or product. Digital Marketing Strategies, Developing and Deploying a Value Proposition Strategy [21]. Aligning Marketing Efforts with Customer Needs to Make Digital Marketing Initiatives More Effective [22]. Organizational productivity can be enhanced through digital marketing strategy development, where this strategy mediates the relationship between digital marketing and organizational productivity [23]. The employer is that the Value Proposition Strategy mediates the relationship between digital marketing and organizational productivity because it is through the value created by digital marketing that organizations can provide relevant and differentiated value to customers [24].

2.6. Organizational Productivity

Organizational productivity means that the desired outcomes are met through the efficient use of resources and innovations, in terms of revenue, customer satisfaction [25], through the use of resources and operations. Within digital marketing, organizational productivity can be improved by leveraging digital tools that streamline marketing processes, enhance customer engagement, and minimize the costs associated with traditional marketing methods [26]. When this integration occurs, organizations improve their productivity and the performance of digital marketing elements, including digital advertising, social media marketing, and customer analytics [27]. Digital marketing is thought to enhance organizational productivity, lower costs, and facilitate the efficient use of marketing resources [28].

2.7. Theory Integration

Digital marketing, organizational productivity, and Value Proposition Strategy are interrelated from the perspectives of Resource-Based View (RBV) and Dynamic Capabilities theory (DCT). The RBV postulates that resources, digital marketing capabilities, and data analytics are critical to achieving competitive advantage and increasing productivity [29]. Conversely, DCT stresses the need for dynamic capabilities to respond to market shifts and exploit technological opportunities [30]. The explorative study below seeks to answer this research undertaking through a combination of the above theories by exploring how digital marketing practices drive organizational productivity and whether value proposition strategy mediates the realization of strategic objectives [31]. From the empirical analysis, it will be possible to have a clear picture of how digital marketing interacts with value propositions and organizational productivity in the service setting [32].

3. Hypotheses

To investigate the prepositions concerned with the relationships among digital marketing practices, organizational strategies, and the mediating factors of the Value Proposition Strategy, the following hypotheses are suggested:

H_1: Customer Analytics and Organizational Strategy.

Customer Analytics has a positive impact on Organizational Strategy. The data and insights about customers contribute to better decisions based on the target market's needs and requirements and the general strategic framework. For instance, it can be the positioning of the strategies to meet this or that consumer requirement.

H_2: Customer Analytics and Value Proposition Strategy.

Customer analytics positively affect value proposition strategy. The data from the reports about the customers make it possible to adapt both the existing value proposition and the entire business so that it is more targeted to the consumers who represent the product's targeted audience.

H_3: Digital Advertising and Organizational Strategy.

Digital Advertising Positively Influences Organizational Strategy. Through digital advertising, it is possible to target audiences that can meet the stated strategic goals. Therefore, organizational outcomes can be improved based on better strategic alignment.

H_4: Digital Advertising and Value Proposition Strategy.

Digital advertising positively influences the value proposition strategy. Through digital advertising, businesses can promote and strengthen their value proposition through messages to clients, which can help them achieve maximum revenue and business success.

H_5: Social Media Marketing and Organizational Strategy.

Social Media Marketing Positively Affects Organizational Strategy. The marketing includes businesses that quickly boost their reputation by increasing their presence on social media. Thus, the companies become more customer-oriented and are better aligned with the strategic goals.

H_6: Social Media Marketing and Value Proposition Strategy.

Social Media Marketing Positively Influences the Value Proposition Strategy. The marketing strategy influences V primarily in businesses, and increased engagement leads to more precise indications of how the value proposition can better meet consumers' expectations. Therefore, the proposition will be a key to achieving maximum potential and possibly even dominating the market due to the dominance of the consumer base.

H_7: Value Proposition Strategy and Organizational Strategy.

Value Proposition Strategy will positively influence Organizational Strategy. A strong value proposition secures more consumers choosing the products based on the company's understanding of the marketing landscape and the security of the business's success regarding this or that aspect.

4. Methods and Analysis

4.1. Sample and Data Collection

This study investigates the impact of digital marketing on organizational productivity in the service sector by considering Value Proposition Strategy as a mediator. This study will be significant for key stakeholders in the service industry, such as senior executives, marketing leaders, and decision-makers involved in implementing digital marketing and improving organizational productivity. Data collection was performed via a structured questionnaire using an online survey platform. Its purpose was to obtain potential findings from professionals who implement various digital marketing strategies, digital advertising, social media marketing (SMM), and customer analytics in an organization, and the effect on productivity. Sample and Data Collection: A total of 300 questionnaires were sent electronically to firms in the service sector, representing different service sub-sectors and various sizes of firms. Of these, 250 responses were submitted, representing a very high response rate and providing sufficient data for empirical analysis.

4.2. Study Population, Sample, and Unit of Analysis

This study focused on senior-level professionals in companies in the service industry, considering that respondents were all experienced in marketing and strategic planning. Service firms were recognized through industry directories and professional networks, and representations were ensured from all sub-sectors of the service industry. In this study, as data were collected through a questionnaire, the survey approach was used because it can provide appropriate, reliable, and relevant information on how digital marketing practices are incorporated into their organizational practices and the resultant positive effect on organizational productivity. The purposive sampling technique was employed to capture viewpoints compatible with the study objective. This research used individual firms in the service industry as the unit of analysis, treating respondents as indicative of their organizations' respective strategic and operational dynamics.

4.3. Data Collection Methods

This study used both primary and secondary data collection methods for extensive findings. A structured questionnaire was used to collect primary data, and literature, including industry reports, academic studies, and relevant case studies, was used as secondary data sources to support the findings. Aspects of Digital Marketing: The questionnaire was pre-tested for reliability and relevance on key dimensions of digital marketing, digital advertising, social media marketing, and customer analytics, as well as the effect of those mentioned above on organizational productivity. Likert-scale items on a 1 (strongly disagree) to 5 (strongly agree) scale allowed respondents to indicate how much they believed digital marketing practices have influenced their organization regarding productivity and value proposition. The survey also captured company size, industry segment, and the degree of technology adoption. Statistical analyses, including correlation and regression models, were performed to identify significant relationships among the variables and examine how digital marketing impacts organizational productivity with the value proposition strategy as a mediator.

4.4. Measures

The scales and items used in the study were sourced from the extant literature related to digital marketing and organizational productivity, and the wording was modified to better suit the service industry. Digital advertisement, social media marketing, and customer analytics were the items in the survey instrument, while operational outcomes included productivity, efficiency, and customer satisfaction. The items related to the Value Proposition Strategy measure the company's ability to create a value proposition distinct from competitors and enhance customer loyalty. Multiple items on a 5-point Likert scale were used for each variable to measure the constructs. These measures were iterated on, peer-reviewed, and vetted with industry professionals to confirm their relevance and reliability. Respondents were requested to evaluate their organization's performance before implementing the digital marketing practices and after implementing them in their organization to study the impact of Digital Marketing Practices on Organizational Productivity and assess the mediating role of the Value Proposition Strategy. The data collected aligns perfectly with the influence of the Value Proposition Strategy to validate the role of digital marketing practices (independent variable) in organizational productivity (dependent variable) in the service industry.

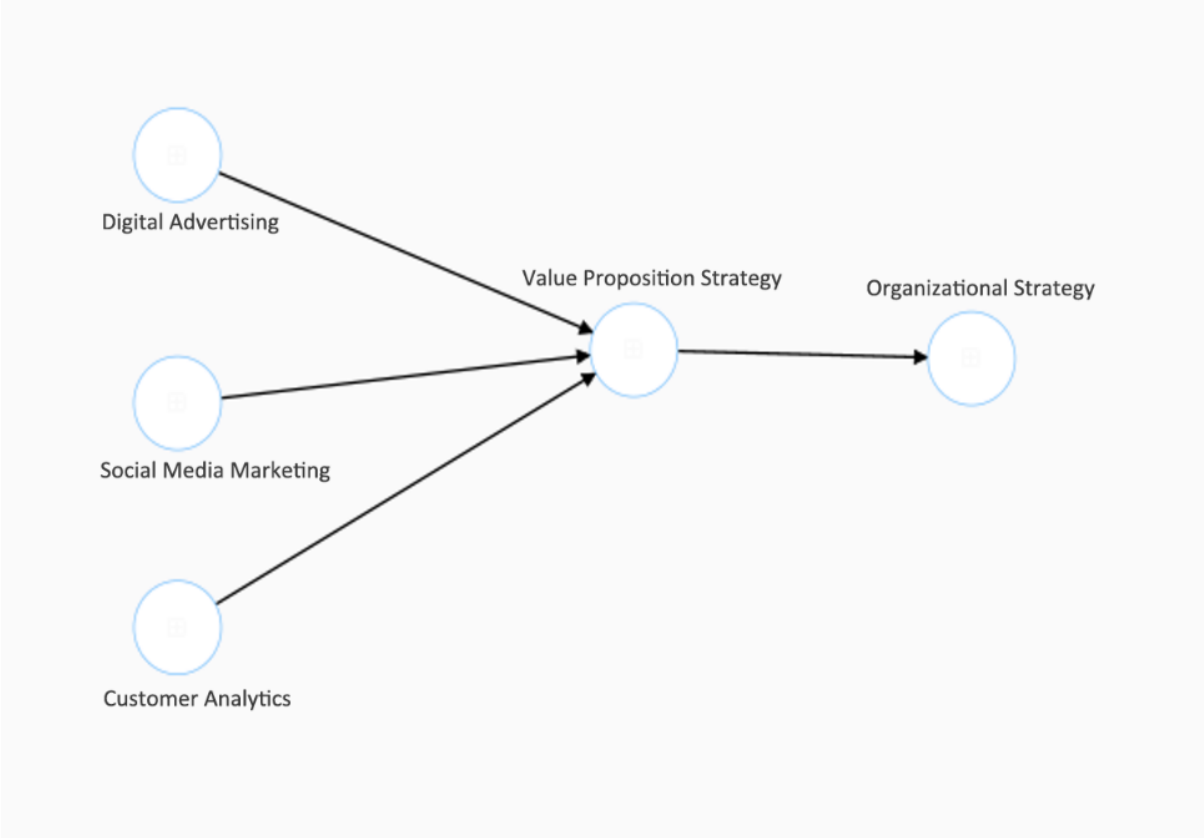

Figure 1.
Research model.

Table 1.
Measurement items and reliability.

Constructs	Items	Factor loadings	Cronbach's Alpha	C.R.	(AVE)
Customer Analytics	CA1	0.741	0.845	0.89	0.619
	CA2	0.738			
	CA3	0.865			
	CA4	0.814			
	CA5	0.767			
Digital Advertising	DA1	0.826	0.822	0.877	0.64
	DA2	0.748			
	DA3	0.906			
	DA4	0.781			
	DA5	0.731			
Organizational Strategy	OS1	0.827	0.882	0.914	0.679
	OS2	0.809			
	OS3	0.855			
	OS4	0.849			
Social Media Marketing	SMM1	0.802	0.868	0.91	0.717
	SMM2	0.837			
	SMM3	0.852			
	SMM4	0.822			
	SMM5	0.807			
Value Proposition Strategy	VPS1	0.843	0.859	0.904	0.703
	VPS2	0.889			
	VPS3	0.846			
	VPS4	0.808			

Moreover, Table 1 illustrates the constructs' measurement items and reliability statistics. The Customer Analytics (CA) model construct has substantial factor loadings (0.738 to 0.865) with good internal consistency indicated by a Cronbach's Alpha of 0.845 and Composite Reliability (C. R.) of 0.89, meeting the convergent validity threshold with an Average Variance Extracted (AVE) of 0.619. In parallel, the Digital Advertising (DA) construct has factor loadings (0.731 to 0.906),

a Cronbach's Alpha of 0.822, C.R. of 0.877, and AVE of 0.64 confirming valid and reliable measurement. The hierarchical challenges (1.943 > 1.0) and dimension model fit provide satisfaction, which proved that the Organizational Strategy (OS) construct showed a well-structured representation of internal consistency with strong factor loadings (0.809 to 0.855) and strong internal-lifeworld style validity exhibited a Cronbach's Alpha of 0.882 (C.R. was 0.914 and the AVE was 0.679) was above the acceptable limit for confirmatory convergent validity. Similarly, the Social Media Marketing (SMM) construct also shows high reliability, as evidenced by a factor loading of between 0.802 and 0.852, and high internal consistency is achieved through a Cronbach's Alpha of 0.868, C.R. of 0.91, and an AVE of 0.717, confirming good convergent validity. Finally, the VPS constructs show stable factor loadings between 0.808–0.889 and reliability parameters, Cronbach's Alpha: 0.859, C.R.: 0.904, AVE 0.703, confirming a valid and reliable measurement model. All constructs have good internal consistency and convergent validity. Thus, they are appropriate for researching the function of disaster relief in supply chain risk management for emergency response.

Table 2.
HTMT.

	Customer Analytics	Organizational Strategy	Social Media Marketing	Value Proposition Strategy
Customer Analytics				
Organizational Strategy	0.735			
Social Media Marketing	0.719	0.78		
Value Proposition Strategy	0.619	0.363	0.601	

Table 2: Heterotrait-Monotrait Ratio (HTMT) values to assess discriminant validity between constructs. The HTMT ratio between Customer Analytics (CA) and Organizational Strategy (OS) equals 0.735, which suggests an acceptable degree of discriminant validity. Likewise, the SMM construct shows HTMT values of 0.719 with CA and 0.78 with OS, under the acceptable threshold. The Value Proposition Strategy (VPS) construct demonstrates HTMT values with CA (0.619), OS (0.363), and SMM (0.601), indicating good discriminant validity. HTMT values provide evidence to support that the constructs possess adequate discriminant validity, justifying their inclusion in investigating the role of disaster relief in supply chain risk management for emergency response.

Table 3.
Fornell-Larcker.

	Customer Analytics	Organizational Strategy	Social Media Marketing	Value Proposition Strategy
Customer Analytics	**0.787**			
Organizational Strategy	0.594	0.8		
Social Media Marketing	0.781	0.652	0.824	
Value Proposition Strategy	0.532	0.333	0.529	0.847

Table 3 shows the values of the Fornell-Larcker criterion for the discriminant validity test among the constructs in the study. Diagonal elements are the square root of the Average Variance Extracted (AVE) for each construct, indicating that each construct shares more variance with its indicators than with other constructs. Customer Analytics (CA) has a square root AVE of 0.787 with correlations of 0.594, 0.781, and 0.532 with Organizational Strategy (OS), Social Media Marketing (SMM), and Value Proposition Strategy (VPS), respectively. OS has a firm square root of AVE0.8; it correlates with SMM 0.652 and VPS 0.333. The square roots of AVEs are relatively high (0.824 for SMM and 0.847 for VPS), and the correlation between SMM and VPS is 0.529. These values confirm that each construct is more strongly related to its indicators than to other constructs, providing sufficient discriminant validity to explore the role of disaster relief in supply chain risk management for emergency response.

Table 4.
R2 Adjusted.

Variable	R-square	R-square adjusted
Organizational Strategy	0.111	0.108
Value Proposition Strategy	0.347	0.339

The R-squared and R-squared adjusted variables in the study can be found in Table 4. Organizational Strategy (OS)trains, and the output variable of the R-square result is 0.111 adjusted R-square: 0.108, whereas the R-square and adjusted R-square for the Value Proposition Strategy (VPS) variable are 0.347 and 0.339, respectively, indicating a moderate level of explanatory power. The R-squared values emphasize the organizational predictive power level of the model for every variable, with VPS explaining more variance than OS, and demonstrate the model's viability for examining the role of disaster relief in supply chain risk management.

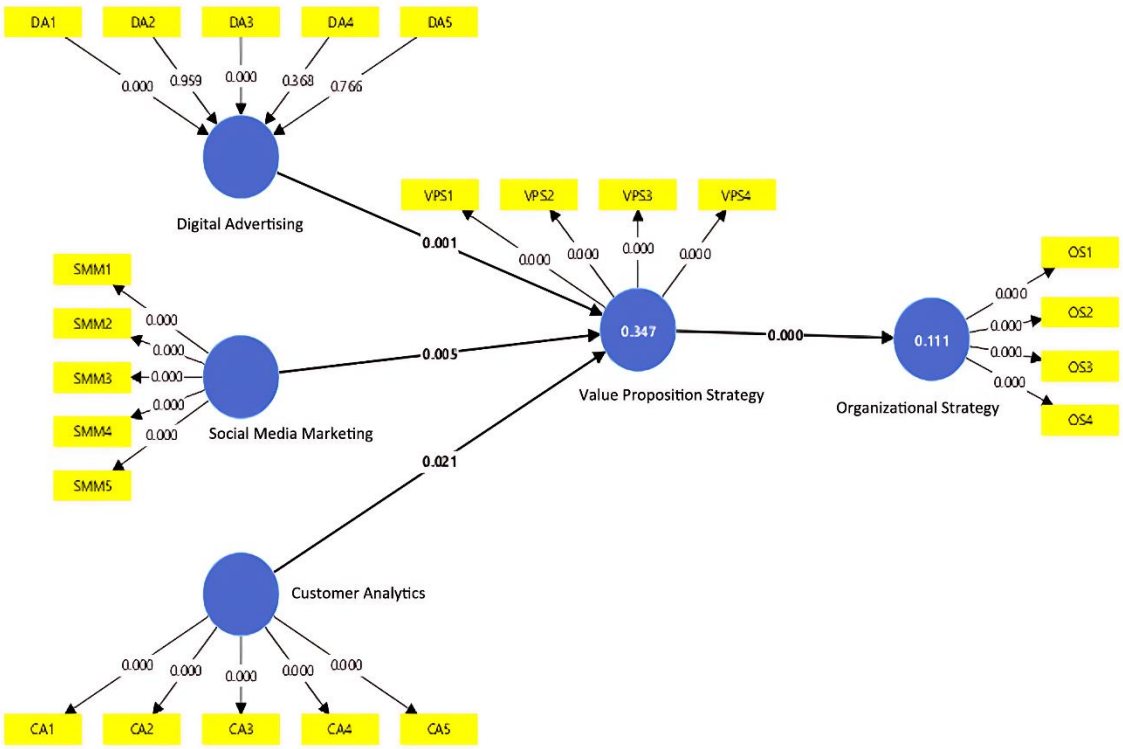

Figure 2.
Research model.

4.5. Measurement Model

This research analyzes how digital marketing strategies such as online and display advertisements, social media involvement, and customer analytics influence organizational productivity within the service industry, with the Value Proposition Strategy as a mediating variable. The measurement model was designed by operationalizing key constructs using validated scales from the literature and expert consultations to ensure the measurement's reliability and robustness. Data were gathered from managers in several service sectors to obtain representation of the dynamics in question abroad. A confirmatory factor analysis (CFA) was performed to validate the measurement model, revealing that discriminant validity and reliability were established for all constructs. The CFA outcomes provided a robust groundwork for the following structural equation modeling (SEM) examination, confirming that the relationships tested genuinely represent the effect of digital marketing efforts and value variation strategy on organizational productivity and success in the service sector.

Table 6.
Hypotheses testing estimates for the direct effect.

	Original sample	Sample mean	Standard deviation	T statistics	P values	Result
Customer Analytics -> Organizational Strategy	0.062	0.065	0.033	1.855	0.064	Unsupported
Customer Analytics -> Value Proposition Strategy	0.185	0.187	0.08	2.312	0.021	Supported
Digital Advertising -> Organizational Strategy	0.077	0.083	0.029	2.693	0.007	Supported
Digital Advertising -> Value Proposition Strategy	0.231	0.243	0.068	3.381	0.001	Supported
Social Media Marketing -> Organizational Strategy	0.085	0.087	0.042	2.035	0.042	Supported
Social Media Marketing -> Value Proposition Strategy	0.254	0.248	0.091	2.778	0.005	Supported
Value Proposition Strategy -> Organizational Strategy	0.333	0.343	0.08	4.141	0	Supported

5. Result

The estimates for testing the direct effects hypotheses in Table 6 show how Customer Analytics, Digital Advertising, Social Media Marketing, and Value Proposition Strategy affect Organizational Strategy. Hence, this hypothesis cannot be supported by the direct impact of Customer Analytics on Organizational Strategy (0.062, p = 0.064). On the other hand, Customer Analytics considerably impacts Value Proposition Strategy (0.185, p = 0.021), which is accepted. Digital

Advertising significantly and positively affects both Organizational Strategy (0.077, p = 0.007) and Value Proposition Strategy (0.231, p = 0.001), validating both hypotheses. Likewise, Social Media Marketing has a positive effect on Organizational Strategy (0.085, p = 0.042) and Value Proposition Strategy (0.254, p = 0.005) (both hypotheses supported). Lastly, Value Proposition Strategy also positively influences Organizational Strategy (0.333, p = 0.000), further confirming its essential role. The findings generally confirm most hypotheses, except that Customer Analytics has no significant impact on Organizational Strategy.

6. Discussion

The study delves into the relationship between digital marketing practices and service industry productivity while factoring in the mediation role of Value Proposition Strategy. The study reveals potential insights using a detailed analysis of literature and survey data from various managers. Findings reveal a strong impact of Customer Analytics on Value Proposition Strategy, indicating that this will provide organizations with the means to align their value propositions with what is required from their customers, thereby increasing their chances of achieving this with their corresponding business success [33]. Customer Analytics, however, had no significant direct impact on organizational strategy, indicating that customer data informs and refines value propositions, although its direct role in organizational strategy is intricate or indirect [34]. Digital Advertising, on the other hand, positively influenced Organizational Strategy and Value Proposition Strategy, underlining its importance in increasing brand awareness and engaging appropriate audience segments. Now you can look at Social Media Marketing, and just like with you had a very strong positive effect with both Organizational Strategy and Value Proposition Strategy [34]. In addition, the research inhibits a substantial mediating role of Value Proposition Strategy between digital marketing practices and organizational outcomes [35]. This enables organizations to align their productivity and marketing efforts better, allowing for a more remarkable evolution of their value proposition through the digital marketing department. Data from these presentations highlights a common ground within digital marketing, organizational strategy, and value proposition development, consistently driving industry productivity. The benefits emphasize the importance of utilizing digital tools and platforms that could enhance or reinforce the customer value proposition of an organization, facilitate customer engagement, and align strategy with market needs. Incorporating these practices will allow organizations to drive productivity and increase their competitive advantage, and ultimately lead to greater longevity within the ever-evolving service industry.

7. Conclusions

This study investigates the impact of digital marketing practices on organizational productivity in the service industry and the mediating role of Value Proposition Strategy. This study sheds light on several significant findings based on detailed data from industry managers and a literature/expert review. The results indicate that customer analytics have an important impact on the value proposition strategy, supporting its role in helping organizations customize their offerings to the needs of customers and achieve business success. Interestingly, Customer Analytics did not directly impact Organizational Strategy as much, indicating that while analytics are crucial for refining value propositions, the immediate effect of analytics on overall organizational strategy might be more nuanced or complex. Conversely, Digital Advertising showed a statistically significant relationship and positive impact on both Organizational Strategy and Value Proposition Strategy, highlighting its integral role in increasing prominence and communication with specific audiences. Likewise, Social Media Marketing exerted a significantly favorable influence on both Organizational Strategy and Value Proposition Strategy, underscoring the relevance of social interaction and immediate feedback in developing strategic congruence and competitive differentiation. This research has significant implications for the service industry. The study highlights how applying marketing techniques at a digital level, like customer analytics, digital advertisement, and social media marketing, measures an organization's productivity, which ultimately leads to growth. We learned that Value Proposition Strategy mediates between these practices and organizational outcomes, indicating its critical function. Organizations can improve their value proposition, market positioning, strategic alignment, and productivity through data-driven insights and digital engagement. These findings highlight the need to effectively use digital touchpoints across the customer journey to optimize customers, customize offers, and reinforce overall strategy. Integrating digital marketing practices nurtures competitive differentiation, enabling companies to align and respond to changing consumer needs and market dynamics. Based on data, this study's actionable insights and methodology deliver a strategic framework for service organizations to enhance productivity, improve customer engagement, and ensure sustainable growth throughout downturns in economic activity. Companies focusing on building a strong value proposition can set a strong foundation for long-term success in the ever-changing service sector.

Limitations and Suggestions: Despite the contributions of this study in providing functional implications regarding the techniques of digital marketing practices in improving organizational productivity in service industries, some limitations need to be noted. First, the study is service industry-centric, so the results may be generalizable to other industries or regions. Moreover, while structural equation modeling offered a robust analysis approach, findings might differ for other facets or measurement methods. These results require further investigation by different models and measurement strategies to verify and improve the conclusions. While attempts were made to minimize response bias, there remained a degree of bias in this self-reported data. Hence, more emphasis on using objective data sources in future research could draw a more holistic picture of the implications. To further explore the longitudinal impact of digital marketing practices on productivity, longitudinal studies following the evolution of organizational performance over time would prove valuable. Finally, encouraging partnerships between educational institutions, industry players, and policymakers can facilitate and guide the responsible incorporation of digital marketing tactics, leading to improvements for the service sector and others.

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