

Linking Digital And Outdoor Marketing With Customer Brand Engagement And Purchase Intention: A Structural Equations Analysis

Hera Anam¹, Roshana Gul², Sana Batool³, Khawaja Asif Mehmood⁴

¹PhD Scholar The Institute of Business Management and Administrative Science, The Islamia University of Bahawalpur, Punjab, Pakistan heraanam@gmail.com

²PhD Scholar, Department of Marketing & International Business, Institute of Business Management and Administrative Sciences (IBMAS), The Islamia University of Bahawalpur, Pakistan (IUB), E-mail address: Roshanagul@gmail.com

³Ph.D. Scholar, IBMAS. Lecturer, Government Sadiq College Women University (GSCWU), Bahawalpur. E-mail address: sana.batool@gscwu.edu.pk

⁴Assistant Professor, School of Economics Bahauddin Zakariya University, Multan. E-mail: khawjaasif@bzu.edu.pk

Abstract

The aim of this study is to examine the effect of customers' attitude towards digital and outdoor marketing on customer brand engagement directly and indirectly through customer relationship management and to find out the effect of customers' attitude towards digital and outdoor marketing on purchase intention as well. Data was collected from customers of clothing brands through structured and personally-administered questionnaires, analyzed through structural equation modeling (SEM) by AMOS 22. A series of statistical analysis were performed such as confirmatory factor analysis, descriptive analysis, reliability and validity analysis. Empirical results show the positive effect of attitude towards digital and outdoor marketing on customer brand engagement and purchase intention. Findings confirm the mediating effect of customer relationship management (CRM) on the association of attitude towards digital marketing and purchase intention. CRM positively and significantly mediates the relationship between digital marketing and customer brand engagement. Outdoor marketing has not any direct effect on customer brand engagement but it has significant effect on customer brand engagement through customer relationship management. Attitude towards the outdoor marketing has a positive effect on purchase intention towards the brand in the advertisement. Practically it is valuable for global advertisers to know that how attitude towards digital and outdoor marketing can influence customer brand engagement and purchase intention and to gain competitive advantage. This study has a valuable theoretical contribution to the existing body of literature.

Keywords Digital marketing, outdoor marketing, purchase intention, engagement and customer relationship management.

Introduction

These days, every individual is encountered to advertising in routine life. Some marketers perceive advertising as the mirror and creator of culture. Some marketers consider advertising as economic activity to sell products or services.

Several advertisers believe that advertising makes magic in the customer market (Russell & Lane, 1996). Social media such as Facebook and Twitter facilitate customers to ascertain and continue social relationships with each other (Ellison & Siddiqui, 2007). Consumer behaviour has changed in terms of how they look for, obtain, process, and react to

information or services offered by a corporation as a result of the convergence of information technology, media, and telecommunications (Masrianto et al., 2022). The importance of digital analytics, digital CRM, digital advertising, and display advertising must be emphasised in addition to the implementation of digital marketing via websites, social media, mobile marketing, and content marketing in order to enhance their company's digital marketing capabilities (Masrianto et al., 2022). Whereas Outdoor advertising has been used for various objectives such as assisting customers to choose brands and the survival of firms in the competitive business environment. Outdoor advertising has a unique feature in which customers experience direct and unintentional exposure to brand messages (Gulmez, Karaca, & Kitapci, 2010). Outdoor advertising particularly billboards have competitive advantage over other marketing media. It has considered as suitable, less costly and easily reached to number of customers who are traveling (Hussain & Nizamani, 2011).

According to the Outdoor Advertising annual report of Pakistan (2016), eleven billion has spent on outdoor media in five cities of Pakistan including Lahore, Karachi, Faisalabad, Islamabad and Multan. Fashion and lifestyle brands are top spender on outdoor media. In the fashion category, Gul Ahmed is the top spender brand with 15 % while Khaadi and J.J have 11% share in outdoor advertising industry. According to the Global Digital Statistics (2016), in Asia-Pacific region, active social media users and active mobile social users are 1,211 and 1,066 million respectively. Previous studies have indicated that customers' attitude towards outdoor advertising is associated with advertising awareness (Chan & Chen, 2012; Donthu et al., 1990). Customers, who recall more advertisement frequently, have greater positive attitude towards outdoor advertisement (Osborne & Coleman, 2008). Therefore, this study will bridge the research gap in the existing literature. The aim of this study is to find out the effect of customers' attitude

towards digital and outdoor marketing on customer brand engagement and purchase intention towards the brand in the advertisement in Pakistan directly and indirectly through customer relationship management.

In addition to changing consumer behaviour with regard to media consumption, the COVID-19 pandemic also affected the growth of internet users, the use of digital devices, and online activity (Masrianto et al., 2022). Datareportal (2022) indicates that 4.66 billion people, or 59.5% of the world's 7.83 billion people, use the internet. Internet users in Indonesia reached 202.6 million (73.7%), up 27 million (16%) from the previous year, while social media users actively engaged reached 170.0 million (61.8%), up 10 million (6.3%) from the year before.

Pervious literature indicates that there is limited work on the digital and outdoor marketing. Now, many clothing brands have established their presence on Facebook and Twitter in order to attract their customers. In this digital age, outdoor marketing is also an important media to attract customers towards brand. Particularly, Outdoor marketing has long-lasting effect on customers because it is not possible for customers to eliminate outdoor advertising using any button or remote as compared to other media such as TV. These days, most high-profile sector for outdoor advertising is clothing industry in which clothing brands are extensively using outdoor marketing particularly billboards. Outdoor advertising are the most effective and eye-catching media. Therefore, digital advertising as well as outdoor advertising are important media channels to enhance customer brand engagement and purchase intention. However, there is a need to investigate the attitude of customers towards outdoor and digital marketing, how it helps to enhance customer brand engagement and purchase intention.

Literature Review

Digital Marketing

Digital marketing is a growing notion and is described as the utilization of digital technologies to build a considerable communication, which helps to obtain and retain customers in order to develop relationships with customers (Smith, 2007). Digital advertising has become more prevalent as a result of the internet's development and ongoing digitization (Gordon et al., 2021). In the field of marketing, digital rebellion has traumatized advertising world and firms have now started to focus on technology to establish relationship with their customers through digital communication (Wind & Mahajan, 2002). Internet is considered an important place of digital marketing.

The major reason to conduct research in the field of digital advertising is that it appears to be massive and threatening. Firms have started focusing on digital advertising through social media like Facebook, Twitter, and LinkedIn, which have changed customers' attitude and brought rebellion in the industry (Khan, & Siddiqui, 2013). An increase in the usage of social networking sites (SNS), as Facebook and Twitter have manipulated the behaviors of consumers toward brands. It is also identified that customers have positive attitude toward advertisements communicated to them through social media (Taylor et al., 2011).

Attitude is defined as an individual's favorable or unfavorable feelings towards any idea or brand (Kotler & Keller, 2006). Consumer attitudes towards a variety of internet touchpoints have been extensively researched by academics (Wiese et al., 2020). Customers' attitudes constitute their likeness or unlikeness toward brands and have impact on their behavior towards a particular brand (Kotler & Keller, 2006). Factors that influence customers' attitude towards social media advertising (SMA) has identified. On the other

hand, usage of social media application and tapping on advertisements affect consumer's attitude regarding social media advertising. Results indicated that all the factors such as 'social media usage, customer's knowledge of social media, following of social media and their fears about social media marketing, have influence on the customers' attitude towards social media advertising (Akar & Topcu, 2011).

Outdoor Marketing

Customers are reached by outdoor advertising (OA), usually referred to as out-of-home advertising, when they are travelling, out on the street, and in public locations (Czajkowski et al., 2022). Outdoor marketing has the ability of accessing a customer based on locality or market basis. It is remarkably different from other medium in one aspect that is other media cannot disseminate their message to market but slightly spread around the medium. Outdoor marketing distributes its message to customers on their way to play, job or shop (Wilson, 1952). Outdoor advertisement as a marketing tool has great impact on customers and it is not possible to eliminate outdoor advertisements using any button as done in television advertisement. The term outdoor marketing (OM) is comprised of different types of marketing which appear in the metropolitan environment. Fill (2009) found three major categories of outdoor marketing such as 'street furniture', 'transit', and 'billboards. Billboard advertising has played an essential part in marketing of businesses' products and services. In billboard advertising, firms do not need to find their customers instead; customers find their advertising through billboards (Khan et al., 2016). Many factors influence customer attention towards billboard advertising such as billboard size, color, location, and images. It is considered as the most eye-catching way of advertising for local customers (Hussain & Nizamani, 2011). In Pakistani context, billboard marketing is considered an efficient mean for marketers as it is the cost-effective tool and have huge audience.

Customer brand engagement

Customer brand engagement (CBE) is defined as customers' level of inspiration, related to brand and context-dependent state of mind described by certain levels of passion, thoughts and behavioral actions in brand communications. In the definition of customer brand engagement, direct brand interactions mean the customers' physical contact with the brand. Cognitive brand related activity refers to customers' level of absorption in the focal brand, however emotional activity includes individuals' level of brand related motivation and pleasure. Behavioral activity refers to the customers' level of enthusiasm applied in interacting with a brand (Hollebeek, 2011). Van Doorn et al., (2010) defined customer brand engagement as the behaviors that go beyond the purchase intention and particularly behavioral demonstrations of customers toward brands. Digital media particularly Facebook and Twitter offer opportunities to organizations in order to engage customers in a way, which eventually promotes brand image and brand loyalty (Greve, 2014). This study has based on the conceptualization of customer brand engagement introduced by Vivek et al., 2014. Three dimensions of customer engagement are conceptualized as conscious attention, enthused participation, and social connection.

Purchase Intention

Purchase intention is defined as planned behavior of a customer willing to purchase specific brand (Dodds et al., 1991). Customers rely more on their families and friends for products information in order to purchase a particular brand. Social networking sites such as Facebook have connected the brands with customers. Social context has positive influence on customers purchase intention (Weisberg et al., 2011). The widespread distribution of all types of content through well-known social media platforms like Facebook, Twitter, Instagram, and YouTube (Arora et al., 2019), the ongoing emergence of more dynamic and adaptable new platforms like Twitch or

TikTok (Zhang, 2021), their unprecedented integration into people's daily lives (Tafesse and Wood, 2021), as well as the rise in their popularity, have given businesses and organizations new opportunities to engage with their target audiences.

Advertising strategies have transformed the push advertising to trust based advertising. Customers' eagerness to purchase brands has improved due to "likes" and "shares" on Facebook brand pages, which proposed that brand, has a good reputation. Facebook advertising have significant influence on brand image and brand equity, which contributed to increase in purchase intention (Dehghani & Tumer, 2015). In the competitive market of Pakistan, firms are focusing on customer purchase intention to capture the main portion of market. Factors such as customer knowledge about brands, product design and celebrity endorsement have positive effect on purchase intention (Shafiq et al., 2011). Tariq et al. (2013) have investigated determinants of customers purchase intention in Pakistan. They argued that product involvement, product quality, product attributes, product knowledge, brand loyalty and brand image are positively related to purchase intentions.

Customer relationship management (Mediating Variable)

Business management systems are one of the technological areas in which it is most crucial to be up-to-date due to the increasing variability and demand brought on by the expectations of customers, who are members of a society that has an increasing greater and better access to information (Kane et al., 2015). To meet these customer demands, entrepreneurial companies must undergo digital transformation and have the most appropriate management information (Ribeiro-Navarrete et al., 2021). Customer relationship management (CRM) is originated from relationship marketing (RM). CRM has positive influence on customer satisfaction and helps to gain competitive advantage, which leads to greater firm profitability (Hassan et al.,

2015). The purpose of relationship marketing is to increase productivity of a firm by focusing on customer retention through effective customer relationship management strategies (Christopher et al., 1991). The main idea of relationship marketing and customer relationship management is to maintain relationship between customer and company, which is longitudinal in nature (Sin et al., 2005). Digital channels such as internet and mobile phones has played an important role in developing customer relationships. Digital relationships are those relationships that occur between buyer and seller through digital technology (Heinonen & Michelsson, 2006).

Social media applications have presented innovative customer centric instruments to interact with other customers and firms in their social media sites (Kietzmann et al., 2011). Particularly, social media applications such as LinkedIn, Facebook and Twitter have changed from customer specific to customer centric that permitted firms to take part in the interactions among social media users. Organizations with greater use of social media technology with customer centric management techniques tend to build greater social customer relationship management (Trainor et al., 2014). Social media marketing has allowed customers to connect with others in order to communicate information as a two-way communication. Usage of Facebook and Twitter has extended to approximately each fashion brand. Social media marketing such as Facebook have positive effect on customer relationship management and purchase intention (Kim & Ko, 2010).

Hypotheses Development

The theory of planned behavior (TPB) is an extension of the theory of reasoned action (TRA) (Ajzen & Fishbein, 1980). The basic concept of theory of planned behavior is to describe an individual's intention to perform a certain behavior (Ajzen, 1985, 1991). The conceptual framework for this study is derived

from the theory of planned behavior because of its extensive scope. This theory has presented an obvious picture to investigate customers purchase intention via factors such as attitude, behavioral control and subjective norm, which leads to a certain behavior. The association between attitude and intention is as important element of the theory of planned behavior. As the more positive attitude, greater is the person's intention to conduct certain behavior. Attitude is defined as a person's positive or negative emotions to conduct a certain behavior. Users of social media such as Facebook and Twitter with positive attitudes toward social media marketing are expected to engage in brand communications, which ultimately leads to purchase intention toward brands. Behavioral responses of social media users to social media marketing such as Facebook brand pages and Twitter tweets have positive impact on customers purchase intention. Customers who are following activities of brands on social media have indicated their concern in getting information. Hence, they respond to marketing messages and finally purchase the brands (Chu et al., 2013).

Relating to social networking sites such as Facebook and Twitter, the more favorable customers' attitude towards digital advertising, greater the purchase intention is expected. It is concluded from pervious literature that digital advertising as well as outdoor advertising are important media channels to enhance relationship with customers. So, attitudes toward digital and outdoor advertising are expected to positively influence purchase intention and customer brand engagement directly and indirectly through customer relationship management. Following are the proposed hypotheses of this study:

H1: Customers' attitude towards digital marketing has positive effect on customer brand engagement.

H2: Attitude towards digital marketing has positive influence on purchase intention.

H3: Customers' attitude towards outdoor marketing has positive influence on customer brand engagement.

H4: Attitude towards outdoor marketing has positive influence on purchase intention.

H5: Attitude towards digital marketing has positive influence on customer relationship management.

H6: Customer relationship management has positive influence on customer brand engagement.

H7: Attitude towards outdoor marketing has positive influence on customer relationship management.

H8: Customer relationship management has positive influence on purchase intention.

H9: Customer relationship management mediates the effect of attitude towards digital marketing on customer brand engagement.

H10: Customer relationship management mediates the effect of attitude towards digital marketing on purchase intention.

H11: Customer relationship management mediates the effect of attitude towards outdoor marketing on customer brand engagement.

H12: Customer relationship management mediates the effect of attitude towards outdoor marketing on purchase intention.

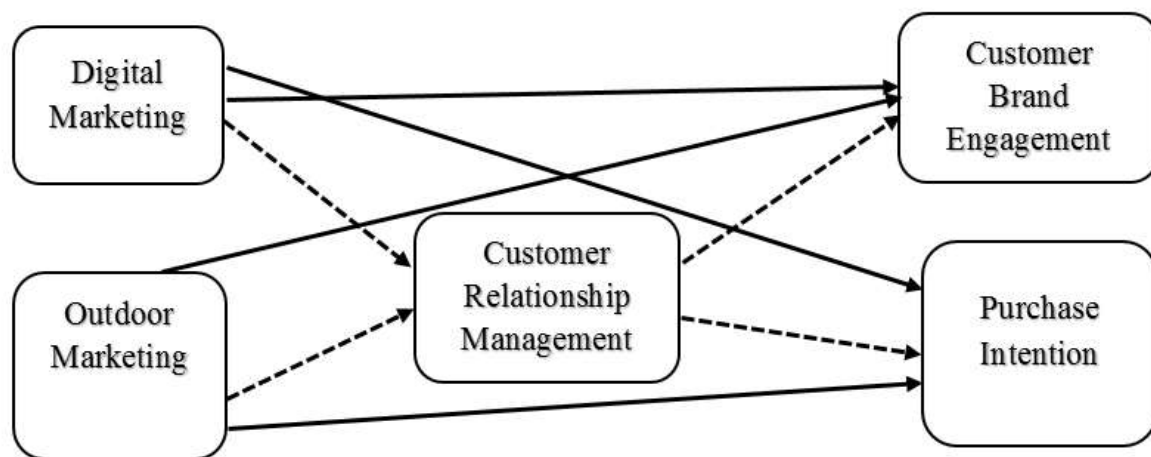


Figure 1: Schematic diagram

Research Methodology

Population and sample

Population of this study is the customers of clothing brands in Punjab, Pakistan. Sample of this study is the customers of clothing brand and users of Facebook or Twitter in the two cities of Punjab, Pakistan that are Lahore and Bahawalpur.

Instrumentation

In this study, an adapted questionnaire has been used as a research instrument from Vivek et al., 2014; Demo (2014), Cheng et al., (2009), Chan

and Cheng (2012), Lepkowska-White et al., (2003). The items of questionnaire are measured on five-point Likert scale that ranges from strongly disagree (1) to strongly agree (5).

Data collection

Total 560 questionnaires were distributed among customers of clothing brands and users of Facebook or Twitter. Respondents were approached for data collection by personal visits to the Universities, Colleges, Banks and other companies. Out of 560 questionnaires, 514 valid and useable responses were received.

Data Analysis

This includes the statistical analysis such as demographic analysis, descriptive statistics, validity and reliability analysis. Hypotheses

testing and mediation analysis has been done through Structure Equation Modeling by using AMOS 22.

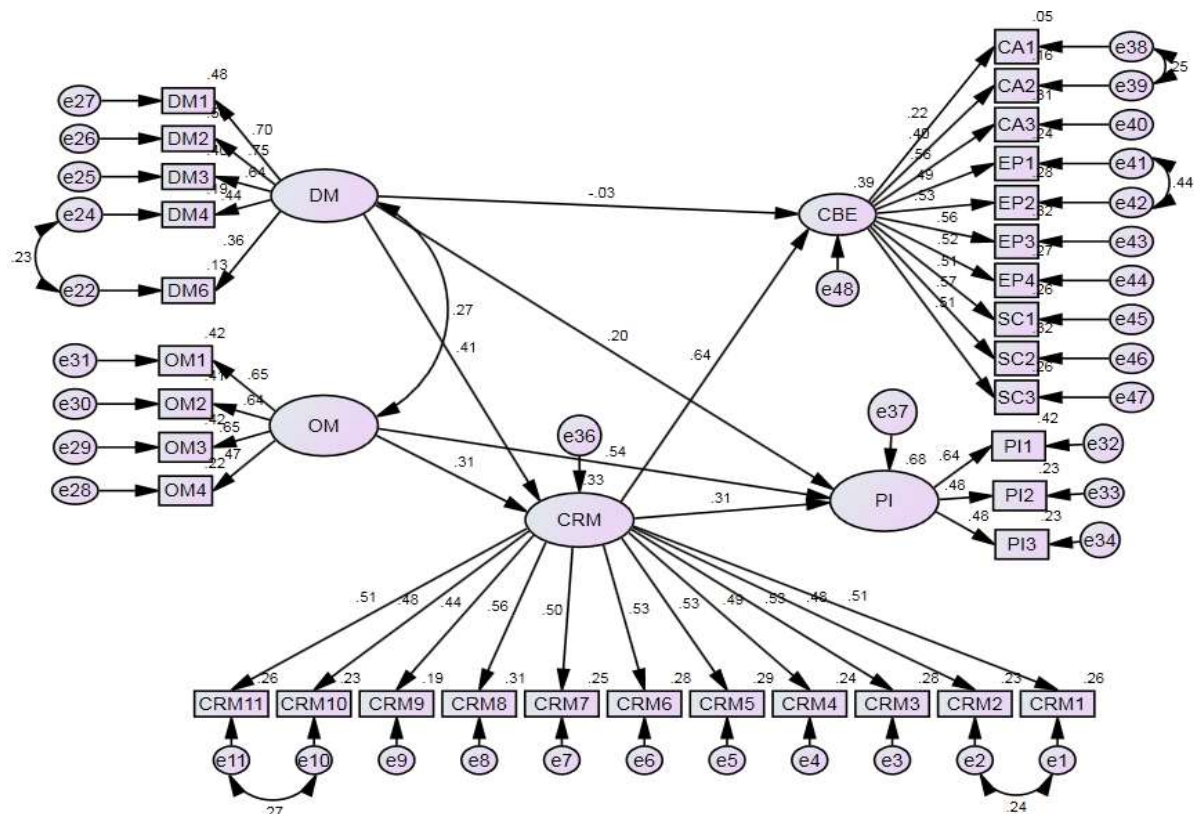


Figure 2: Measurement Model

Convergent Validity

Table 1 Convergent Validity

Construct	AVE
Digital marketing	.58
Outdoor marketing	.60
Purchase intention	.53
Customer brand engagement	.52
Customer relationship management	.50

The values of average variance extracted (AVE) indicate good convergent validity.

Discriminant validity

Table 2 Discriminant Validity

Construct	Digital marketing	Outdoor marketing	Purchase intention	Customer brand engagement	Customer relationship management
Digital marketing					
Outdoor marketing					
Purchase intention					
Customer brand engagement					
Customer relationship management					

Digital marketing	.76				
Outdoor marketing	.25	.77			
Purchase intention	.34	.44	.72		
Customer brand engagement	.32	.21	.28	.72	
Customer relationship management	.42	.29	.40	.44	.71
AVE (Average variance extracted)	.58	.60	.53	.52	.50
ASV (Average shared variance)	.16	.21	.33	.18	.39
MSV (Maximum shared variance)	.24	.52	.52	.37	.29

Diagonal values of table are square root of average variance extracted (AVE) which is greater than correlation values below diagonal. Values of average shared variance (ASV) and maximum-shared variance (MSV) are less than

average variance extracted (AVE) which shows good discriminant validity.

Reliability analysis

Table 3 Reliability Test

Construct	Cronbach's Alpha	
	Before item deletion	After item deletion
Customer Brand Engagement	.77	.78
Customer Relationship Management	.80	.80
Digital Marketing	.73	.72
Outdoor Marketing	.70	.70
Purchase Intention	.56	.56

Results of this study demonstrate the Cronbach's alpha of customer brand engagement (CBE), customer relationship management (CRM), digital marketing (DM), outdoor marketing (OM) and purchase intention (PI) which is greater than .5 and indicate high internal consistency of items of questionnaire. Two items CA1 and DM5 have low factor loadings

and excluded from analysis because it affects the reliability and validity of instrument. Therefore, reliability of constructs after and before item deletion is greater than .5, which illustrates high internal reliability.

Composite Reliability

Table 4 Composite Reliability (CR)

Construct	CR
-----------	----

Digital marketing	.72
Outdoor marketing	.70
Purchase intention	.60
Customer brand engagement	.77
Customer relationship management	.79

CR values of all constructs are .7 and greater which indicates good composite reliability. Purchase intention has .6 CR, which is acceptable because other construct's value is greater than 0.7.

Structural model

Table 5 Model Fit Statistics for Structural Model

Model	CDMIN/DF	RMR	GFI	CFI	RMSEA
Structural model	2.52	.003	.998	.997	.054

Values of model fit statistics for structural model indicates model is good fit as values of GFI, CFI, and RMR are above acceptable criteria.

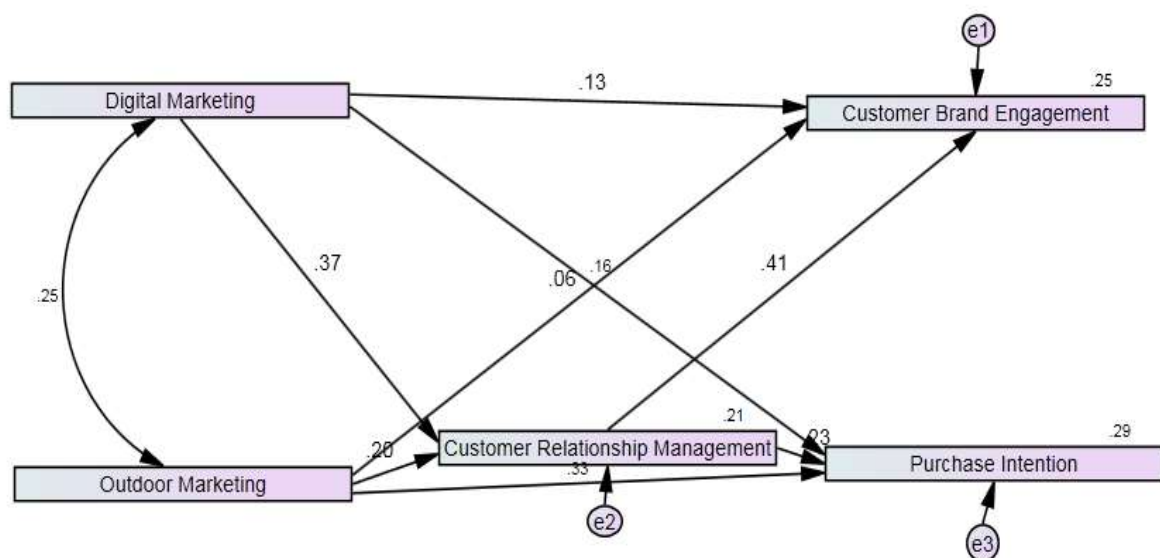


Figure 10: Structural Model

Mediation Analysis

Table 6 Mediation Analysis through Structure Equation Modeling(User- defined estimands)

Relationship	Direct effect		Indirect effect		Mediation
	Beta	P- value	(User-defined estimands) (AxB)	P-value	
DM-CRM-CBE	.131	.002	.141 CI (.101-.186)	.001	Present

DM-CRM-PI	.163	.000	.085 CI (.054- .124)	.001	Present
OM-CRM-CBE	.061	.129 (NS)	.064 CI (.036- .096)	.001	Present
OM-CRM-PI	.331	.000	.039 CI(.019-.064)	.001	Present

SEM analysis indicates that there is significant indirect effect of mediation as p value is less than .05 and 95 % bias corrected confidence interval is completely above zero. Table 6 shows all values of lower and upper confidence interval are above zero so mediation is present and significant as p value of indirect effect is also below .05.

Hypothesis Testing

Hypotheses of this study are tested by SEM analysis using AMOS 22. Table of path coefficients of structural model indicates the results of hypotheses.

Table 7 Path coefficients of Model

Path	Beta	P- value	Path result
DM→CBE	.130	.002	Significant
DM→PI	.163	.000	Significant
OM→CBE	.061	.129	Not Significant
OM→PI	.331	.000	Significant
DM→CRM	.371	.000	Significant
CRM→CBE	.406	.000	Significant
OM→CRM	.201	.000	Significant
CRM→PI	.231	.000	Significant

According to the analysis H1, H2, H4, H5, H6, H7 and H8 are significant but H3 is insignificant. Therefore, it has identified from analysis that there is positive effect of attitude toward digital marketing on customer brand engagement and attitude towards outdoor marketing has positive and significant influence on purchase intention. Furthermore, there is positive and significant effect of attitude towards digital marketing on customer relationship management and customer relationship management has positive and significant influence on customer brand engagement. Attitude toward outdoor marketing has significant and positive effect on customer relationship management and CRM coefficient .231 is significantly and positively related to purchase intention. Hence, increase in customer relationship management helps to

enhance purchase intention. On the other side attitude toward outdoor marketing is not significantly related to customer brand engagement. In the analysis indirect paths shows that there is significant mediation role of CRM as H9, H10, H11 and H12 are significant. Customer relationship management positively and significantly mediates the relationship between digital marketing and customer brand engagement and on the association of attitude toward digital marketing and Purchase intention. Outdoor marketing has not any direct effect on customer brand engagement but it has significant effect on customer brand engagement through CRM. Hence, there is mediating effect of CRM on the relationship of attitude toward outdoor marketing and Purchase intention.

Conclusion

Advertising has changed with the passage of time due to new techniques and technologies. This study attempts to decipher the embedded customers' attitude towards digital and outdoor marketing. Digital media such as Facebook and Twitter is a growing trend that provides a platform to attract a number of customers or users. Therefore, it is concluded that attitude towards digital marketing has positive influence on customer brand engagement and purchase intention directly and indirectly through customer relationship management. Outdoor marketing has not any direct effect on customer brand engagement but it has significant effect on customer brand engagement through customer relationship management. Attitude toward outdoor marketing has positive and significant influence on purchase intention. Customer relationship management has a positive and significant mediation effect on all the relationships. This study has advanced the existing knowledge by investigating the effect of customers' attitude towards digital and outdoor marketing on customer brand engagement and purchase intention directly and indirectly through customer relationship management.

Implications

This study has a valuable theoretical contribution to the existing body of literature. The findings of this study are valuable for global advertisers to know that how attitude towards digital and outdoor marketing can influence customer brand engagement and purchase intention. By using the finding of this study, businesses will be able to use digital and outdoor advertising more effectively in order to gain competitive advantage.

Limitations and recommendations for future research

This study is limited to only one country so future studies can be conducted in other countries to find out the difference between the customer's attitude and behavior based on their

geological region. This study is quantitative in nature; future researcher can use qualitative approach to get deeper understanding of the underlying phenomenon.

References

1. Ajzen, I. (1985). From intentions to actions: A theory of planned behavior. In *Action control* (pp. 11-39). Springer Berlin Heidelberg.
2. Ajzen, I. (1991). The theory of planned behavior. *Organizational behavior and human decision processes*, 50(2), 179-211.
3. Ajzen, I., & Fishbein, M. (1980). *Understanding attitudes and predicting social behavior*. River, NJ: Pearson Prentice Hall.
4. Akar, E., & Topcu, B. (2011). An examination of the factors influencing consumers' attitudes toward social media marketing. *Journal of Internet Commerce*, 10, 35-67.
5. Arora, A., Bansal, S., Kandpal, C., Aswani, R., & Dwivedi, Y. (2019). Measuring social media influencer index-insights from Facebook, Twitter and Instagram. *Journal of retailing and consumer services*, 49, 86-101.
6. Chan, K., & Cheng, B. (2012). Awareness of outdoor advertising in Hong Kong. *International Journal of Consumer Research*, 1(1), 81-97.
7. Cheng, J. M. S., Blankson, C., Wang, E. S. T., & Chen, L. S. L. (2009). Consumer attitudes and interactive digital advertising. *International Journal of Advertising*, 28(3), 501-525.

8. Christopher, M., Payne, A., & Ballantyne, D. (1991). *Relationship marketing: bringing quality customer service and marketing together*. Butterworth-Heinemann, Oxford.
9. Chu, S. C., Kamal, S., & Kim, Y. (2013). Understanding consumers' responses toward social media advertising and purchase intention toward luxury products. *Journal of Global Fashion Marketing*, 4 (3), 158–174.
10. Czajkowski, M., Bylicki, M., Budziński, W., & Buczyński, M. (2022). Valuing externalities of outdoor advertising in an urban setting—the case of Warsaw. *Journal of Urban Economics*, 103452.
11. Datareportal. Digital 2021: Indonesia. Available online: <http://datareportal.com/reports/digital-2021-indonesia> (accessed on 31 January 2022)
12. Dehghani, M., & Tumer, M. (2015). A research on effectiveness of Facebook advertising on enhancing purchase intention of consumers. *Computers in Human Behavior*, 49, 597-600.
13. Demo, G. (2014). Validation of a CRM scale for the B2C market: exploratory factor analysis. *Brazilian Journal of Operations & Production Management*, 10(2), 67-78.
14. Dodds, W. B., Monroe, K. B., & Grewal, D. (1991). Effects of price, brand, and store information on buyers' product evaluations. *Journal of marketing research*, 307-319.
15. Donthu, N., Cherian, J., & Bhargava, M. (1993). Factors influencing recall of outdoor advertising. *Journal of Advertising Research*, 33(3), 64-72.
16. Ellison, N. B., Steinfield, C., & Lampe, C. (2007). The benefits of Facebook “friends:” Social capital and college students' use of online social network sites. *Journal of Computer-Mediated Communication*, 12(4), 1143-1168.
17. Fill, C. (2009). *Marketing Communications: Interactivity, communities and content*. Pearson Education.
18. Global Digital Statistics for 2016 | Pakistan Advertisers Society. (2016). Retrieved from <http://www.pas.org.pk/global-digital-statistics-for-2016/>.
19. Gordon, A. (2021). *A modern history of Japan from Tokugawa times to the present*. Oxford University Press.
20. Greve, G. (2014). The moderating effect of customer engagement on the brand image–brand loyalty relationship. *Procedia-Social and Behavioral Sciences*, 148, 203-210.
21. Gulmez, M., Karaca, S., & Kitapci, O. (2010). The effects of outdoor advertisements on consumers: a case study. *Studies in Business and Economics*, 5(2), 70-88.
22. Hassan, R. S., Nawaz, A., Lashari, M. N., & Zafar, F. (2015). Effect of Customer Relationship Management on Customer Satisfaction. *Procedia Economics and Finance*, 23, 563-567.
23. Heinonen, K., & Michelsson, T. (2006). The Role of Digital Channels in the Beginning of Customer Relationships. In S. Krishnamurthy

- (Ed.), IADIS International Conference e-Commerce (Vol. 2006, pp. 151-158).
24. Hollebeek, L. D. (2011). Demystifying customer brand engagement: Exploring the loyalty nexus. *Journal of Marketing Management*, 27(7-8), 785-807.
 25. Hussain, J., & Nizamani, R. K. (2011). Factors Affecting Consumer Attention in Billboards Advertising. *South Asian Journal of Management Sciences*, 5(2), 60-64.
 26. Khan, F., & Siddiqui, K. (2013). The Importance of Digital Marketing. An Exploratory Study to find the perception and effectiveness of Digital Marketing amongst the Marketing professionals in Pakistan. *Journal of Information Systems & Operations Management*, 1.
 27. Khan, K., Hussainy, S. K., Khan, A., & Khan, H. (2016). Billboard Advertising and Customer Attention: A Pakistani Perspective. *International Journal of Scientific and Research Publications*, 6(3), 502-506.
 28. Kietzmann, J. H., Hermkens, K., McCarthy, I. P., & Silvestre, B. S. (2011). Social media? Get serious! Understanding the functional building blocks of social media. *Business horizons*, 54(3), 241-251.
 29. Kim, A. J., & Ko, E. (2010). Impacts of luxury fashion brand's social media marketing on customer relationship and purchase intention. *Journal of Global Fashion Marketing*, 1(3), 164-171.
 30. King, K. W., & Tinkham, S. F. (1990). The learning and retention of outdoor advertising. *Journal of Advertising Research*, 29(6), 47-51.
 31. Kotler, P., & Keller, K. L. (2006). *Marketing management*. New Jersey.
 32. Lepkowska-White, E., Brashear, T. G., & Weinberger, M. G. (2003). A Test of Ad Appeal Effectiveness in Poland and the United States-The Interplay of Appeal, Product, and Culture. *Journal of Advertising*, 32(3), 57-66.
 33. Masrianto, A., Hartoyo, H., Hubeis, A. V. S., & Hasanah, N. (2022). Digital Marketing Utilization Index for Evaluating and Improving Company Digital Marketing Capability. *Journal of Open Innovation: Technology, Market, and Complexity*, 8(3), 153.
 34. Osborne, A. C., & Coleman, R. (2008). Outdoor advertising recall: A comparison of newer technology and traditional billboards. *Journal of Current Issues and Research in Advertising*, 30(1), 13-30.
 35. Outdoor Advertising Annual Report | Pakistan Advertisers Society. (2016). Retrieved from <http://www.pas.org.pk/outdoor-advertising-annual-report/>.
 36. Ribeiro-Navarrete, S., Botella-Carrubi, D., Palacios-Marqués, D., & Orero-Blat, M. (2021). The effect of digitalization on business performance: An applied study of KIBS. *Journal of Business Research*, 126, 319-326.
 37. Russell, J. T., & Lane, W. R. (1996). *Advertising procedure*. Eaglewood Cliffs, New Jersey: A Simon & Schuster Company.

38. Shafiq, R., Raza, I., & Zia-ur-Rehman, M. (2011). Analysis of the factors affecting customers' purchase intention: The mediating role of perceived value. *African Journal of Business Management*, 5(26), 10577.
39. Smith, K. (2007, October 5). What is digital marketing? [Web log etc.2007/10/what-is-digital-marketing.html.
40. Tafesse, W., & Wood, B. P. (2021). Followers' engagement with instagram influencers: The role of influencers' content and engagement strategy. *Journal of Retailing and Consumer Services*, 58, 102303..
41. Tariq, M. I., Nawaz, M. R., Nawaz, M. M., & Butt, H. A. (2013). Customer perceptions about branding and purchase intention: a study of FMCG in an emerging market. *Journal of Basic and Applied Scientific Research*, 3(2), 340-347.
42. Taylor, D. G., Lewin, J. E., & Strutton, D. (2011). Friends, fans, and followers: do ads work on social networks? *Journal of Advertising Research*, 51(1), 258-275.
43. Trainor, K. J., Andzulis, J. M., Rapp, A., & Agnihotri, R. (2014). Social media technology usage and customer relationship performance: A capabilities-based examination of social CRM. *Journal of Business Research*, 67(6), 1201-1208.
44. Vivek, S. D., Beatty, S. E., Dalela, V., & Morgan, R. M. (2014). A generalized multidimensional scale for measuring customer engagement. *Journal of Marketing Theory and Practice*, 22(4), 401-420.
45. Van Doorn, J., Lemon, K. N., Mittal, V., Nass, S., Pick, D., Pirner, P., & Verhoef, P. C. (2010). Customer engagement behavior: Theoretical foundations and research directions. *Journal of Service Research*, 13(3), 253-266.
46. Weisberg, J., Te'eni, D., & Arman, L. (2011). Past purchase and intention to purchase in e-commerce: The mediation of social presence and trust. *Internet Research*, 21(1), 82-96.
47. Wiese, M., Martínez-Climent, C., & Botella-Carrubi, D. (2020). A framework for Facebook advertising effectiveness: A behavioral perspective. *Journal of Business Research*, 109, 76-87.
48. Wilson, T. N. (1952). *Essentials of outdoor advertising*. Association of National Advertisers.
49. Wind, J., & Mahajan, V. (2002). *Digital Marketing. Emerging Issues in Management*, 1, 43-54.
50. Zhang, Z. (2021). Infrastructuralization of Tik Tok: Transformation, power relationships, and platformization of video entertainment in China. *Media, Culture & Society*, 43(2), 219-236.