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A Critical Study to Improve Brand Image of the Ministry Of
Sports Affairs (MOSA) Through Development of Digital
Marketing Strategies

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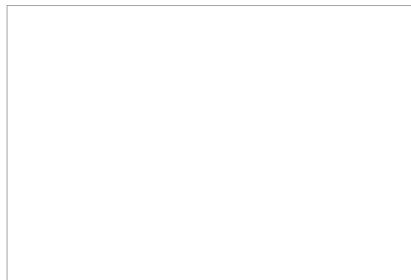
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Abstract

The rapid development of technology has become a source of concern and has distracted people's behaviour in accepting any product or brand. Digital marketing has become the most important, cheapest and most effective ever. Therefore, it is necessary to align marketing strategies with digital technology. Despite the growth of the idea of digital marketing, but the local market is still in great need for professionals, and this makes the task of a good digital marketing application is a difficult task for any institution. So, there is a great need to develop digital marketing strategies to support and promote the successful implementation of brand name building. The purpose of this research is to study successful digital marketing strategies by exploring and evaluating the Ministry of Sports Affairs current marketing strategies. And also by determining the success factors of those strategies. More importantly, by examining the impact between digital marketing strategies on the brand name of the ministry. Finally, by looking for best practices that have applied digital marketing in raising the reputation of the brand.

This research was conducted based on literature review and mixed survey methods used including interviews and questionnaires. 10 managers and experts in sports marketing strategies were interviewed, and the survey targeted 100 people representing the Ministry of Sport Affairs (MOSA) employees and general public (athletics) in Oman. The research results revealed that there is a positive contribution and great interest in adopting digital marketing strategies on the success of building a brand name for the ministry. Digital marketing strategies must be based on best practices in brand success. The results of the research and its recommendations aim to contribute knowledge and awareness of impact of digital marketing strategies on success of the brand name. Which can be applied by government / private institutions, administrators, marketers and academics. Finally, research conclude by brief summary and sufficient recommendations.

Key words: Marketing, marketing strategy, digital marketing, digital marketing strategy, brand name.

Chapter 1 Introduction

1.1 Introduction

This chapter is the first chapter of the research, and through it, the aspects of research will be presented overview and gap statement. The research objectives will be presented for discussion, hypotheses, scope and importance of the study. Finally, mention the research limitations and the rest of the research elements.

1.1.1 Study background

The sport sector in the Sultanate of Oman has been given special attention by His Majesty Sultan Qaboos. It represents the supreme directives to raise the level of sports infrastructure and provide sources of funding whether through direct sports marketing or indirect investment. The Omani sports strategy seeks to achieve its vision towards a sports community through its three main axes: sports for all, sports for teams, sports and development.

More discussion in the third axis on the sports field of investment and marketing as well as sports media because they are involved in advertising and marketing for the ministry. Sports marketing section, which works to find financial funding from the private sector and the development of mechanisms of advertising and support for investment. They also work on marketing sports services and events both for the ministry and sports clubs. Attracting global sport events by take advantage of the geographical diversity of the Sultanate.

The purpose of this research is to study digital marketing strategies that help to develop the marketing identity of the ministry. The digital marketing world is changing dramatically. Its constantly evolving technology, and the way people use it, are converting not only how we access our information, but how we interact and communicate with each other on a global scale. It also changes the way we choose and buy our products and services (Mandal 2017). Today, marketing strategy is complete if it incorporate digital strategy and expression (Stokes 2008).

1.1.2 Marketing Strategy in MOSA

The Ministry of Sports Affairs supervises committees and sports clubs all region in Saltant of Oman. In addition, it organizes and finances some sports activities for nationals and residents. In order to achieve its vision (together towards a sports society) (MOSA 2010). They also work on developing strategies in the development of service delivery, improving sports facilities and more importantly, bringing up a generation of athletes and qualifying them to enter local and international sports competitions. Hence the goal of developing a digital marketing strategy. An effective strategy involves making a series of informed decisions about how a brand or service should be; a brand that tries to be everything for all people to become a value proposition. In general, the operating brand is influenced by factors that perform situational analysis that look at four domains, Environment, Work, Customer and Competitors.

1.2 Statement of the Research Problem

Due to the radical change of traditional marketing methods and the use of digital technology instead, it will be necessary to use digital marketing strategies that contribute to the success of the organization and the success of its brand name. While writing many articles and research in this area involved in the success of strategies and methods. Thus, to measure the same thing on the Ministry of Sports Affairs, this study will fulfill the following statement:

"A Critical Study to improve Brand Image of the Ministry of Sports Affairs (MOSA) through Development of Digital Marketing Strategies"

1.3 Aims and Objectives of the Study

1.3.1 Aims

The research aims to contribute to the development of digital marketing strategies especially with regard to the successful brand name in the Ministry of Sports Affairs.

1.3.2 Research Objectives

Specifically, in the context of improving digital marketing strategies, the objectives of this research are:

1. To have an overview of digital marketing strategy.
2. To understand the current marketing strategy of MOSA.
3. To investigate the impact of digital marketing on the brand image.
4. To suggest the best practices that can be adopted in developing a digital marketing strategy to support the brand name.

1.4 Research Questions

The researcher will investigate the objectives through the following research questions:

R₁: What are the marketing strategies that are adopted in digital marketing?

R₂: What are the current marketing strategies employed by the Ministry of Sports Affairs (MOSA)?

R₃: What is the impact between digital marketing and building a brand name?

R₄: What are the best practices that can be adopted in developing a digital marketing strategy to strengthen the brand image?

1.5 Research Hypothesis

Investigation to find out the research objectives is what will find an impact between the importances of successful digital marketing strategies in the brand name. Based on the independent variable (digital marketing strategies) and dependent variable (enterprise brand success), the following hypotheses will be tested:

H_1 : There is an impact between digital marketing strategies and the brand's success.

H_0 : There is no impact between digital marketing strategies and the brand's success.

1.6 Scope of the Study

According to the many experiments that have been conducted on the development of marketing in government agencies, the project has rarely been successfully implemented. This was due to lack of human resources specialized in digital marketing and faulty implementation. Thus, the main purpose of this research is to contribute to the understanding of marketing managers / experts on how to improve the brand by developing a digital marketing strategy. This research will explore the aspects and scope of digital marketing, along with best practices and strategies.

In addition, researcher mentioned some of the criteria and factors that influenced the success of digital marketing and discovered the impact between digital marketing and branding. This research will focus on digital marketing, which is one of the most important areas of brand growth at present, which is the success of any institution to reach the world. The results of this research will be important for marketing and promotion managers, administrators, academics, researchers, digital marketers and others.

1.7 Significance of the Study

According to the general perspective of the role and marketing functions in the ministry, the marketing department structured under the general directorate for sports sponsorships and Development, which has not disclosed any clear strategy, the marketing department follow only the tasks assigned to it. So a lot of marketing tasks are done in the traditional way. This was due to lack of statistical information, trained human resources, limited budget and other important integrated practices.

Therefore, the main point of this research is to help understand the digital marketing managers / experts in developing a digital marketing strategy to raise the brand in the appropriate and correct manner.

This study will examine the aspects and scope of digital marketing, its impact on branding, best practices and strategies in the digital field. In addition, success factors are put to the development of the strategy in building the brand and identify the criteria for its success in the market. It will discover the impact between digital marketing and the success of the brand, and the best practices and guidance for managing this model. Digital marketing is the focus of all institutions in the world, both private and governmental, in recent years for easy and quick access to the target audience through channels of communication at all times and places. The importance of this research indirectly is the fastest access to people and acquainted with the objectives and vision of the Ministry and the consolidation of the importance of sport in society. Therefore, the results and analysis of this research is important for administrative specialists, especially marketers, academics, researchers, e-government projects, etc.

1.8 Limitation of the Study

The results of this research are based on the views of managers / experts in marketing and digital marketing- inside and outside MOSA- who have contributed to enriching this research with valuable information. Integrity and participants' answers were required. Other limitations may be that the outcome of this research does not apply to other industries and institutions because the study was limited to digital marketing implemented in public and private institutions in the Sultanate of Oman. Particularly in the sports sector, this research should be supported by more previous studies, but lack of researches in the field of sports, and uncover several aspects, which limiting sources. There were details about digital marketing and its impact on building the brand in the ministry, which could benefit both sectors (Gov/Priv). The researcher did the best to get benefit of existing resources.

1.9 Structure of the Research

Following **Figure 1** is the brief of this research's structure and outline:

Chapter 1	• Introduction
Chapter 2	• Review of Related Literature
Chapter 3	• Research Methodology
Chapter 4	• Presentation and Analysis of Data
Chapter 5	• Conclusions, Recommendations and Student Reflection
6	• References
7	• Appendices

Figure 1: Research Structure

1.9.1 Chapter 1: Introduction

At the beginning of this research and in the first chapter, it will cover the background, aspects and problems of this research. The research objectives, questions, hypothesis, scope and importance of the study will be discussed and highlighted. Finally, the search will be structured briefing constraints.

1.9.2 Chapter 2: Review of Related Literature

The literature review will also be discussed to explore the analytical studies behind the research problem. In which present some basic information and theories based on research and similar studies conducted and suggested from different perspectives and finally summarize and evaluate the most important points mentioned in this chapter.

1.9.3 Chapter 3: Research Methodology

This chapter will present details of the methodology used to address the specific objectives of this research. This chapter will cover the design of the research, the study community, the sampling and sampling method, the sample size, the research tools, the validity and reliability, and the data collection and analysis. Furthermore, hypotheses, constraints, governmental and social legal obstacles will be understood for this study.

1.9.4 Chapter 4: Presentation and Analysis of Data

This chapter view the performance, analysis and results of the data collected through qualitative and quantitative research (interviews and questionnaire) described in detail in Chapter 3: Research Methodology.

1.9.5 Chapter 5: Conclusions, Recommendations and Student Reflection

In this chapter, the researcher will present research objectives through briefing the research work, provide conclusions and analysis of the results. More importantly, highlighting the aspects such as sustainability in digital marketing and the use of technology in the building any brand name in the market. In addition, the recommendations will be discussed and a progress for future plans in research.

1.9.6 References

This chapter will include the list of references in alphabetical order and the use of CU Harvard reference method.

1.9.7 Appendices

This chapter will include all the appendixes related to this research.

1.10 Summary

This chapter discussed introductions, research background and problem statement. In addition, the research objectives, questions, hypothesis, scope and extent of this study were discussed. As a final point the limitations were discussed in this research. A detailed outline of the rest of this report is delivered. Then arranged for a proposed research structure, which will discuss the next chapter literature review based on the research objectives.

Chapter 2: Literature Review

2.1 Introduction

This chapter focuses on the reviewing past literature of studies conducted by other researchers pertaining brand image creation and development of a working digital marketing strategy. It will elaborate on the branding, its definition, reasons as to why organizations need to embrace branding, various digital marketing strategies that enhance brand imaging and steps towards the establishment of successful digital marketing (Baltes 2015). The study will lay its foundation on the definition and applicability of various techniques in the market today. There are the required platforms and environment to have effective digital marketing strategies and will get addressed in this chapter based on recommendations made by experts. Besides digital marketing, the chapter will expound on other procedures that would enhance and solidify the brand images in parallel to digital strategies. In **figure 2** it shows most effective digital marketing strategies.

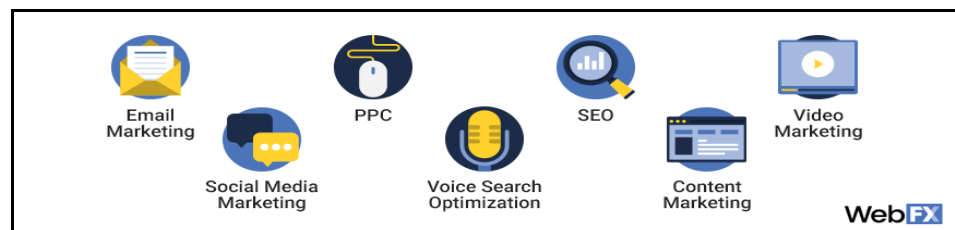


Figure2: most effective digital marketing strategies

2.2 Organization's Brand Imaging:

In any organization, creating an image which the target audience can always relate with the organization is a primary goal. Brand imaging is then defined as the aspect of shaping a perception regarding a given brand (Al-Busaidi, Scott & Moyle 2018). It remains to be the unique bundle of organizations in the mindsets of the target audience. It signifies whatever the organization trademark presently implies, meaning that for an organization to brand its image, it has to

bring together a couple of factors. They have to make the target audience believe these set of values and imagine about that particular brand.

In the business world, brand imaging plays a vital role in products and services marketing. This factor is not any different with the any other service delivery organization. They would wish to bring more customers to their business or service delivery units through creating that appealing image that would remain outstanding from the rest of competitors. These products and service consumers are made to hold a specific perception about the agency. The brand is strategically positioned in the market. Brand imaging conveys the emotional value and not just creating an impact in their minds (Canfield 2012).

Brand imaging is basically the character of the organization in question. It entails accumulated relations, contact and the observables that the people within the external environment can use to identify the organization. Brand imaging should entail the organization's vision and mission in its products and service delivery (Zhang 2015). The important components of creating a positive brand image are-one of a kind logo which serves as a perfect reflection of the firm's image, trademark depicting the organization's activities in summary and brand identifier supporting the primary qualities. The marketing content as shown in the **figure 3** shows the marketing trends of the brand and its position in the market.



Figure3: Content Marketing

Brand imaging is the general impression in the minds of target audience or consumers' mind that is molded from all sources. It implies that the target audience are in a better position to make distinctive association with the brand. In perspective on these affiliations, they structure a brand image. An image is

molded about the brand dependent on passionate perspective on affiliations pack that the target audience have about the brand. Most of government service delivery centers and organizations are known for reluctance and harassing of the people they serve. To a great extent, this trend and common behavior earns them a negative image and reputation. Redeeming themselves is a process which most of them tend to consider using the traditional ways, and forgetting the strong tools in the digital world.

The idea behind brand imaging is that the consumer isn't receiving just the thing/service yet moreover the image related with that thing/service. They are able to connect the organization entity with the services or goods they get to receive. Brand imaging ought to be sure, amazing and relatively small in scale. Brand images can be fortified using brand trades like publicizing, packaging, verbal consideration, other exceptional gadgets, etc. The digital marketing strategies plays a vital role in ensuring that these brand images reaches far and wide. In the modern technology era, everybody is moving to digital ways and communication. Basically, branding is done using any form of communication. The social media and customer service platforms are now a major pillar in brand imaging.

Brand images helps in making and passing on the thing's character in an exceptional manner not exactly equivalent to its adversary's image (Zhang 2015). The brand images here includes diverse relationship in the minds of the consumers - characteristics, preferences and qualities. Brand qualities are the commonsense and mental relationship with the brand that the customers have. They can be unequivocal or connected. Points of interest are the reason for the purchase decision. There are three sorts of favorable circumstances: Functional points of interest - what show improvement over (others),energetic focal points - how show improvement over (others), and observing preferences/support - for what reason do I acknowledge you(more than others). Brand attributes are clients as a rule examination of a brand.

Brand imaging is not in any way made, yet is in this manner formed. The brand image comes with an intention of bringing together a couple of factors

regarding the organization and its relationship to the general intertwine things' advantage, settlement, esteem, notoriety, and all around respect. Brand pictures are genuinely brand content. Precisely when the clients get the administrations or makes to buy a thing, they are correspondingly getting its picture (Tvede, L., & Ohnemus 2001). Brand picture is the target and mental commitment of the buyers when they buy a thing. Positive brand imaging at times goes beyond the user's needs and expectations. Some clients develop a unique form of attachment and loyalty. They get the fulfillment that they were searching for when making the purchase or going for the services. Positive brand imaging improves the generosity and brand value and affiliations.

2.2.1 Development of Brand Image

The best way to create and bolster an amazing brand image is by the utilization of a multidisciplinary approach that joins guaranteed, earned and paid media in an arranged, mechanized condition created of public relations, social networks, the search engine optimization and other segments (Chaston 1999). It is also clear in the **Figure 4B** that the mind map of the brand consists of several basic components, including a large part related to digital marketing in order to people's interest and they focus of digital advertising.



Figure 4A: Brand mind map

It implies that imaging is a process where more than one approach needs to come together and support the core goal or ensuring that the target audience gets to develop some connections with the brand in question, and respective

organization. Under this technique, every brand gets to engage in a competitive manner with a consumer-oriented approach. There are a couple of necessities that are of great importance for you to address during the development of a working brand image:

2.2.1.1 Identify of Target Audiences

The creation of a firm brand image is where content developed and published targets the key audience (Frazier 2013). In this regard, it is always important to start with the identification of this target audience. Your proposed intrigue audience will contain a mix of external and internal social occasions, including customers, accessories, industry specialists and delegates. It is fundamental to be very sure while portraying your organization as a brand by itself. You need clarity about the social affairs you are centering to make a convincing promoting technique that will talk authentically to their exceptional concerns and needs. You need to show them how the organization is able to come to their level and be of help to them. By default, the target audience highly expects that the organization in this case will come as a source of solutions to their problems.

2.2.1.2 Setting of the Key Business Objectives

It is always important to devise a destination before even setting a route map of how to get there. In this case, organizations needs to first come up with an analysis of their current state in order to now determine on the applicable methodologies to make it out of their current state up to their desired destination. Nonetheless, coming up with a perfect bran image without the knowledge of your present minute and whole deal business targets is insufficient and an abuse of significant resources. Every organization move ought to remain within the goals guideline and framework. Some common organization goals include retaining of client base, raising the conversion rates, and creating a higher way to reach out for more clients.

2.2.1.3 Defining the Brand Persona:

In developing a working brand image, the brand persons comes third in line of importance. These are people who connect the target audience to the organization goals through the utilization of identified social events. The brand persona ought to address customers and expressive your key differentiators and thing benefits (Liebowitz 2002). These are people who will know on how to use the public relations and communications in the most professional ways. Some organizations considers using a celebrity to as part of their brand person. It may be possible to operate with multiple brand ambassadors in different regions of the organization operations .Nevertheless, this image person is meant to portray the organization image, and thus it is necessary to keep it clear and appropriate.

2.2.1.4 Develop Key Ways to Convey Messages

The decision on the primary information to pass to the target audience comes after the identification of a brand persona and the intended brand image. This messages are what you would wish the target audience to always remember of you even when you are out of their sight. It marks the alignment of the target audience to the organization. A good instance is with the ministry of sports affairs, the message should be confide on what the ministry does, and its achievements to the citizens (Deiss & Henneberry 2017). The messaging should also include the outstanding features and achievements of the ministry. It is though the conveyance of such information that the general public would know the importance of having the ministry.

2.2.2 Solidification of Brand Image

After you have got some roots and established the structure to apply in your brand imaging, it is possible to raise your ways of reaching out and engagement exercises to fabricate an unwavering client following. It is important for a product to have brand story which is considered a powerful weapon (Miller 2017)

The main importance of the entire project is to ensure that clients relate and feels connected to the brand and organization. It is not just about brand

imaging, but more to use of techniques that are able to achieve brand image in an effective manner. Therefore, coming up with a multi-disciplinary way of ensuring that this is achieved is what majorly keeps this bond. In this regard, there are four parts that are important to advance your brand image in an efficient manner. They include:

- i. **Public Relations:** In most organizations as well as government ministries, public relations works as an interface through which the target audience connects with the organization. It is through public relations that the organization is able to send out its key news and messages through the news channels, the web platforms and the business publications. It is with utmost importance to know on how to position the organization in the minds of the target audience. They need to see the essence of your brand and relate it with their needs in day to day lives. Public relations is a way to improve your image and create awareness. However, it is one way to create good public relations to the online audience, while maintaining poor relations with those who receives the one-on-one services. Often, in most government related offices, the accusations of having unfriendly staff and poor public relations are common stories. It is until an organization comes together in determination of setting a working public relation on both online and offline platforms.
- ii. **Content:** As much as there are good and working techniques of creating perfect brand image, content remains to be the main form of propagation of the organization and brand information. Content interlinks the coordinated digital marketing strategies as well as the established public relations. In a move towards establishing good content flow, it is important to maintain a perfect supply of the marketing digital papers, text messages, articles, journals, blogs and other rich materials that constantly informs the target audience. A good instance is where the ministry of sports comes up with a web that strictly posts updates on what the ministry is doing and its important roles in ensuring that the sports people and the citizens at large, are

well represented. Often, the target readers and audience may not get to know the specific message that the organization was willing to convey due to its poor structuring and other short-comings. Therefore, most organizations go for professionals who know the best content to release, in the best manner of ways and on perfect timing. The content will keep the audience positively connected to the organization information account.

- iii. Social media: In the current world, people have embraced the mobile devices. One thing that keeps them glued to those screens is the many social media platforms set there. It is easy to have information shared out and spreading to every corner of the world as long as the content creation was done in the most responsible manner. Evidently, social media is an important apparatus that helps in sharing of information that pertains to the organization. The power of social media has seen some organizations rise and others fall. When used in an appropriate manner, social media helps in propelling information to the furthest ends from a single source. Also, the social aspect of any organization allows the critics and other contributors to raise their voice. It also helps in building a strong web traffic which, in one way or another, affects the brand image. An organization is able to reach out for new clients as well as inform the existing ones. Some of the commonly used platforms are Facebook, Twitter and Instagram, as well as many others. Prompt response on these social platforms ensures that there is communication between the target audience and the organization. To a great extent, this form of social engagement creates satisfaction since the concerns raised can get addressed promptly.
- iv. Search engines: There are many ways through which an organization can ensure that their name appears on the first page of a client's internet search. One good way is coming up with a website that abides to the SEO rules. SEO (Search Engine Optimization) is a technique that helps in boosting the organization's positioning within the common search engines such as Google. It is the desire of every organization to remain competitive and

always appear as a top suggestion to the clients upon their search over the web platforms (Murynets 2012). This ranking is better realized when the organization employs experts and marketers who are to ensure that the content availed over these platforms captures what most of target audience expects. Here, keywords and other catchphrases helps in creating a bigger traffic of the organization over the web and other digital information sources. In that case, most organizations ensures that they get listed on other third-part sites. Alternatively, they get to release frequent blogs and articles which increases the traffic.

2.3 Digital Marketing Strategies

2.3.1 Defining Digital Marketing Strategies

In a move to ensure that organizations remains competitive and achieves desired brand image, they are now using the digital approaches to have the best out of it all. It is no doubt that a large scale of most organizations marketing strategies today are digital. In definition, digital marketing strategies is a chain of actions which works together in helping an organization to achieve its set goal by carefully utilizing the online set of marketing channels. Some of these channels are paid, owned media or earned (Murynets 2012). They work together towards drumming up support for the common campaigns within a given department or the organization at large. It is through the use of these strategies that the organization is able to bring together its collective efforts towards creating its impact in the society. These factors and efforts are known as the digital marketing campaigns. They act as the building blocks to

This term "strategy" may appear complex and intimidating in one way or another. However, building a digital marketing strategy is not complex in any manner, rather entails the techniques through which the modern digital tools can get applied in the marketing world. Also, marketing is not just about getting more

customers and more profits, but earning trust to a broader spectrum of the target audience. Therefore, strategy refers to the laid plan with an objective of achieving the desired goal or a couple of goals. A good case is where an organization applies the digital tools to generate 30% more lead in a given year as compared to the previous year. Notably, the digital marketing strategies majors on creating international links and ensuring that more and more people get on board. They aim at winning confidence with a majority of their target audience. It implies that an organization may opt to utilize more than one tool to reach out, and this is their strategy.

The application of multiple digital strategies aimed at achieving better marketing goals majorly depends on scale of the organization. It is worth noting that every applicable digital strategy and respective tools has some attached goals and levels of accomplishment of these goals, as well as the related moving parts. Nonetheless, it is through having this basic definition and understanding of the term strategy that the organization proprietors can stick to their primary intention of the marketing strategies. Building a strategy may only be the complex phase of the digital marketing strategies, since it is more like coming up with different approaches to conduct a campaign. Basically, impressing the target audience and creating a working online presence remains as the primary goal of which every tool to be used in running the strategy. It is more of a platform through which the audience can get to know more about the organization, and the organization can collect more on the target audience concerns and needs.

2.3.2 Benefits of Digital Marketing Strategies:

Application of digital marketing strategies in the running of organization businesses allows them to access the open market in the most competitive yet affordable manner. Unlike other forms of marketing strategies, digital marketing is highly personalized. It only requires the selection of a working digital platform which suits a particular group of audience (Todor 2016). One of the primary benefits with such form of marketing is the fact that the organization can access and reach out to the target audience in the most measurable and cost-effective

way. Other benefits of using digital marketing strategies include the ability to create and drive the online market of customer goods and services access, and achieving brand loyalty (Ryan 2016). Below is an outline of some of these common benefits.

- i. Lower costs of marketing – An effectively targeted and properly planned digital marketing strategy can spread out to the right consumers at lower costs compared to the conventional marketing techniques. Notably, technology and use of internet is spreading to every corner of the world. Access to most of these digital marketing tools requires simple opening of an account and involves much lower incurrence of cost (Liebowitz 2002).
- ii. Reaching to the International markets – Most organizations that have a working website would confess that they have managed to monitor access in almost every corner of the world. The strategies are global reaching. The organizations information can far reach for new markets and involve international monitoring and interest. In the business world, a simple and small business can successfully run with the online market even to global perspectives.
- iii. Trackable, finite outcomes – It is easy to estimate the digital marketing using various digital tools in the market today such as data mining and analytics. It implies that an organization have the capacity to monitor and observe the extent which the efforts to spread out information has reached. It becomes even easier to acquire the customized data pertaining the customers' needs and concerns, or even act with regard to that particular need in precise. It is also possible to estimate the income or any form of returns generated from every particular digital marketing tool used. The organization can perfectly identify its points of weaknesses and strength, and monitor the regions to invest more of their resources.
- iv. Personalization – The chances of having a connection between the tools or web platforms to the customer database, any person who visits the platforms can receive a more customized welcoming message. These customers are at

liberty to express their needs and concerns and the organization can respond in a more personalized approach. Every client is served in accordance to the special needs raised. The higher the frequency of interaction with these clients', the easier it becomes to refine the profile of these clients. One can also suggest other goods and services offered by the organization upon establishing the perfect needs of these clients. In other cases, the immediate responses and direct communication platforms helps in creating confidence and satisfaction to the clients.

- v. Openness – Through the engagement of the the digital platform clients and keenly overseeing them helps in creating an open way pf communication. The customers develop some sense of ownership of the organization and pledge their loyalty. These loyal customers becomes ambassadors of the organization in that they are always ready to spread positive messages and information about the firm. It implies that these strategies are known to improve customer engagement. The positive reputation of organization grows rapidly. Clients tend to incline to service providers whom they feel are friendly and perfect understands their needs and concerns.
- vi. Improved social currency – The coming together of various digital marketing tools offers the organization a perfect opportunity for engagement in a productive manner. The organizations are in a position to make rich media content and send it out to the identified group of audience. These online ways of doing marketing which largely increases the social cash. In one way or another, the personalized content is sent out from one customer to the other and then grows viral. It implies that using this form of strategy, a business marketing can extend far beyond the expected limits of access.
- vii. Improved transformation rates – Transformation in this case refers to the aspect that any person who manages to view the content spreading over the internet network are able to get a different perception for they get better informed. Besides, this form of digital marketing techniques allows room for the content to remain available and accessible for longer durations. A person

can view that same piece of information over and over until it gets into their memory. To a great extent, digital strategies are quick and highly consistent.

2.3.3 Creation of Digital Marketing Strategies:

Regardless of the tools and strategies in question, the procedures used in having these strategies in place are more less the same. It is through these outlined processes that the strategy is said to be ripe and ready for the market. At the end, these strategies are used in running the campaigns over the different platforms (Patruti-Baltes 2016). The objectives of these strategies are related and the ending results are better achieved through collaborative measures. Earned Media – It is the exposure earned by the organization through oral communication (Revella 2015). However, Owned Media – This framework is comprised of digital channels and assets that are owned by the organization. Some of the serving examples of these owned media channels included the website, blog content, social media platform profiles, or the galleries (Pal & Ray 2001). It takes the efforts of the paid media channel to get the content even a notch higher. Simply said, there is much dependence of various channels and assets in order to achieve maximum benefits from the digital marketing strategy used (Paley 2006). Owned media is all about the content which pertains to the organization and the information they would wish to offer on their platforms (Miskelly 2013). However, it is this content that helps in making that the information sells, converts the platform visitor into a client or serves in any other needs for the good of the customers.

It is wise to drop the media which does not reciprocate the investment being made (Tiago & Veríssimo 2014). At the end of the process, the auditor is able to recommend the paid media channels that are viable to continue using and any that need to be kicked out of the new digital marketing strategy.

2.4 Digital Marketing Models

Strategy distinguishes four similarly fruitful digital marketing models. The concentration of an organization for advertising speculation may be a combination of components from every model. Besides, there is a high possibility that is more

oriented towards showing on the appropriate marketing strategy for the organization (Rice & United States 1991).

2.4.1 Digital Branders:

These are consistently the client's things associations or various publicists that accentuates on structure and reviving brand image and increasingly significant client responsibility. These organizations are moving their venture from customary direct publicizing toward increasingly vivid advanced interactive media encounters that can relate purchasers to the brand in new ways (Sweeney, MacLellan, & Dorey 2007). They are reevaluating how they interface with clients, with the basic goal of choosing new purchasers to the brand and driving dedication through various experiences with the brand.

2.4.2 Client Experience Designers:

This model uses client information and bits of figuring out how to make a prevalent end-than end brand relationship for their clients. According to Donald, the customer must be treated like a hero (Miller 2017). This comes to the importance of public opinion in determining the brand and their acceptance of it. Hence the closest and intuitive communication with the public is digital technologies. Commonly, these organizations, construct their plans of action around client services. By reevaluating how they associate with clients, and wowing them at numerous touch focuses, these organizations want to make a progressing exchange and construct a steadfast client base.

2.4.3 Demand Generators:

This model center around driving on the web traffic and also changing over whatever number arrangements as could be enabled transversely over channels to increase exhibiting efficiency and build up a ton of wallet. All components of the computerized promoting procedure—web architecture, site design improvement, portable associated applications, and commitment in social networks – are custom fitted to support deals and increment dedication. They're

more focused on driving volume and profitability than on curating the significant, excited stamped experiences that the advanced brander look for after.

2.4.4 Item Innovators:

This model use propelled advertising towards perceiving, making, and taking off new computerized administrations and products. These associations use modernized associations with customers essentially to rapidly collect bits of learning that can shape the headway streamline. By helping bolster new wellsprings of income, the displaying bundle grows the worthiness of the association.

2.5 Conclusion and Critical Evaluation:

Digital marketing strategies and branding goes in parallel with the development of technology. These strategies applicability varies in various market settings today. In the modern world of technology, there are many developing techniques under development which runs parallel to their embrace in the market. To a great extent, creating a brand image helps in recognition of the organization by the target audience (Al-Busaidi, Scott & Moyle 2018). The creation of online presence has been a goal for almost every government or private organization (Patruti-Baltes 2016). Through the use of these digital marketing strategies, the organization is able to build and even nurture a brand image. They tend to use multidisciplinary approaches that brings together earned, paid and owned media in a perfectly coordinated, digital environment made of public relations, search, social and other factors (Heding, Knudtzen & Bjerre 2015). As shows in **figure 4** study in 2018 Organizations used online media for purchase inspiration, as per 37% of purchase was from social networks.

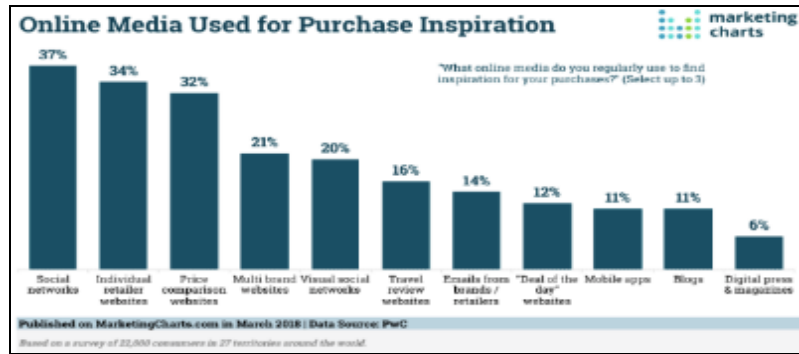


Figure 4B: Online Media (PwC 2018)

Finally, the area of digital marketing is expanding exponentially with the increase of using technology, so organizations claim to contribute the development of digital marketing strategies to catch up with the market and target.

Chapter 3: Methodology

3.1 Introduction

The chapter discusses the research design, population of the study, sampling techniques and size of the sample, research instruments, validity and reliability testing, methods of data collection, data analysis approaches, and legal, social and ethical considerations. This research will explore the effects of digital marketing strategies on brand name improvement at MOSA. This study will be conducted to achieve the planned research objectives. First, the status of marketing in the ministry will be clarified, and will determine the success criteria for the marketing of the approved ministry and the strengths and weaknesses. An important aspect of this research comes within the framework of the third objective, where the researcher shows the impact between the development of digital marketing strategies and the success of the brand name of the ministry. Finally, based on all of the above, a number of recommendations on best practices will be discussed by experts to be implemented and used in the ministry. The objectives of this research were investigated by the experts and mentioned in Chapter 2: Review of the relevant literature. The research has been conducted in different respects and a gap has been identified and no research has been conducted in the ministry regarding this area. Considering the many models and institutions that adopt and highlight digital marketing helps the government and institutions to improve and benefit the country. The focus on the third goal, highlighting them will contribute to improving the brand name of the ministry, attracting shareholders to support sports activities and increase the spread of social communication using the latest applications and digital technology.

This chapter: Research Methodology will provide analyzes and details on the methodology used to address the objectives of the research. The design of the research, the population of the study, sampling, sample size, research tools, validity, reliability, data analysis and analysis techniques will be mentioned. Furthermore, the assumptions, constraints, and ethical, legal and social concerns of this study will be covered.

3.2 Study Design

The research uses an analytical research design as it is suitable for addressing the research question. The analytical research is where the scientific approaches are combined with the formal process to address any issue at hand (Gray and Malins 2016). In particular the research use a descriptive approach should be designed to describe the phenomenon that is required in some parts of the research that increase the mixture of research approach. The descriptive method is also used in many cases to describe behavior or condition. Therefore, the descriptive approach served to answer some research questions and used in analysis of interview questions data. In this method, a group of items or people are studied by the collection of the data from a sample of the items or the people that are taken to represent the whole population. Only a section of the population is studied, the results that are obtained are meant to be generalized to the whole population. Moreover, the choice of one research approach to another seems to limit the scope of the study and reduce the results of the study (Creswell & Clark, 2011). In order to comprehensively research and answer all research questions and study all aspects, the best use of the quantitative and qualitative approaches. Besides the problem of research should be taken into consideration. The research is based on secondary and primary data where data will be collected by combination of a mixed survey. The overall design and picture of this study is shown in **Figure 5** below.

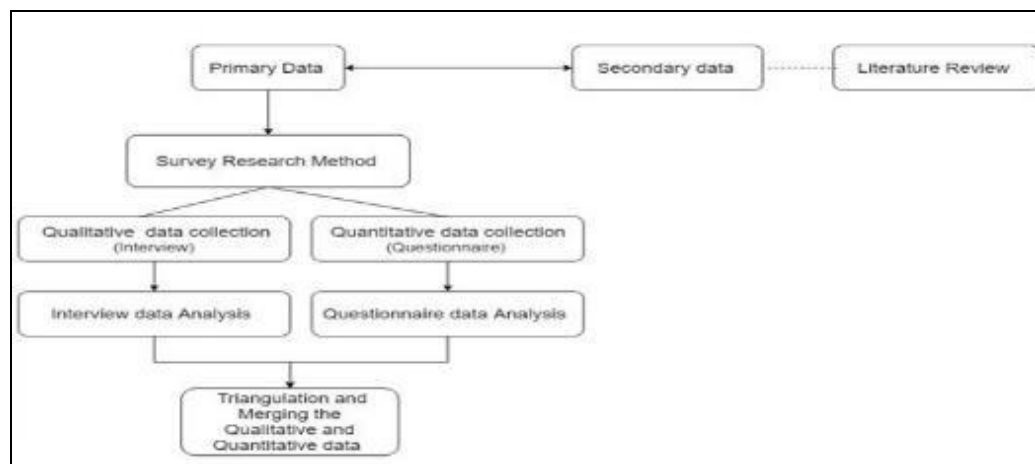


Figure5: Research framework

As a result of the abundance of the sources of the data that are available for this subject in regard to the collection of the secondary data. The relevant sources will be selected with a lot of care to ensure both reliability and validity of this data so as to arrive at the reliable results. Hence, there is a need to make serious scrutiny in selecting the sources.

3.2.1 Secondary data

Secondary data were collected through previous studies and research aimed at raising brand status by developing digital marketing strategies. The researcher searched for publications, conferences, magazines and books. The researcher also used electronic sites such as electronic libraries and magazines. Start the researcher at the beginning of the search using keywords for information such as: digital marketing, branding, identity, digital marketing strategies and so on. Then the researcher deepened the research, where he was determined to study the studies between the digital marketing strategies and the brand identity to learn and study the correlation between them. Finally, the researcher completed more than 50 articles, magazines, conference papers, standards and guidelines.

3.2.2 Primary Data

Primary data were collected for this study through the design of the survey research. The survey is also widely used among analytical research. The purpose of the analytical approach, which is the method through which the study of different scientific problems through several methods such as installation, evaluation and dismantling, and this approach is appropriate to know some administrative problems, marketing and technical use where it is used in the analytical approach three processes are interpretation, And the researcher may use one of these studies or may combine two or more processes.

3.3 Population of the Study

The population of interest in this research is the staffs of MOSA and the athletic public that have knowledge with matters of Ministry Of Sports Affairs (MOSA).

The research community consists of digital marketing experts and brand / IT / marketing managers within and outside the ministry in Oman with at least 10 years' experience in marketing and digital marketing for interviewing purposes. Also, at least 100 people participating in the survey from (MOSA) employees and the general public (athletic) who consider they are the target group in the ministry form biggest Clubs and sports committees in Oman.

This types of the population are within the research reach, hence this will facilitate the ease of collection of the data. The kind of the population used in this study was considered suitable as they comprise the people that are with the subject of sports. For instance, I regard to the staffs of MOSA, some of them have a vast experience in the field as they have served in this department for a long period, some being there for more than ten years. This being the case, this population is in the best population to facilitate research with the data that is needed to answer the research question in this study. As a result of the large population on which the research will be conducted on, Cochran's formula is appropriate where it comes to selecting the sample size. The number that is obtained based on this formula can be regulated to fit the size of the population.

3.4 Sampling Techniques and Sample Size

For this research, a probability sampling method is employed to choose the participants in the study. This method is preferred to others so as to ensure there are equal chances of the representations of all the members in the research. The approach is purely probabilistic. In this scenario where there is a large population that is involved with the study, it is hard to identify each member of the population in the research.

The random selection of the staff members was done. In total, a number of more than 100 participants were identified to participate in the research. The number of staff members that were chosen was more as compared to other members of the public based on the fact that these members are well acquainted

with the matters of the sports and members in famous Clubs and sports committees in Oman.

In some research, the population is small enough to be included in the study (Setia 2016, p. 505). But the research that has a large population such as this one, it is impossible to study all the population. There, therefore, there is a need to choose a sample to represent the population. Thus, a sample is a smaller group of the elements under the study that is obtained through a certain procedure from the population that is accessible.

3.5 Research Instruments

3.5.1 Interview Design

An interview schedule was designed as a tool for data collection for this research. Both the public and the member of the public were interviewed. The questions in the interview were meant to elicit pertinent information regarding strategies in marketing sports affairs. There were varies forms of interviews that were conducted. The data that was obtained from the interview was recorded in the notes forms and sound recording. The aim of the interview is to inquire the ideas of the interviewees on the subject of the interest. Also, surveys are used as a research instrument (Appendix B-2).As Shown in **Table 1** the list of interview question. Also, displayed a listed of the interviewee names in the **Table 2**.

Objective 1	Q1. From your expertise, discuss the current marketing strategy in the ministry, and Critical Success Factors?
Objective 2	Q2. From your expertise, what is the digital marketing??What are the success factors of digital marketing strategies?
Objective 3	Q3. From your expertise, how you define the impact between digital marketing in brand building and how its effect MOSA's brand Success?
Objective 4	Q4. What is the best digital marketing strategy model that you recommend the MOSA to adopt?

Table 1: Interview Instruments

No	Name	Position	Organization
1	His Excellency Sheikh/ Saad Mohammed Al-Murdoof Al-Saadi	Minister of Sports Affairs	Ministry Of Sport Affairs

2	Mr. Fahad Abdullah Alraisi	Director General of Sports Care and Development	Ministry Of Sport Affairs
3	Mr. Issa Alhanai	Director of IT Department	Ministry Of Sport Affairs
4	Mr. Abdullmalek Alkharosi	Responsible for the Ministry's website and the Omani Sports website	Ministry Of Sport Affairs
5	Mr. Said Alrahbi	Head of Digital Content Section at MOSA	Ministry Of Sport Affairs
6	Mr. Soud Ambosaidi	Director of the Sports Complex in Bucher	Ministry Of Sport Affairs
7	Mr. Abdullah Bamkhalif	President of the Table Tennis Association	Oman Table Tennis Association
8	Mouhammad Alshibani	CEO –Marketing and Communication	Mirror Marketing and Ads Co.
9	Mr. Mohsin Alhabsi	Marketing specialist	Oman Football Association
10	Mr. Sami Maula	Sales Marketing Manager	Landmark Properties L.L.C.

Table 2: Interview Schedule

3.5.2 Questionnaire Design

The questionnaire was divided into five sections (Appendix A-1):

- The first section consists of demographic questions and contains variables by sex, age group, qualification and the work sector.
- The second section contains questions that serve the first objective which was about the general perspective of marketing strategies and vision of the ministry.
- The third section served the second and third objectives together is to determine the criteria and factors of success in digital marketing and a general valuation of the ministry's position in the same field.
- The fourth section has served the fourth objective of exploring the impact between digital marketing strategies and how its effects brand name locating and search for best practices to be implemented in the ministry

with some open questions. The rating was evaluated by ranking via a Likert-scale of 5 points starting with less likely to highly likely. As shown in **Table 3**, the related statements had different kind of answering for each section were as the following:

Objective 1	1) Do you know the vision of the Ministry of Sport Affairs? (Yes/No) 2) Do you know about the Ministry of Sports Affairs activities, events and their sport facilities? 5 Ranking (Yes/No) 3) Do you think Ministry of Sports Affairs has a brand name for itself? 5 Ranking (Yes/No) 4) How you get Ministry of Sports Affairs (MOSA) s news and announcements? 5 Ranking box for each method(Less likely-High likely)
Objectives 2 & 3	5) Do you think MOSA has marketing strategy? 5 Ranking (Yes/No) 6) Have you visited the Ministry's website ever? (Yes/No) 7) Which of the social media channels of the ministry you follow? Checkbox 8) What are the challenges that the ministry is currently facing in marketing? 5 Ranking box for each method 9) From your perspective: Has the Ministry covered marketing/Ads. Itself in all governorates? 5 Ranking box for each method 10) Do you support access to services and registration in sports facilities via smart phones? 5 Ranking (Yes/No) 11) Do you think the ministry is successful in marketing and hosting world championships? Why? Open Question
Objective 4	12) What is the most popular digital marketing channel in your opinion? 5 Ranking box for each method 13) Do you know this logo refers to which Program in MOSAs? (Yes /No) 14) Do you think MOSAs brand name is common and famous? 5 Ranking (Yes/No) 15) From your opinion, which are MOSAs most target group? 5 Ranking box for each method 16) Do you believe, there is an impact in the development of digital marketing strategies and the development of ministerial identity and why? Open question

Table3: Questionnaire Instruments

3.6 Validity and Reliability Testing

When an instrument is used for measurement, in the process of data collection, it is important to test the validity and reliability of the instruments. Therefore, a device that is used should measure what it intends to measure. It will ensure the reliability of the results, the findings are valid and reliable either to support or disapprove the theory under test. Hence, if there are errors in the methods of data collection, the same mistakes will reflect in the results.

The questionnaire for the study was subjected to content and face validity. According to face validity is the notion that a test should superficially to test what is intended to be assessed (Taber 2018, p. 1290). While on the other hand, content validity is the idea that a test has to sample a range of the characteristics through the theoretical theory of the test.

In the process of validation in the research, the questionnaires of the study were given to a small group of the participants. They examined the questionnaires carefully to gauge the suitability and adequacy of the tool. Furthermore, they suggested that the questionnaire be a Linkert format. However, the researcher prefers a modified Linkert scale to normal scale. With a modified Linkert scale, it will have a variety of options for the participants to choose from.

When testing any quality of a test, validity is perhaps the vital aspect to consider. The validity of the tests refers to whether the tests assess what it is supposed to test. If the test has high validity, the items in the tests are linked to the focus of the test. Regarding digital marketing and MOSAs brand name, it is an indication that the test items will be highly associated with this subject.

When it comes to reliability, it is concerned with the consistency of the test. It measures how consistent a test measures what it purports to measure (Mohamad et al. 2015, p. 166). For example, if the same test is used to assess the same characteristics twice but on different occasions, the researcher has a high probability of arriving at the same conclusions, and this will indicate consistency in the test, hence reliability.

3.7 Data Collection Techniques

Survey and interviews are used to collect data in this research. The questionnaires were administered to the selected participants in the study. More than one hundred questionnaires that were given out were successfully completed. The study employed different types of interviews.

One of them is the in-person interview; one of the ways to obtain data in the most personal approach is adopting this strategy, it helps the researcher to gain trust and cooperation from the interviews. Furthermore, it is easy to react to need for clarification, facial expressions and address any other questions of interest. Face to face contact with the participants is important to detect the participant's discomfort in case the researcher is discussing the sensitive issue (Gill et al. 2016, p. 291).

Though the in-person interview is more expensive as compared to other methods of data collection. However, it was necessary in the case of this study. There are some cases where the respondents have to give expounded answers on the subject. In this case, it is necessary to use this kind of data collection method.

The aim of the interviews is to explore the experiences, motivations, and views of the participants on the digital marketing and MOSAs brand name. The use of this qualitative approach, in addition to the quantitative technique, help in providing a deeper understanding of the subject of the study. Based on the research topic, there is little that is known on the topic of interest, hence making this method of data collection appropriate.

There are three basic forms of the interviews; unstructured, semi-structured and structured (Quinlan et al. 2019). The study used all three forms of interview to increase the validity of the research. In structured interviews, the questions were administered in the written form. The list of predetermined questions was given to the participants that followed a clear format. The questions in this format are easy to administer as they collect a large amount of data at the same time, hence time-saving. However, one of the drawbacks of this criteria is that answering the questions is affected by the literacy of the respondents. In case there is a high rate of illiteracy among the participants, then it becomes difficult to

collect information. Though in the case of this research, it was not affected by literacy as all the participant were able to read.

Regarding the unstructured interviews, they do not take any organization (Quinlan et al. 2019). The questions in this form of the interview are asked randomly. One of the advantages of this technique is that they provide an in-depth understanding of the topic of the study as the interviewer ask questions according to the responses of the interviewee and the rising need to address the subject. However, these interviews are time-consuming, and they can be challenging to manage and perform. The interviewee questions do not provide any guidance that the questions have to follow. Therefore, in this research, these kind of questions were limited.

The third type of interviewee that was used in the study is the semi-structured interviews. It has many questions that are meant to address the topic of the study, and at the same time, the research has the freedom to diverge from the questions to seek more clarification where there is need. The flexibility that is linked with this approach as compared to structured form allows elaboration o the information that is vital to the interviewees.

3.8 Data Analysis Techniques

Quantitative Data analysis in the study is based on the results of the SPSS. Upon collection of the data, SPSS and Excel tool were used to calculate outcomes such as ANOVA that are essential for testing the hypothesis. The technique is used to establish whether the outcomes of an experiment is significant (Schabenberger and Gotway 2017). It helps the researcher to accept or reject the null hypothesis. One way ANOVA test is used in this research.

In one way ANOVA, it compares two means of the independent variables with the use of F-distribution. In this case, the null hypothesis is that the two means are the same. The result is significant when the two outcomes are not equal. A one-way ANOVA is appropriate in a scenario where a group of the persons to participate in the study are divided into the groups to complete a

different task. For the case of this study, the questions that are administered to the two groups, employees and the public (athletics, club members, etc.) are the same, though the persons are divided into the groups based on the features. The two means that are computed from these two groups are compared to confirm if there is any impact. The null hypothesis is accepted where the two means are similar, otherwise, the alternative hypothesis is accepted.

One of the limitations of the one way ANOVA is that the two groups have to be different from each other. Though the test will tell you that the groups were not the same, but it will not reveal the attributes that differentiate the groups. Therefore, there is a need to run the least significant differences if the results of the test are significant to confirm the groups that had different means.

On the contrary, correlation analysis is way to know the strength of the relationship between two variables. So this kind of analysis shows whether there are links between variables. This study, depend on result of investigating the relationship between digital marketing strategies and brand name which, could be positive or negative.

On the other hand, qualitative data such as interviews were classified into groups so it were analyzed by the descriptive approach which is the most appropriate method used in such case.

3.9 Legal, Social and Ethical Considerations

The core role of the respondents in the study is to provide the information needed to answer the research questions. It is the duty of the researcher to protect the dignity, privacy, health, life and confidentiality of all the participants in the study. According to the Belmont Report, it provides the guidelines on how to conduct a study with consideration of ethical values (Yip, Han and Sng 2016, p. 684).

Firstly, there is a need for respect of the persons. It is a requirement to recognize the independence and offer protection to persons with reduced independence. Secondly, the value of beneficence requires that no harm to the

respondents; the researcher has to maximize the benefits and reduce on the harms if any. Thirdly, the principle of justice demand that fairness has to prevail at both the individual and society level. Therefore, personal approvals were obtained from all respondents in the questionnaire and interviews (Appendix B-2).

3.10 Summary

The main aim of the study was to find out whether it is possible to enhance the brand image of the ministry of sports through the progress of digital marketing strategies. The public (athletics, club members, etc.) and employees of MOSA participated in the research. The group of the two people is affected by the subject of the study and that is why they were chosen. The findings of the study are stated in the last part of the research.

CH4: Analysis and Finding

4.1 Introduction

This chapter will present the analysis and results of qualitative and quantitative research with some of the literary articles that support it. The methodology of this research focuses on digital marketing strategies, and therefore the managers / experts of digital marketing in Oman will present their interviews. Data was also collected on a mixed survey method, including analysis in a structured context. A copy of the interview with experts is available in (Appendix B) and the detailed questionnaire in (Appendix A). Through this chapter will be combination with literature review conducted in the previous chapter.

4.2 Presentation and Analysis of Qualitative Research

According to the method of research and data collection through interviews, 10 people were interviewed including His Excellency the Minister of Sports Affairs and some directors and experts to answer these research questions. Below is a list of the interviewees with some important findings.

4.2.1 Summary of the interview

- The first interview was with the Minister of Sports Affairs His Excellency Sheikh Saad bin Mohammed bin Saeed Al-Marouf Al-Saadi, who is the first official in the ministry.
- The second interview was with Fahad Abdullah Al-Raisi, General Director of Sports sponsorship and Development in the Ministry of Sports Affairs. He has more than 15 years of experience as well the Sports Marketing Department under his supervision.

- The third interview was with Mr. Issa Al-Hinai, Director of Information Technology Department at the Ministry of Sports Affairs, with more than 15 years of experience.
- The fourth interview was with Abdulmalik Al-Kharousi, design and system development department at the Ministry of Sports Affairs. He is a general supervisor on the Ministry's website and has more than 10 years of work experience.
- The fifth interview was with Mr. Saeed Al-Rahbi, Head of the Department of Digital Content at the MOSA, with more than 15 years of work experience.
- The sixth interview was with Mr. Saud Al-Ambosaidi, Director of the Sports Complex in Boucher, with more than 10 years of work experience.
- The seventh interview was with Mr. Abdullah Bamakhalif, Chairman of the Oman Table Tennis Committee in Oman and first Director of the President office at Oman Telecommunications Company (Omantel). He has worked in the field of sports for more than 15 years.
- The eighth interview with Mr. Mohamed Al Shibani, General Manager of Al Mirror Marketing & Advertising Company, has dealt with sports marketing and working for them several times, working experience more than 10 years.
- The ninth interview with Mr. Mohsen Al-Habsi, Marketing officer, Oman Football Association (OFA), has more than 10 years of work experience.
- The 10th interview with Mr. Sami Al Mulla, Sales and Marketing Manager at Wonderland Company, has over 10 years of experience in marketing, advertising and digital marketing experience.

After definition all the guests of the interviews comes the time of discussion and analysis. Below is picture of the Minister of Sports Affairs, HE Sheikh Al-Saadi.



Minister of Sports Affairs, HE Sheikh Al-Saadi

4.2.2 Analysis and Findings

- **4.2.2.1 Research Question 1: What are the marketing strategies that are adopted in digital marketing?**

In this question the researcher wanted to know which digital marketing strategies could be adopted by any organization to convert into digital marketing, so respondents answered as shown in the **Table 4**:

interviewees' response	Interviewee code
Using new Technology tools	1,2,3,4,5,6,7,8,9,10
Good Planning	1,2,3,4,5,6,9,10
Digital marketing experts	2,3,4,5,6,7,8,9,10
Adopting Social media applications	1,2,3,4,5,6,7,8,9,10
Marketplace Analysis, Statistical information	2,3,4,5,6,7,8,10
Business Objectives	1,2,3,4,5,6,7,8,9,10
Audience segmentation	2,4,6,9,10
Value Proposition	1,2,3,4,5,6,7,8,9,10

Table 4: Respondents on research interview question1

As shown in the table above, the results vary among all participants. But everyone agreed that the use of new digital technologies in marketing is important as well as the existence of social media platforms.

- **4.2.2.2 Research Question 2: What are the current marketing strategies employed by the Ministry of Sports Affairs (MOSA)?**

The interviewees were asked to share their experiences and knowledge about the ministry's current strategies. Most of the interviewees who belong to the ministry and abroad as public and private sector institutions said that there are no established formal strategies in marketing(3,4,5,6,7,8,10).

The interviewees were asked to share their experiences to identify the strengths and weaknesses of the Ministry's marketing of its programs and activities. The following **Table 5** shows the responses of the respondents:

Weaknesses	Interviewee code
Lack of marketing experts	2,3,4,5,6,7,8,9
Absence of statistical study	2,4
No good marketing plan	2,5,6,8
Use of traditional methods in marketing	3,4,5,9,10
Not using technology	1,2,3,4,5,7,8,9,10
Not using Social media applications	2,4,5,7,8,9,10
No Follow up and weekly progress meeting	1,8
Not using any evaluating system for the people satisfactions	4,8
Economic situation	1,5,6,7
Poor communication	2,4,5,8,10
Strengths	Interviewee code
Sports have a wide popularity	2,3,5,6,8,9,10
The target are young people	2,6,7
Variety of sports programs	2,3,6
Sports Awareness	3,4,8,9,10

Table 5: Marketing strategy Success factors as per interviewees' response

In general, (2, 3, 4, 5,6,7,8 and 9) those interviewed said that marketing in the ministry does not have marketing experts, while (2 and 4) said that the ministry lacks statistical studies. Also (2,5,6 and 8) assumed that marketing basically does not have any plans and also(3,4,5,9 and 10) uses traditional marketing methods. The majority results showed that the most weakness in the ministry is not to use modern technologies in marketing such as digital marketing. Then the lack of

experts in marketing comes as a second weakness. As (2, 4, 5,7,8,9 and 10) have said, social media programs reach out to those targeted.

Some (1, 2,4,5,8 and 10) experts also said that lack of follow-up and the development of a supplement program and the lack of communication between the departments weaken the administration in general. Likewise (4, 8) believed that periodic evaluation is necessary to determine the level of performance and satisfaction of the target audience. In addition (1, 5, 6, 7) to the general situation of the state's economic level.

On the other hand, the majority said that sports is acknowledged and there is awareness among the people, especially the youth group. In addition, the Ministry's strength is the presence of a wide range of sports, art, cultural and social activities.

- **4.2.2.3 Research Q3: Do you think there is a relationship between digital marketing and building a brand name?**

The researcher wanted to know from experts and managers some information about the impact of digital marketing strategies in building a brand name. The result was that all the answers were similar and close together. All of them said that the world is now linked to technology and the fourth industrial revolution. Therefore people tend to be using advanced devices and tools. Therefore, any organization that wants to develop in its field must evolve the digital aspect.

So by developing digital marketing strategies through which the ministry reaches people faster, easier and less expensive, the result is the ministry can improve the name of the brand.

- **4.2.2.4 Research Question 4: What are the best practices that can be adopted in developing a digital marketing strategy to strength the brand image?**

The interviewees were asked to exchange their experiences to recommend for MOSA digital marketing best practices to raise the ministerial identity. In this question there were different answers depending on the participant's experience. But everyone supported the ministry's adoption of the idea of hiring a global

marketing company to develop a digital marketing action plan. On the other hand, the majority said that the ministry needs to develop a clear scope roadmap to achieve digital marketing strategies. Finally, the majority added that it is necessary to train and qualify employees in the marketing department and increase awareness in digital marketing. **Table 6** summarizes the recommendations.

Recommendation	Interviewee code
Key points should be clear in scope	1,2,3,4,5,6,7,8,9,10
Perform gap analysis	2,4,7,6
Train the Marketing manager as well the team members	2,3,4,5,6,7,8,9,10
Think out of the box , brain storming	2,4,10
Fast decision making is very important and we need to plan well and take decisions on time.	2,3,4,7
Have a continuousness plan and road map	1,2,3,4,5,6,7,8,9,10
Use easy and effective communication aspect	2,3,4,5
Conduct follow up and weekly meetings	1,2,3,4,5,6
Use smart tools that could analyze the satisfactions for the estimated programs.	2,3,4,5,6,9,10
Second party company in setting the new digital marketing strategies	1,2,3,4,5,6,7,8,9,10
Cooperation with high recommended organization successful in digital marketing	1,3,7,9

Table 6: Recommended best practices as per interviewees' response

4.2.3 Questionnaire - qualitative questions

4.2.3.1 Question 11 in the Questionnaire: “Do you think the ministry is successful in marketing and hosting world championships? Why?”

The objective of this question to identify the degree of certainty of the people in the work of the ministry and know the level of the ministry effort in marketing and get the opinion of the public. The 32.1% of the total number of respondents answered that the ministry is able to host the championships and global promotion, for reasons as follows:

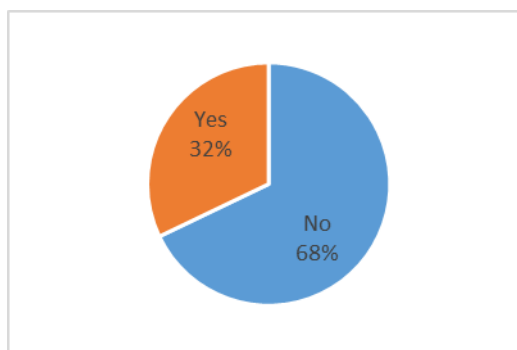
- Having opportunities and experience.
- Government support.
- Contracting with international marketing companies.
- Its strategic location and tourism.

- Qualified Sports Facilities.
- Strength of the Infrastructure.
- Good international relations.

In contrast, 67.9% of the total number of respondents said that MOSA cannot host the World Championships through current marketing and promotion strategies. For the following reasons:

- There are no experts, Digital marketing and staff are not well qualified.
- There are no sports facilities to accommodate international competitions.
- There are no qualified human resources to organize world championships.
- Lack of good planning and no clear strategies.
- There is lack of infrastructure.
- Unable to host local tournaments.
- Less cooperation with other Gov. Ministries to organize world championships.
- The economic crisis.
- Lack of development and compatibility with technology.

Concluding what was mentioned above, the majority of 67.9% of the participants do not believe that MOSA can host the World Championship with current marketing strategies. So most of the answers came with there are no experienced employees in marketing department. The result is that MOSA does not have qualified staff to market the ministry globally, therefore, the development of digital marketing strategies to raise the reputation brand name of MOSA inside and outside something important and required. Below **figure6** Q11 in questionnaire.



4.2.3.2 Question 16 in the Questionnaire: “Do you believe, there is an impact in the development of digital marketing strategies and the development of ministerial identity and why?”

The goal of this question is to learn about people's awareness and culture and to recognize that there is a direct relationship between the strategies of digital marketing and the brand name and know the point of view of people in it. The goal of this question is to learn about people's awareness and culture and to recognize that there is a direct impact between the strategies of digital marketing and the brand name and know the point of view of people in it.

The search result came as follows, 7.46% of the respondents don't know if digital marketing strategies effect the brand name of the MOSAs, on the other hand, 5.2% they said it note related to each other. It is a direct relationship whenever the Ministry is interested in developing digital marketing strategies the greater the chances of reaching people in ways that are easy, fast and less expensive in the age of technology. However the almost of 87.3% stated that digital marketing strategies effect the brand name for many reasons will pointed in list:

- Brand name of any organization is linked to people's knowledge about it through marketing.
- Access to people through digital advertisements and facilitate them to allover of the Sultanate.
- The world is evolving towards technology and the fourth industrial revolution.
- Raising awareness of the Ministry's objectives and linking them to their minds.
- Good planning for strategies led for worthy repetitions.
- Identity is part of the strategy.
- Marketing is always associated with the brand name.
- Target all categories from young to old.

So it is clear, that people has given us the answer in this question, the two verbal have a positive impact. As shown in **figure7** the majority of participants believe that there is a strong relationship between developing digital marketing strategies in brand name building. This large figure is very important for the ministry to put its attention on development of digital marketing to expansion popularity and interest of the people.



Figure7: Question 16 in the Questionnaire

4.3 Presentation and Analysis of Quantitative Research

Data presentation within a study can only be done after proper analysis. Hence, it can be stated that data analysis is one of the most important parts of the entire research. Thus, in order to analyze the question, a detailed examination has been done with the response of 134 people or participants. The study provides a detailed summary and analysis of the presentation of questionnaire. Further, the study describes the analysis of the response of the questionnaire with respect to the research questions.

4.3.1 Presentation and description

4.3.1.1 Response rate

The questionnaire was answered by 134 participants, sample size is 100 respondent which is more than sample size by 34%. So the more participants the better the results.

4.3.1.2 Research validity and reliability testing

Cronbach's Alpha is software that was used to check the nature of the reliability and research validity of the testing. The instrument, Cronbach's Alpha is an online

statistic instrument that is used to examine the regularity or dependability of the questionnaire.

Reliability Statistics	
Cronbach's Alpha	N of Items
.884	64

Table 7: Reliability test

4.3.1.3 The questionnaire participant profiles

This section would accumulate the demographic data of the contributors that provides the detailed statistics for example; mode, frequencies and median were done on the section of demographic. Further, the demographic section of the investigation includes, gender, age range, last degree of education, representation, regularity of sport play and usage of technological devices.

Demographic Data

Gender: Among 134 participants, there were around 100 males and 34 females. Further, it could be summarized as around 74.6% of males took part in the investigation and 25.4% of females participated in the investigation. Thus, it could be analyzed from the results that more number of participants is males. According to the words of Al-Rikabi *et al.* (2019), people having more knowledge regarding sports would be able to provide appropriate answers. Hence, from the analysis of the data it could be stated that males possess more knowledge regarding MOSA and thus, the obtained results would be authentic.

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Male	100	74.6	74.6	74.6
Female	34	25.4	25.4	100.0
Total	134	100.0	100.0	

Table 8: Gender

It could be further described through a graphical representation of the frequency of the genders participated in the survey.

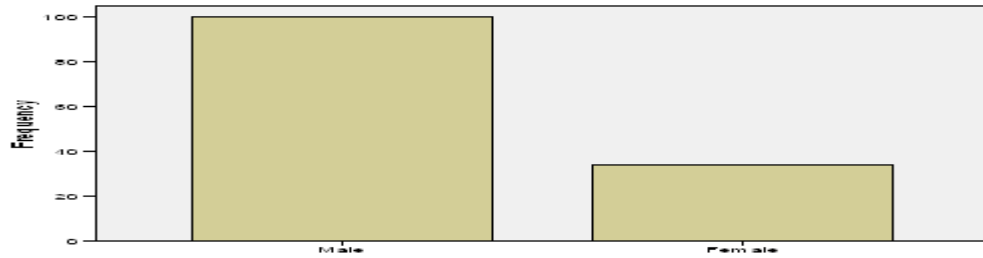


Figure8: Gender

Age Range: It has been analyzed that people from the age group of 31-40 has contributed the most, nearly around 45.5%. Next, 32.1% of the people belonging to the age group of 21-30 have participated in the investigation. Further, only 20.1% of people of age 41 and above has participated and a very few number of people from the age group of 15-20 has participated. On comparing the data, it was found that only 2.2% of the teenagers have participated in the investigation. As per the views of Johnson (2018), it could be said that people of age group 31-40 have a lot of experience thereby they obtained analysis would be authentic.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	15-20	3	2.2	2.2	2.2
	21-30	43	32.1	32.1	34.3
	31-40	61	45.5	45.5	79.9
	41+	27	20.1	20.1	100.0
	Total	134	100.0	100.0	

Table9: Age range

Participation of people of different age group could be represented graphically in order to make the study visually understandable.

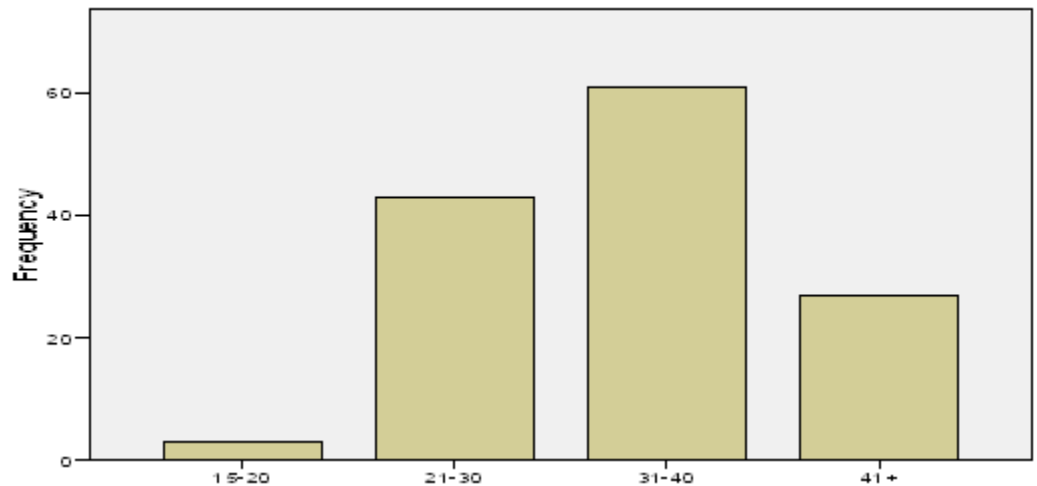


Figure9: Age

Education Level: It has been analyzed that among 134 participants, 8.2% of the people have completed their High School, 13.4% of the people have completed their diploma. Further, around 43.3% of the people have their last education degree as Bachelor's, 31.3% of the people have completed their masters. Moreover, it has also been analyzed that around 3.7% of the participants are PHD holders. Thus, it could be analyzed from the data that most of the responses have been obtained from the participants have Bachelor's as their last education degree. Therefore, as per the words of Frazee (2016), it could be said that analysis of the study obtained would be more authentic as the people having Bachelor's degree possess more information regarding sports.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	High School	11	8.2	8.2	8.2
	Diploma	18	13.4	13.4	21.6
	Bachelors	58	43.3	43.3	64.9
	Masters	42	31.3	31.3	96.3
	PHD	5	3.7	3.7	100.0
	Total	134	100.0	100.0	

Table 10: Education level

This data representation could further be better understood by the following graphical representation.

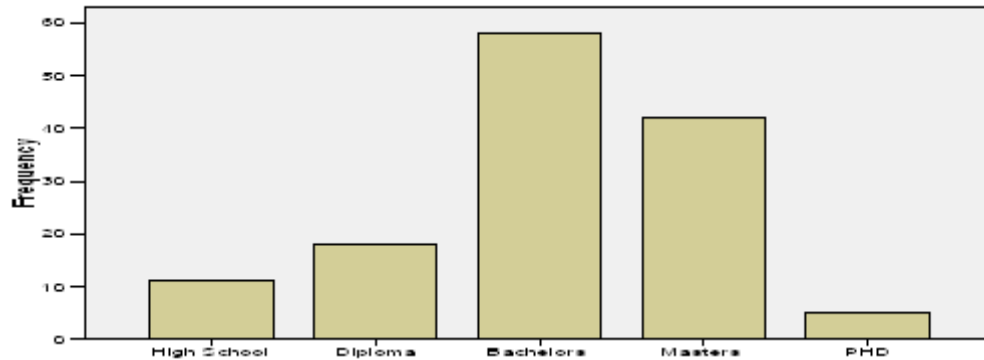


Figure10: Education level

Representation: Among the 134 participants, 45 of them were MOSAs employees and 89 of them were public citizens. Thus, it could be said as per the words of Chemali *et al.* (2017), the 45 employees of MOSA would provide prominent response and public citizens would also be able to provide authentic results.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	MOSAs employee	45	33.6	33.6	33.6
	Public citizen	89	66.4	66.4	100.0
	Total	134	100.0	100.0	

Table 11: Population target

Regularity of the people playing sport: It has been analyzed that from the total number of participants, 18.75 percent of people play sports on a daily basis, 40.3% of them play weekly. Further, it has been analyzed that 16.4% of the participants play sports on a monthly basis, 7.5% of them play once in every 6 months. In addition to this it has also been found that 17.2% of them are not interested in sports. However, it has been recorded from the data that around 82.5% of the participants play sports and are interested which is more than the percent of people who are not interested. Therefore, according to Alaref *et al.* (2019), it could be said that the data has been obtained from the population of which maximum are interested in sports and thus it would be more authentic.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Daily	25	18.7	18.7	18.7
	Weekly	54	40.3	40.3	59.0
	Monthly	22	16.4	16.4	75.4
	Once every 6 months	10	7.5	7.5	82.8
	Not Interested	23	17.2	17.2	100.0
	Total	134	100.0	100.0	

Table 12: Range of playing sport

The analysis could further be represented graphically that would make the observation process easier.

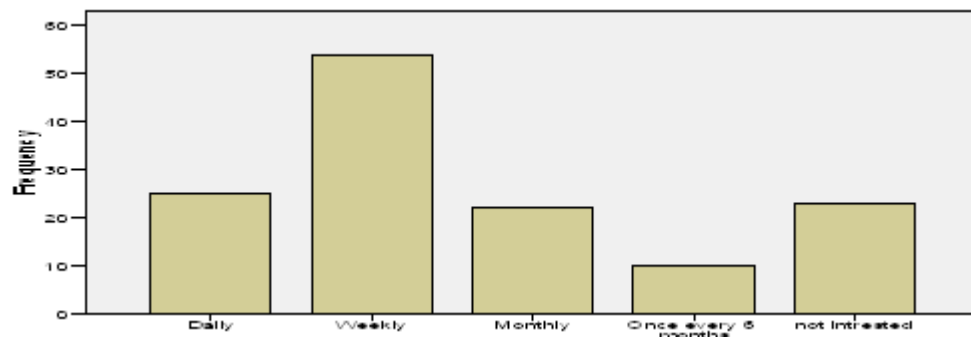


Figure11: Playing Sport

Usage of technology devices:

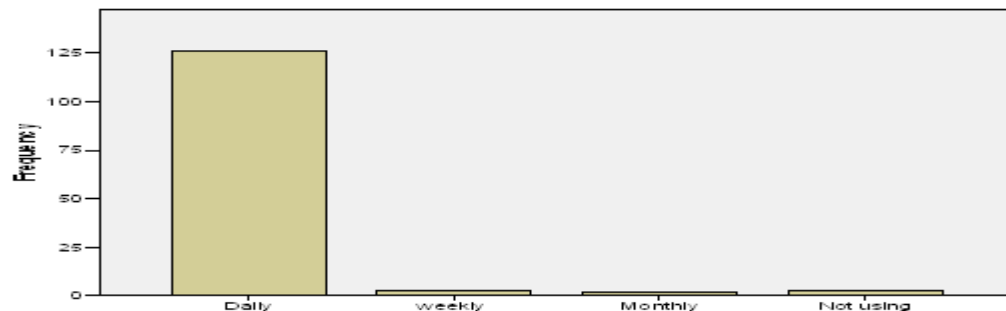


Figure12: Usage of technology-smart phone

As per the words of Salloukh (2019), people obtain information regarding MOSA through a varied range of technological devices. They use smart phones, tablets, smart notebook, smart watches and smart eyeglasses.

It has been analyzed that around 94% of people or participants use smart phones on a daily basis, 2.2% of the participants use smart phones on a weekly basis. Further, around 1.5% of the participants use smart phones on a monthly basis to acquire information regarding MOSA. It has further been analyzed that there are around 2.2% of participants who do not use smart phones. Thus, it could be observed that most of the people use smart phones for gaining information on a regular basis and therefore would be having more knowledge about MOSA.

It has been analyzed that 18.7% of the participants use tablets on a regular basis, 20.9% of the participants use weekly once and around 11.9% participants use it on a monthly basis. Further, it has also been analyzed that 11.2% of the participants use tablets once a month and 37.3% of them do not use tablets. So it could be stated that people prefer smart phones over tablets in order to gain knowledge or to become aware of any news.

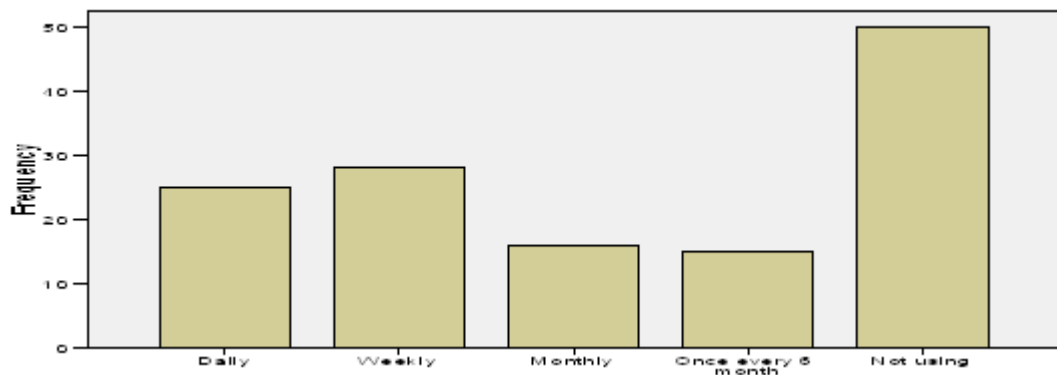


Figure13: Usage of technology-smart Notebook

It has further been observed that around 15.7% of the participants uses Smart Notebook on a daily basis, 7.5% of them use it weekly once and 9.7% of them use once a month. It has further been found that 14.9% of the participants use Smart Notebooks once in every 6 months and 52.2% of them does not use Smart Notebooks.

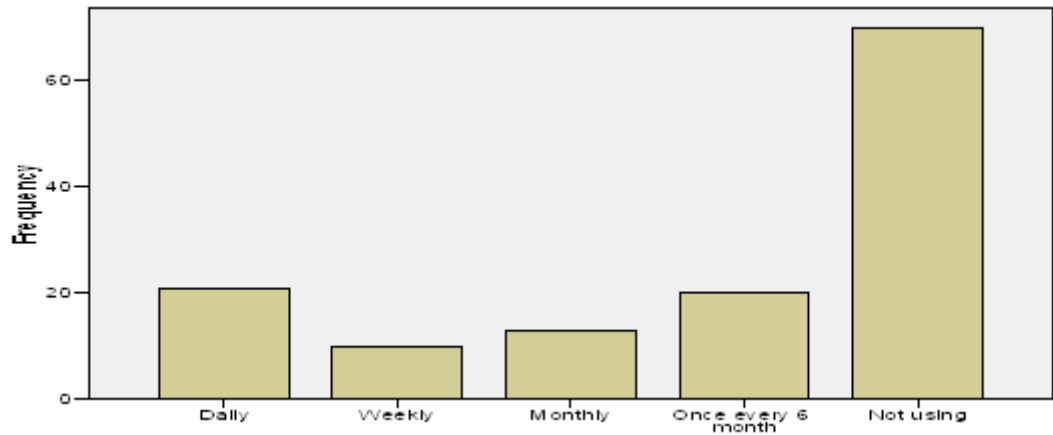


Figure14: Usage of technology-smart watches

It has been recorded that people also use smart watches to make they aware of the latest news. Most of the participants do not use smart watches. It has been found 52.2% of people do not use smart watch. Thus, on comparison it has been found that most of the participants use smart phones for acquiring maximum knowledge.

It has been recorded that people also use smart eyeglasses to make they aware of the latest news. Most of the participants do not use smart eyeglasses. It has been observed that 68.7% of people do not use smart eyeglasses. Thus, on comparison it has been found that most of the participants use smart phones for acquiring maximum knowledge.

- **To study objective 1:**

Q1. Do you know the vision of the Ministry of Sport Affairs?

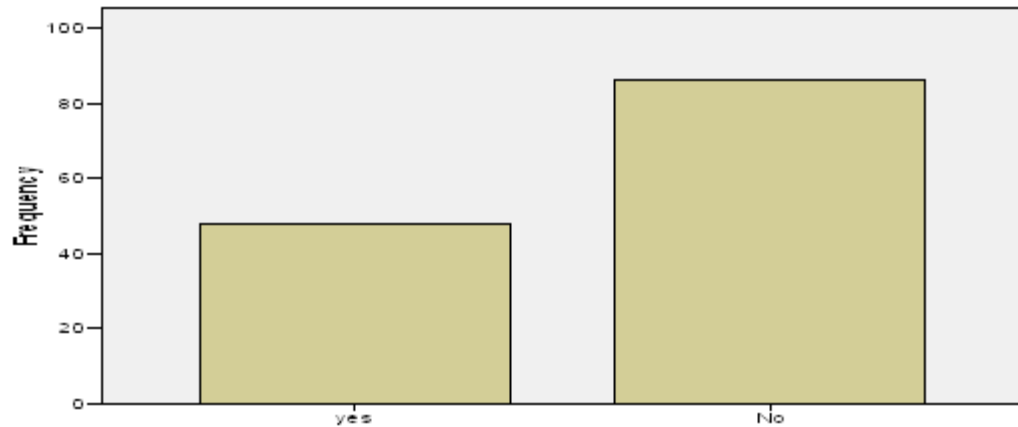


Figure15: MOSAs vision

It has been found that around 35.8% of the participants are aware of the vision of MOSA and the rest 64.2% are not aware of the vision of MOSA. Thus, it could be analyzed that there are more number of people who are not aware with the brand MOSA. Therefore, the authorities of MOSA need to improvise on their strategies to make the people aware of their brand name.

Q2. Do you know about the Ministry of Sports Affairs activities, events and their sport facilities?

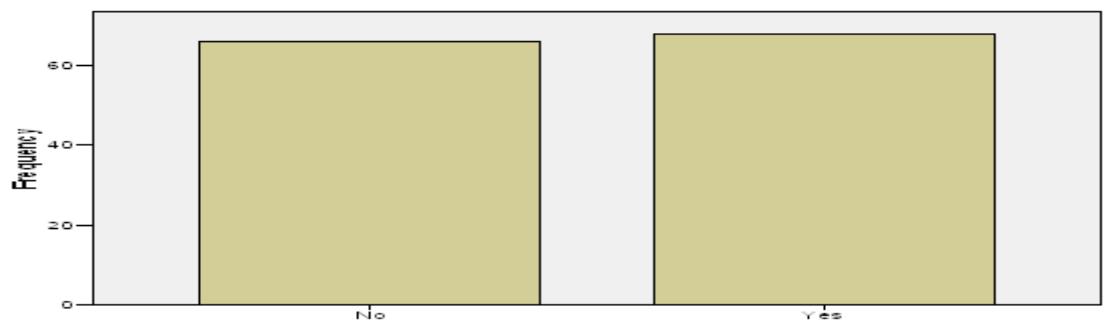


Figure16: Knowledge of MOSAs events & programs

There are around 50.7% of participants who have a knowledge regarding the events, activities and facilities provided by MOSA to the players as well as to

their employees. Further, around 49.3% of the participants are unaware of the events activities and facilities of MOSA. According to the words of Montagu (2015), in order to make people aware of certain organization, the organization could place or organize certain workshops or campaigns. With the help of campaigns, MOSA would be able to make the people aware of their events, activities and facilities.

Q3. Do you think the Ministry of Sports Affairs has a brand name for itself?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	95	70.9	70.9	70.9
	Yes	39	29.1	29.1	100.0
	Total	134	100.0	100.0	

Table 13: News announcements Brand name

Around 79.9% of the participants are not known about the fact that the Ministry of Sports Affairs possesses a brand name for itself. Only, 20.1% of the participants are aware of the same. Thus, in order to make the people aware of their brand they should organize campaigns that would help them to gain popularity. As most of the people use various technologies thus, they could advertise about their brand in various social portals that would help them to gain popularity.

Q4. How you get Ministry of Sports Affairs' news and announcements

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less likely	69	51.5	51.5	51.5
	High likely	65	48.5	48.5	100.0
	Total	134	100.0	100.0	

Table 14: Newspaper

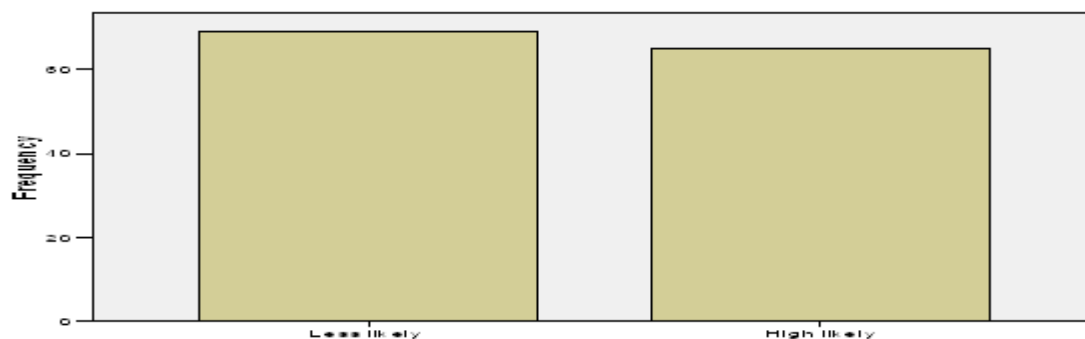


Figure17: announcements through newspapers

Most of the people are not able to receive appropriate news and announcements of the Ministry of Sports Affairs. It has been found that 51.5% of the people are less likely to get the news and announcements through newspapers. On the other hand, 48.5% are more likely to receive the Ministry of Sports and Affairs news and announcements through newspapers. There are people who are not fond of reading newspapers and therefore feel less likely to get news and announcements through newspaper.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less likely	69	51.5	51.5	51.5
	High likely	65	48.5	48.5	100.0
	Total	134	100.0	100.0	

Table15: Radio & TV

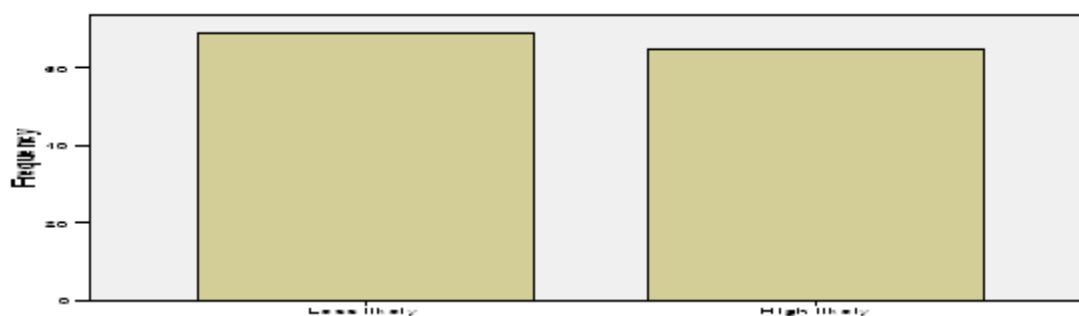


Figure18: Radio & TV

There are people who are fond of listening to TVs and radios generally for local news. It has been found that around 51.5% are less likely to listen to radio and

television for the news and announcements of MOSA. On the other hand, there are around 48.5% of people who are more likely to gain the news through radio and television.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less likely	82	61.2	61.2	61.2
	High likely	52	38.8	38.8	100.0
	Total	134	100.0	100.0	

Table16: Website



Figure19: Website

People also read the news and announcements of MOSA from its website. It has been analyzed that around 61.2% of the participants are less likely to read the news from the website. However, there are around 38.8% of people who are more likely to read the news and announcements from their websites.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less likely	57	42.5	42.5	42.5
	High likely	77	57.5	57.5	100.0
	Total	134	100.0	100.0	

Table 17: Social media



Figure20: Social media

It has been investigated that 42.5% of participants are less likely to read the news and announcements from the social media. Rather, 57.5% of people like to read the same from the social media.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less likely	92	68.7	68.7	68.7
	High likely	42	31.3	31.3	100.0
	Total	134	100.0	100.0	

Table 18: SEO

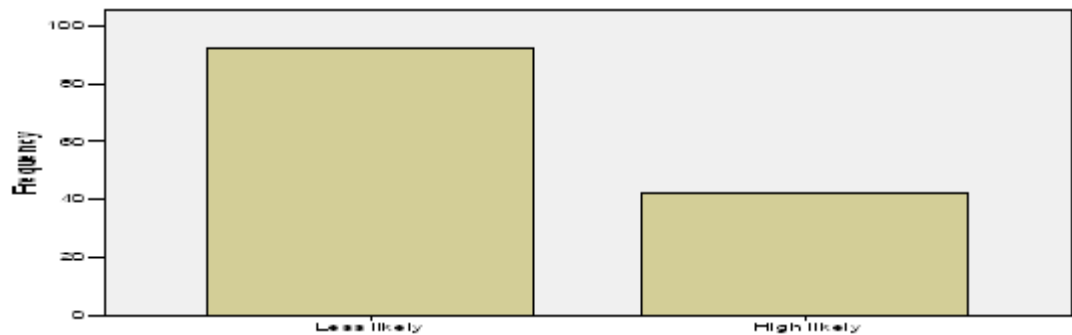


Figure21: SEO

It has further been analyzed that around 68.7% of participants do not search for the news and announcements in search engines. On the other hand, only 31.3% of the participants like to search for the news and announcements of MOSA.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less likely	97	72.4	72.4	72.4
	High likely	37	27.6	27.6	100.0
	Total	134	100.0	100.0	

Table 19: Phone call

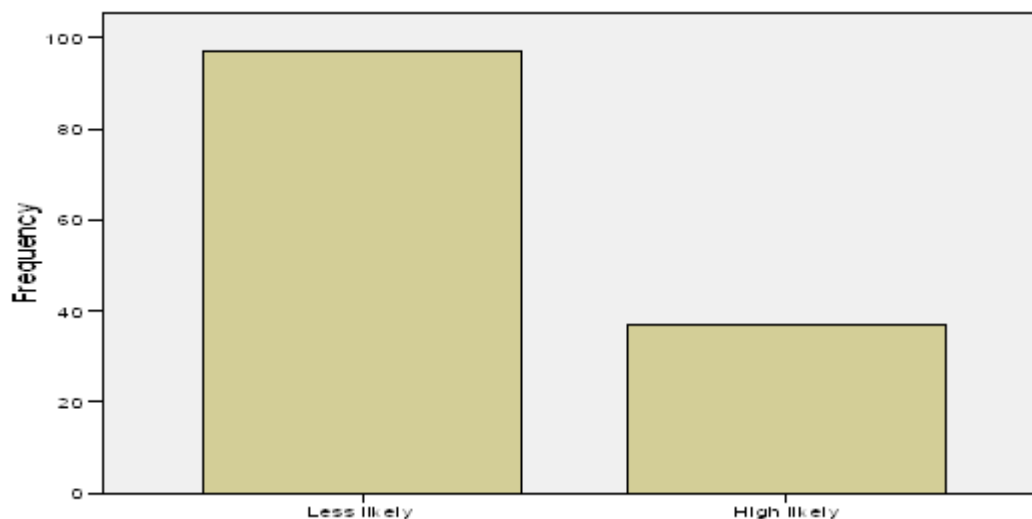


Figure 22: Phone call

It has been recorded that around 72.4% of the participants do not like to listen to any news over a phone call. There are only 27.6% of the participants who like to listen to news and announcements of MOSA over a phone call.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less likely	101	75.4	75.4	75.4
	High likely	33	24.6	24.6	100.0
	Total	134	100.0	100.0	

Table 20: E-mail

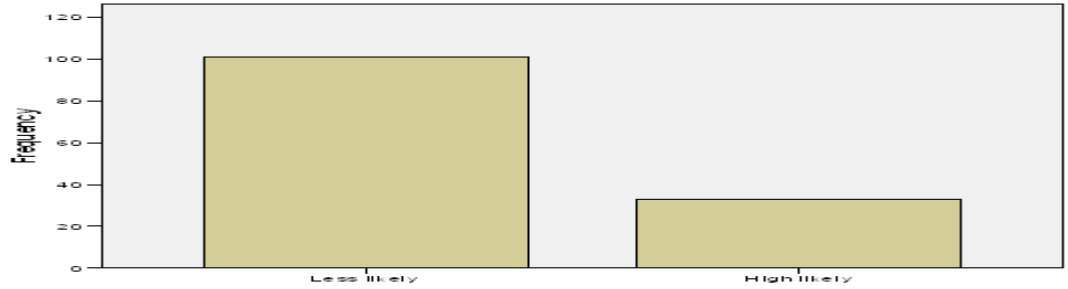


Figure23:E-mail

From the given data, it has been recorded that around 75.4% of the participants do not like to receive any kind of email regarding news. Rather, from the records it has been found that only 24.6% of the participants like to receive the Ministry of Sports Affairs.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less likely	86	64.2	64.2	64.2
	High likely	48	35.8	35.8	100.0
	Total	134	100.0	100.0	

Table21: Printed Ads

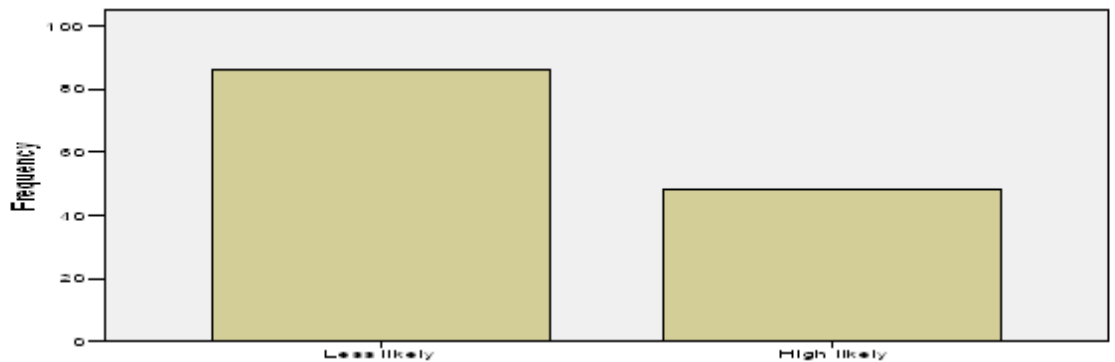


Figure 24: Printed Ads

It has been recorded that 64.2% of the participants are less likely to receive news and announcements through flyers and brochures and around only 35.8% of participants like this method.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less likely	79	59.0	59.0	59.0
	High likely	55	41.0	41.0	100.0
	Total	134	100.0	100.0	

Table 22: Outdoor Ads

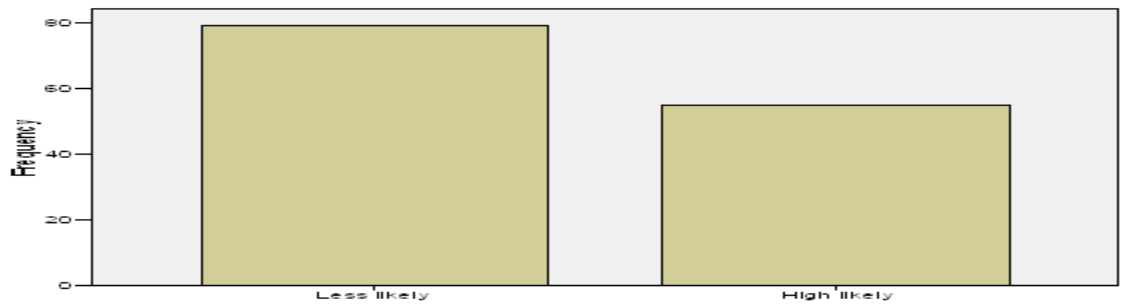


Figure25: outdoor Ads

It has further been found that around 59% are less likely to get news through outdoor advertising boards. On the other hand, around 41% of the people are more likely to gain news and announcements from outdoors.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less likely	79	59.0	59.0	59.0
	High likely	55	41.0	41.0	100.0
	Total	134	100.0	100.0	

Table23: Word of mouth

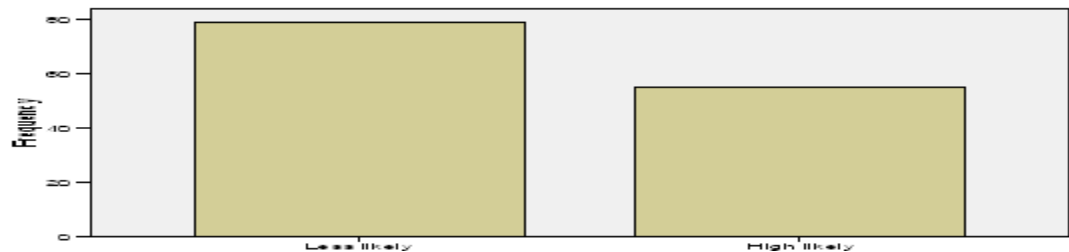


Figure26: Word of mouth

There are around 59% of participants who are less likely to get the news and announcements from other people. On the other hand, 41% of the participants like to acquire information from others.

To Study Objective 2 and 3:

Q5. Do you think MOSA has marketing strategy?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	99	73.9	73.9	73.9
	Yes	35	26.1	26.1	100.0
	Total	134	100.0	100.0	

Table24: MOSAs marketing strategy

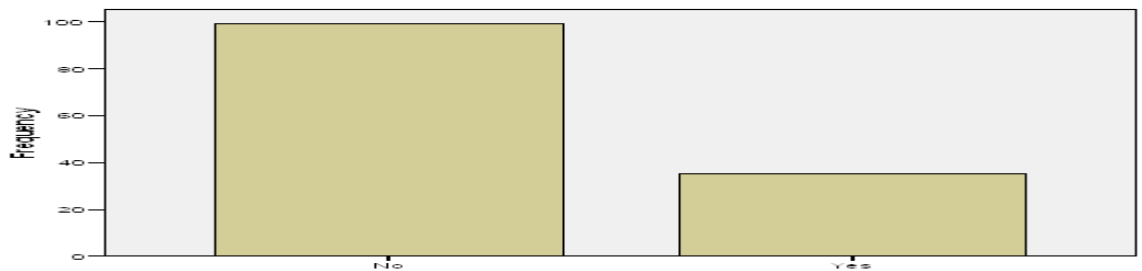
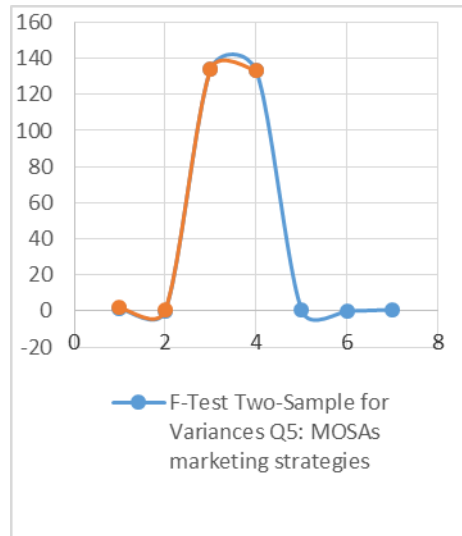


Figure27: MOSAs marketing strategies

There are around 73.9% of people who think that MOSA does not possess marketing strategy. However, 26.1% of people think that they possess certain marketing strategies. Thus, MOSA needs to enhance their marketing strategies that would help the people become aware of the same. **F-Test Sample for Variances** achieves two independent groups with the same differences and recording observations. Q5 variance=0.1944, Q6 variance=0.5703 and F-value =0.3408, critical value =0.751, As shown in below Table.

F-Test Two-Sample for Variances		
	Q5: MOSAs marketing strategies	Q6: MOSA's website
Mean	1.26119403	1.73880597
Variance	0.194422624	0.570362473
Observations	134	134
df	133	133
F	0.340875553	



P(F<=f) one-tail	7.06253E-10	
F Critical one-tail	0.751055214	

Table: Sample of Variances, F-Test Two Sample

Q6. Have you visited the Ministry's website ever?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	59	44.0	44.0	44.0
	No	52	38.8	38.8	82.8
	3	22	16.4	16.4	99.3
	4	1	.7	.7	100.0
	Total	134	100.0	100.0	

Table 25: MOSAs Website visit

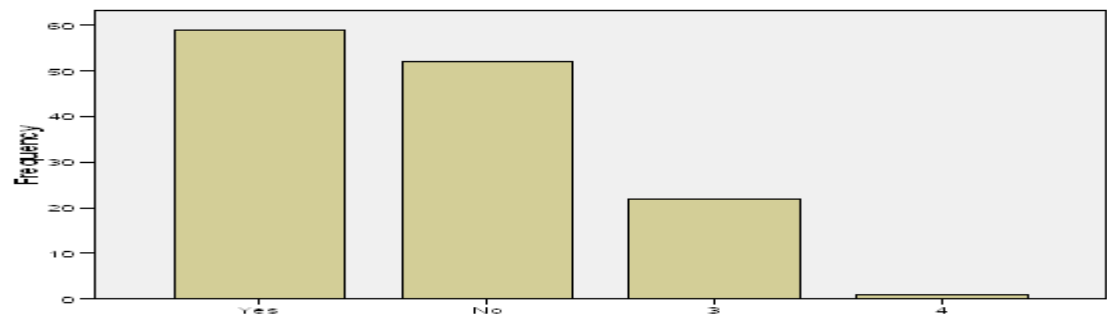


Figure 28: MOSAs website

There are around 38.8% of people who have never visited Ministry's website and around 44 of people are there who have visited the website. Around 16.4% of people have visited the website thrice and only 0.7% of the people have visited the same four times.

Q7. Which of the social media channels of the ministry you follow:

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Twitter	77	57.5	57.9	57.9
	Instagram	35	26.1	26.3	84.2
	Facebook	16	11.9	12.0	96.2
	youtube	5	3.7	3.8	100.0
	Total	133	99.3	100.0	
Missing	System	1	.7		
	Total	134	100.0		

Table 26: MOSAs Social media Channels

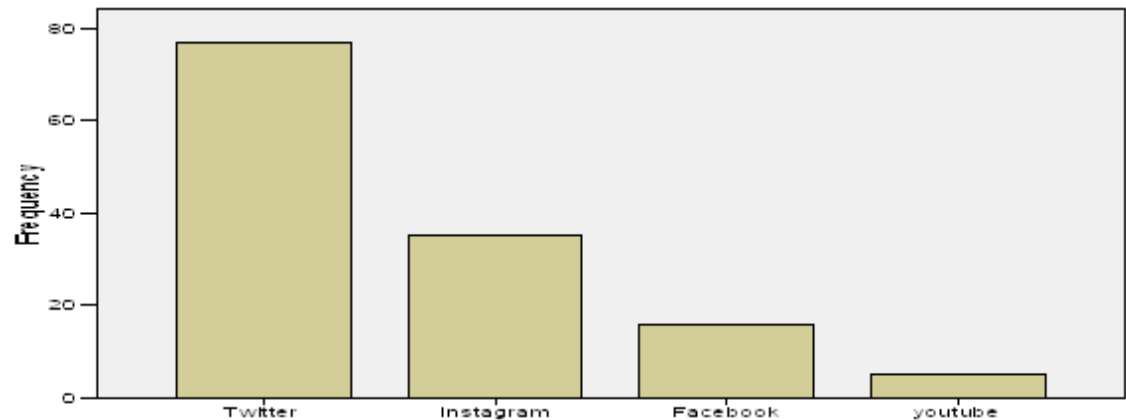


Figure 29: MOSAs Social media Channels

There are around 57.5% of people who follow the ministry channel on Twitter; around 26.1% of people follow the ministry channel on Instagram. Further, 11.9% of the people follow their official site at Facebook and only 3.7% follow them on YouTube. As 0.7% of the people do not possess any system they do not have an account in any of the respective social sites, therefore, are not able to follow their site.

Q8. What are the challenges that the ministry is currently facing in marketing?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	18	13.4	13.4	13.4
	Disagree	12	9.0	9.0	22.4
	Neutral	35	26.1	26.1	48.5
	Agree	31	23.1	23.1	71.6
	Strongly agree	38	28.4	28.4	100.0
	Total	134	100.0	100.0	

Table 27: MOSAs Marketing Challenges-traditional marketing

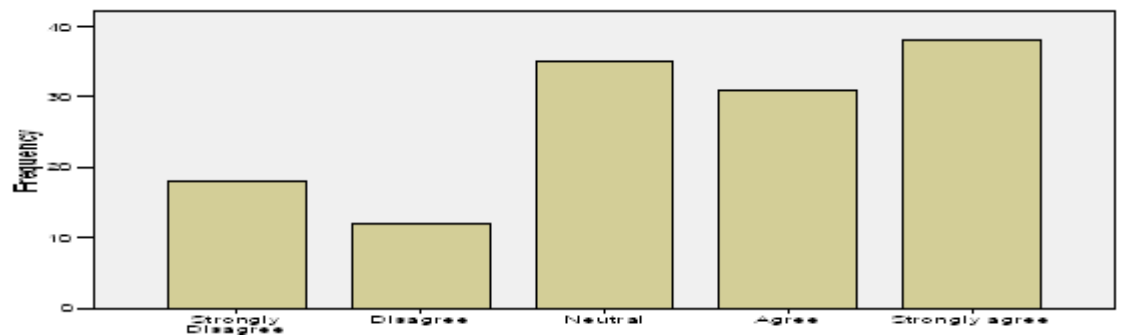


Figure 30: Traditional marketing

It has been analyzed that around 28.4% of people strongly agree with the fact that the ministry do not possess traditional marketing whereas only 9% of them disagree with the same. The ministry's uses traditional marketing methods which is an obstacle to building a brand name.

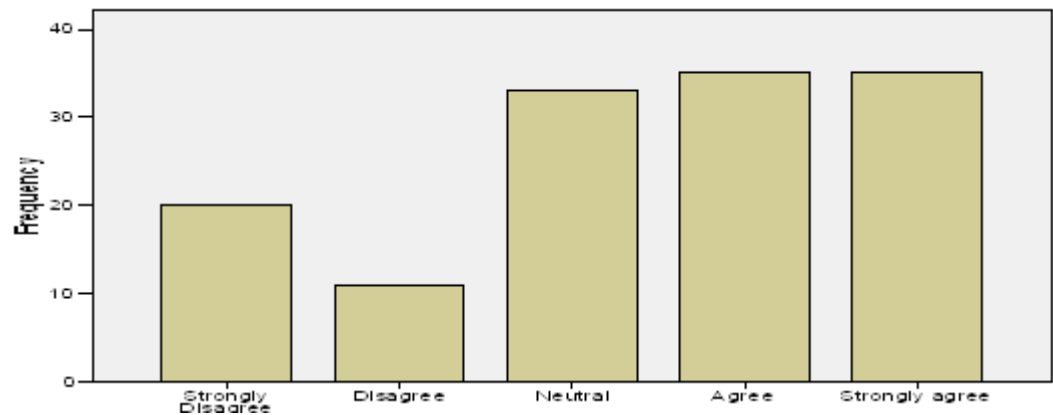


Figure31: No expert human resources

It has been analyzed that more than 30% of the people strongly agree with the fact that they do not possess good Human Resource.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	25	18.7	18.7	18.7
	Disagree	20	14.9	14.9	33.6
	Neutral	45	33.6	33.6	67.2
	Agree	24	17.9	17.9	85.1
	Strongly agree	20	14.9	14.9	100.0
	Total	134	100.0	100.0	

Table 28: Marketing Challenges-Economic

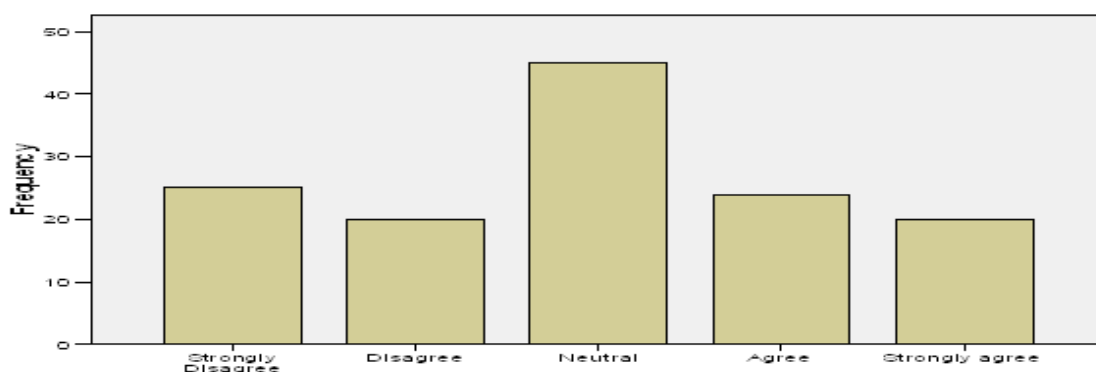


Figure 32: Marketing challenges- economic

It has been analyzed that 18.7% of the people do not agree with the fact that the economic conditions of the ministry is needed to be enhanced. Only, 14.9% of people strongly agree that they do not possess good economic conditions.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	17	12.7	12.7	12.7
	Disagree	15	11.2	11.2	23.9
	Neutral	44	32.8	32.8	56.7
	Agree	30	22.4	22.4	79.1
	Strongly agree	28	20.9	20.9	100.0
	Total	134	100.0	100.0	

Table 29: Marketing Challenges- technology

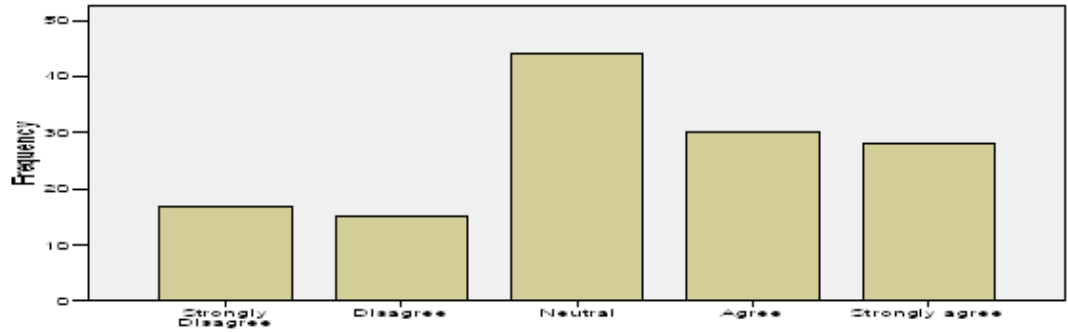


Figure33: Not using technology

Around 20.9% of people agree with the fact that ministry do not use technology trend whereas only 12.7% of them disagree with the technology trend.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	18	13.4	13.4	13.4
	Disagree	11	8.2	8.2	21.6
	Neutral	36	26.9	26.9	48.5
	Agree	32	23.9	23.9	72.4
	Strongly agree	37	27.6	27.6	100.0
	Total	134	100.0	100.0	

Table 30: Marketing Challenges-Qualifications

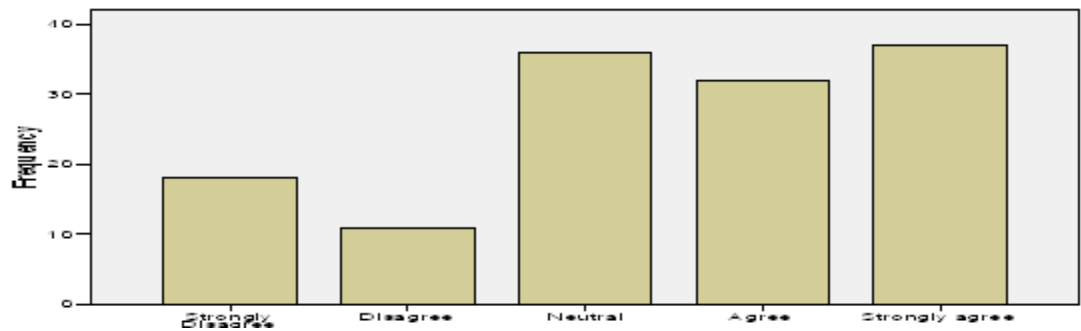


Figure34: Marketing Challenges-Qualifications

It has been found that around 27.6% of people agree with the fact that the ministry lack qualification of training staff. On the other hand, 13.4% of people do not agree with the same.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	13	9.7	9.7	9.7
	Disagree	13	9.7	9.7	19.4
	Neutral	31	23.1	23.1	42.5
	Agree	40	29.9	29.9	72.4
	Strongly agree	37	27.6	27.6	100.0
	Total	134	100.0	100.0	

Table 31: Marketing Challenges-Follow up/update

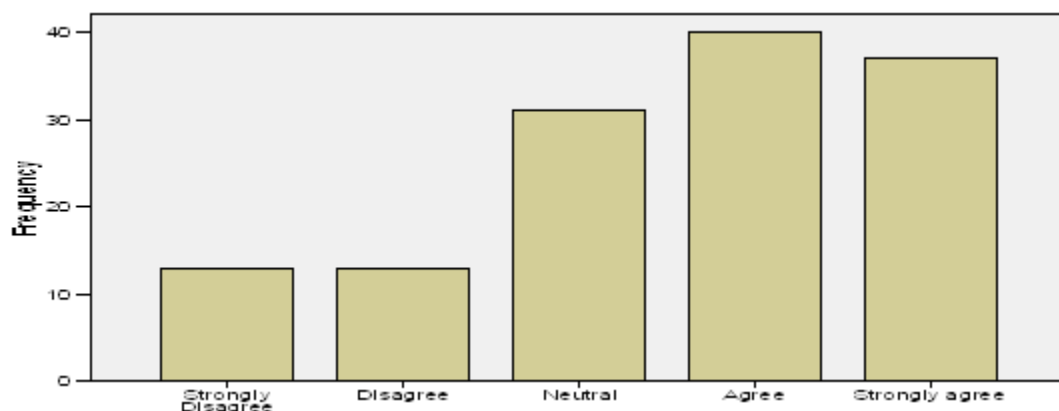


Figure35: Marketing Challenges-Follow up/update

It has been recorded that around 27.6% of people strongly agree with the fact that they do not take follow ups and update the contents on social media. On the other hand, only 9.7% disagree with the same. The result is that the ministry does not always update social media data and there is no follow-up.

Q9. From your perspective: Has the Ministry covered marketing/Ads. Itself in all governorates

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Poor	28	20.9	20.9	20.9
	Fair	17	12.7	12.7	33.6
	Satisfactor y	43	32.1	32.1	65.7
	Very good	19	14.2	14.2	79.9
	Excellent	27	20.1	20.1	100.0
	Total	134	100.0	100.0	

Table 32: Marketing coverage- Muscat

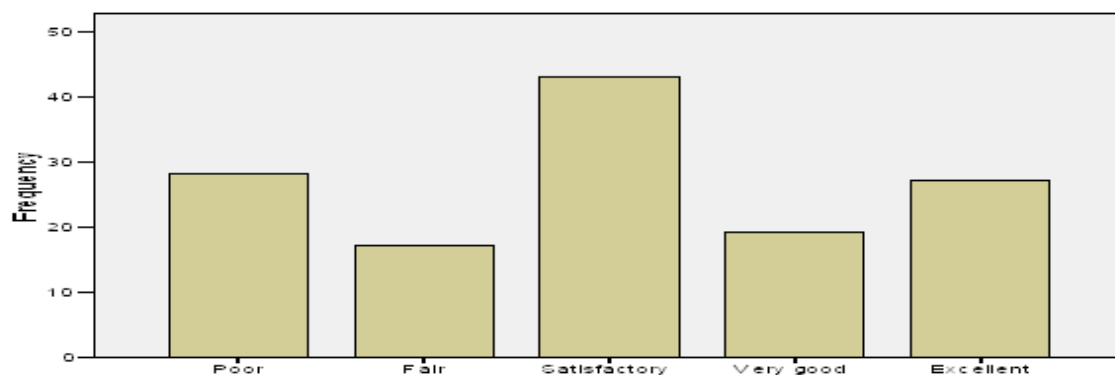


Figure36: Marketing coverage- Muscat

It has been analyzed that around 20.9% of people have regarded the marketing coverage of ministry as poor and around 20.1% of them has regarded it as excellent.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Poor	41	30.6	30.6	30.6
	Fair	37	27.6	27.6	58.2
	Satisfactory	40	29.9	29.9	88.1
	Very good	10	7.5	7.5	95.5
	Excellent	6	4.5	4.5	100.0
Total		134	100.0	100.0	

Table 33: Albatina South

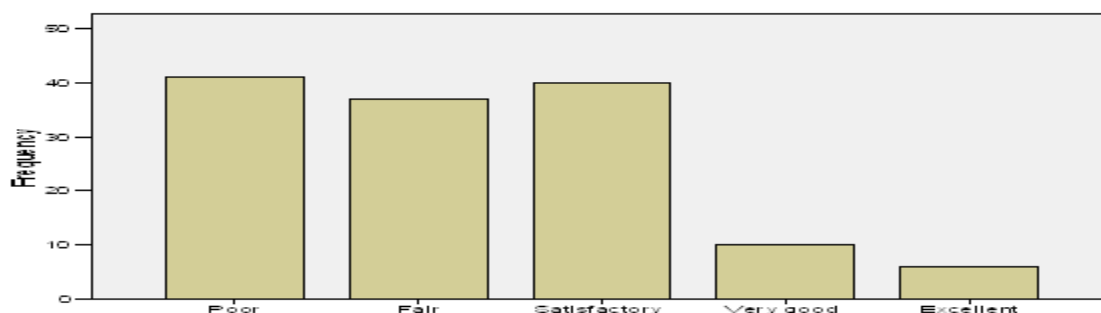


Figure37: Albatina South

It has been found that around 30.6% of people of Al Batinah South have regarded it as having poor coverage of marketing and only 4.5% of them have regarded it to be excellent.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Poor	49	36.6	36.6	36.6
	Fair	25	18.7	18.7	55.2
	Satisfactory	37	27.6	27.6	82.8
	Very good	17	12.7	12.7	95.5
	Excellent	6	4.5	4.5	100.0
	Total	134	100.0	100.0	

Table 34: Albaltina North

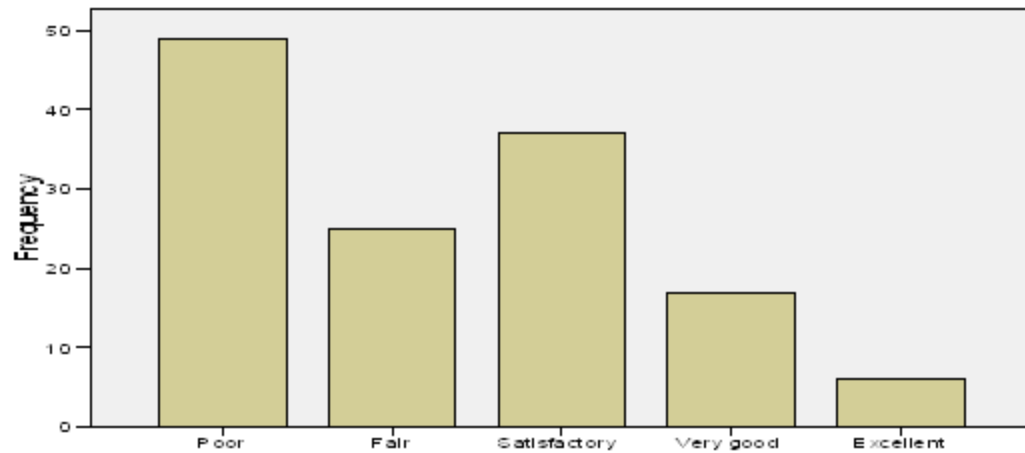


Figure38: Albaltina North

Around 36.6% of people of Al Batinah North have regarded the market coverage of ministry to be poor. On the other hand, only 4.5% of people have regarded it to be excellent.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Poor	49	36.6	36.6	36.6
	Fair	32	23.9	23.9	60.4
	Satisfactory	44	32.8	32.8	93.3
	Very good	6	4.5	4.5	97.8
	Excellent	3	2.2	2.2	100.0
	Total	134	100.0	100.0	

Table 35: Ad Dakhliya

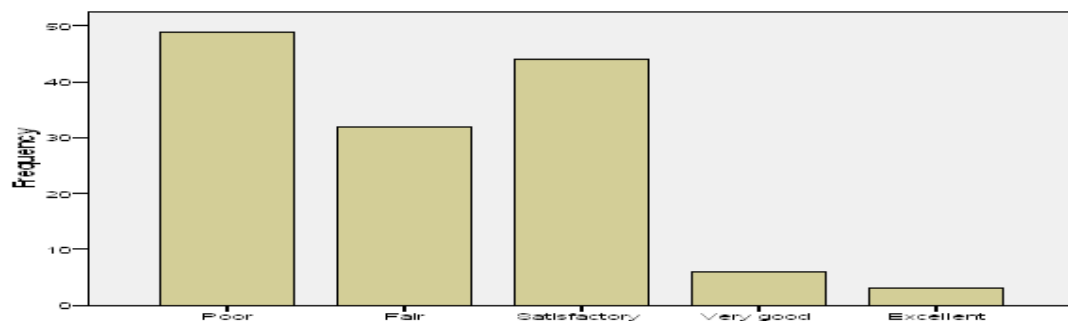


Figure39: Ad Dakhliya

As per the given data, it has been analyzed that around 36.6% of people of Ad Dakhiliyah has regarded it as having poor coverage of marketing and only 2.2% of them has regarded it to be excellent.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Poor	54	40.3	40.3	40.3
	Fair	40	29.9	29.9	70.1
	Satisfactory	32	23.9	23.9	94.0
	Very good	5	3.7	3.7	97.8
	Excellent	3	2.2	2.2	100.0
	Total	134	100.0	100.0	

Table 36: Ad Dhahirah

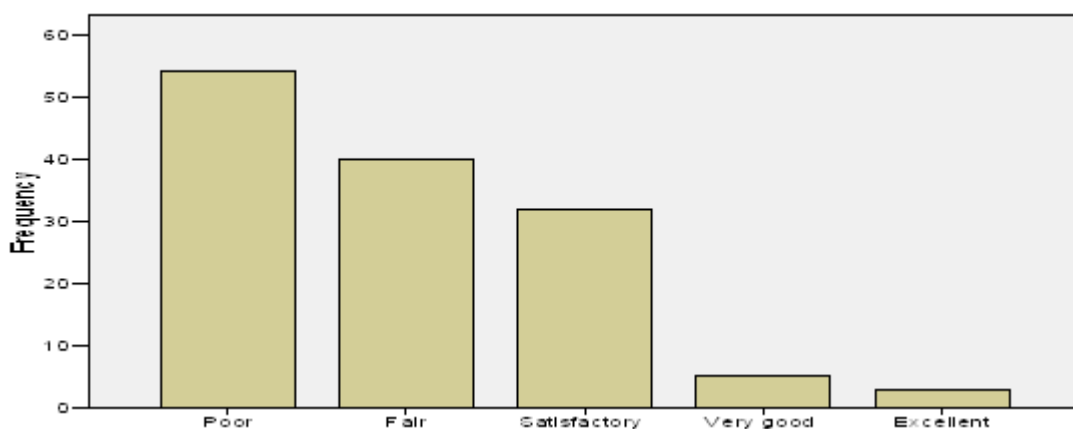


Figure40: Ad Dhahirah

It has been analyzed that around 40.3% of people of Ad Dhahirah has regarded it as having poor coverage of marketing and only 2.2% of them has regarded it to be excellent.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Poor	66	49.3	49.3	49.3
	Fair	37	27.6	27.6	76.9
	Satisfactory	22	16.4	16.4	93.3
	Very good	7	5.2	5.2	98.5
	Excellent	2	1.5	1.5	100.0
	Total	134	100.0	100.0	

Table 37: Musandam

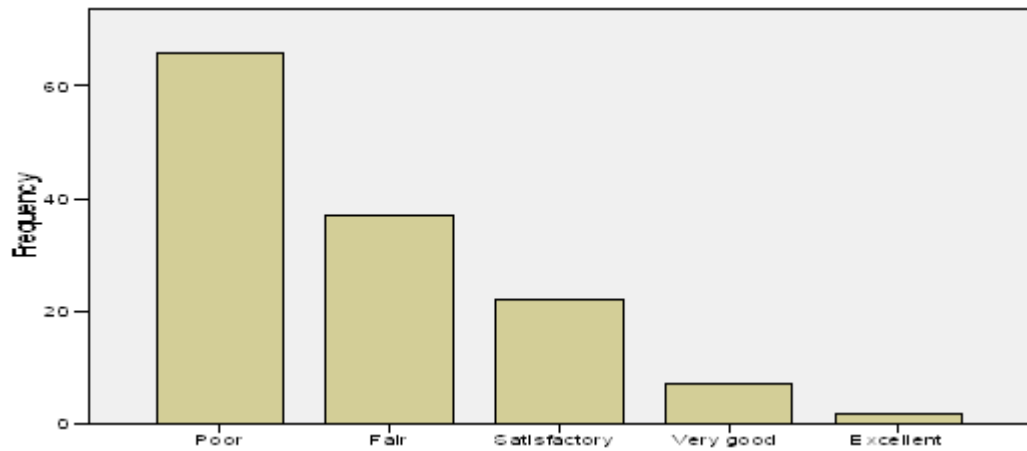


Figure 41: Musandam

According to the given data, it has been investigated that around 49.3% of people of Musandam has regarded it as having poor coverage of marketing and only 1.5% of them have regarded it to be excellent.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Poor	54	40.3	40.3	40.3
	Fair	33	24.6	24.6	64.9
	Satisfactory	34	25.4	25.4	90.3
	Very good	11	8.2	8.2	98.5
	Excellent	2	1.5	1.5	100.0
	Total	134	100.0	100.0	

Table 38: Sharqiyah South

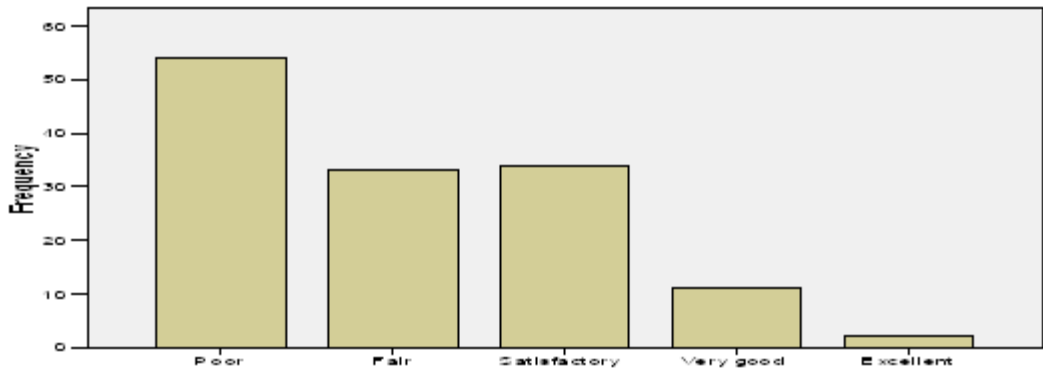


Figure42: Sharqiyah South

Around 40.3% of people of Ash Sharqiyah South have regarded it as having poor coverage of marketing and only 1.5% of them have regarded it to be excellent.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Poor	51	38.1	38.1	38.1
	Fair	34	25.4	25.4	63.4
	Satisfactory	35	26.1	26.1	89.6
	Very good	10	7.5	7.5	97.0
	Excellent	4	3.0	3.0	100.0
Total		134	100.0	100.0	

Table 39: Sharqiyah north

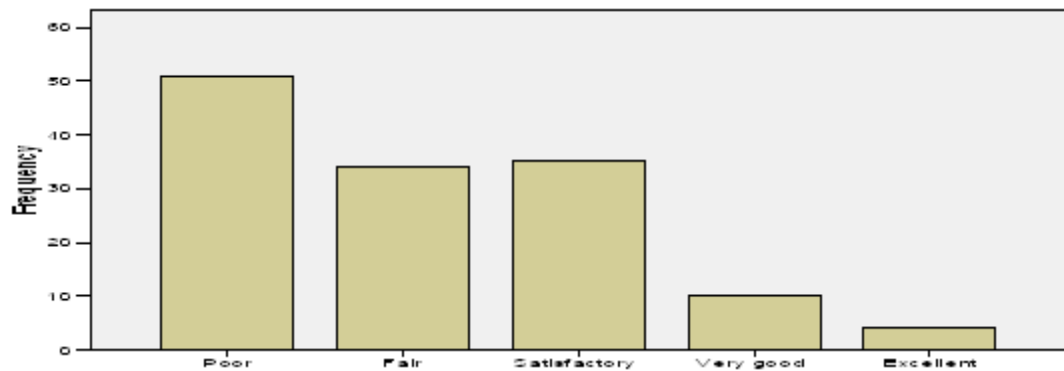


Figure43: Sharqiyah north

It has been recorded that around 38.1% of people of Ash Sharqiyah North has regarded it as having poor coverage of marketing and only 3.0% of them have regarded it to be excellent.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Poor	72	53.7	53.7	53.7
	Fair	36	26.9	26.9	80.6
	Satisfactory	22	16.4	16.4	97.0
	Very good	2	1.5	1.5	98.5
	Excellent	2	1.5	1.5	100.0
	Total	134	100.0	100.0	

Table 40: Al wusta

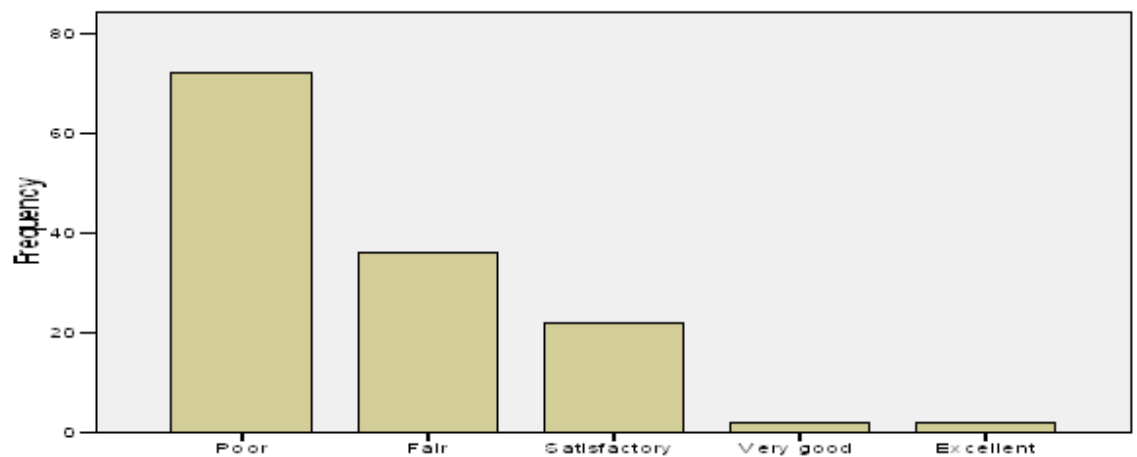


Figure 44: Al wusta

As per the given data, it has been analyzed that around 53.7% of people of Al Wusta has regarded it as having poor coverage of marketing and only 1.5% of them have regarded it to be excellent.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Poor	41	30.6	30.6	30.6
	Fair	35	26.1	26.1	56.7
	Satisfactory	38	28.4	28.4	85.1
	Very good	12	9.0	9.0	94.0
	Excellent	8	6.0	6.0	100.0
	Total	134	100.0	100.0	

Table 41: Dhofar

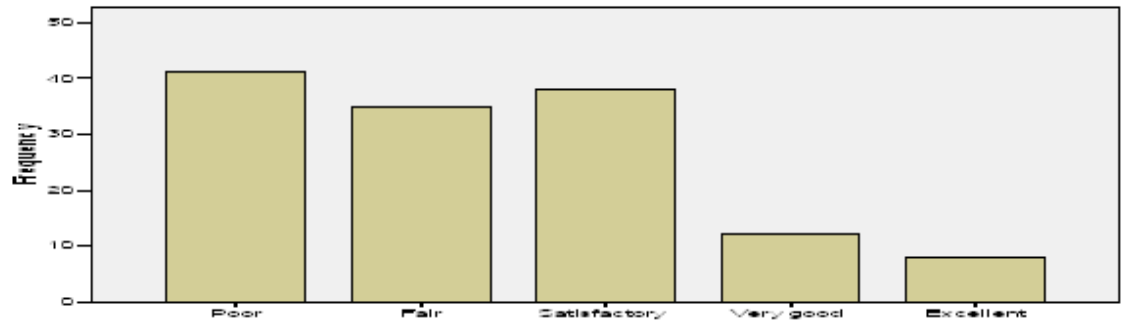


Figure45: Dohfar

Around 30.6% of people of Dohfar have regarded it as having poor coverage of marketing and only 6.0% of them have regarded it to be excellent.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Poor	56	41.8	41.8	41.8
	Fair	37	27.6	27.6	69.4
	Satisfactory	30	22.4	22.4	91.8
	Very good	9	6.7	6.7	98.5
	Excellent	2	1.5	1.5	100.0
	Total	134	100.0	100.0	

Table 42: Al Buraimi

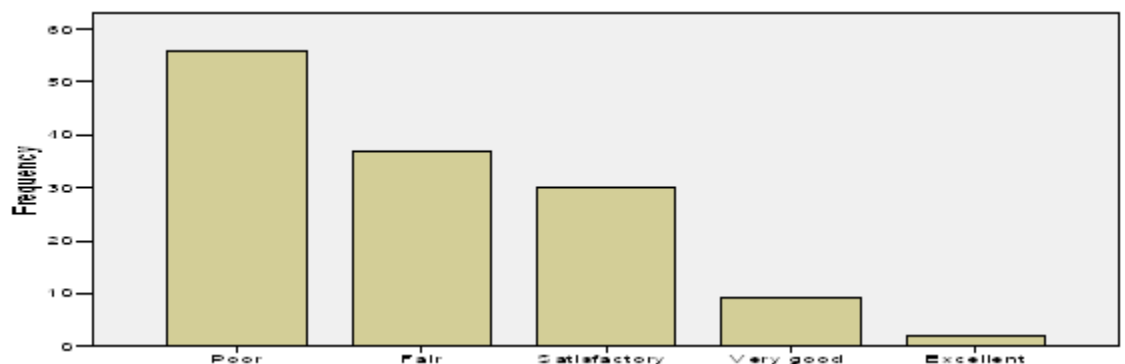


Figure46: Al Buraimi

It has been investigated that around 41.8% of people of Al Buraimi has regarded it as having poor coverage of marketing and only 1.5% of them have regarded it to be excellent. The outcomes, most of the marketing coverage is in Muscat because of the density of population then Al Batinah come second.

Q10. Do you support access to services and registration in sports facilities via smart phones?

Everyone supports the access to services and registration in sports facilities via smart phones. All 134 participants support the MOSAs E-services. This specifies that MOSA does not use e-services and that's weakens its reach to the public.

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Yes	134	100.0	100.0	100.0

Table43: MOSAs E-services

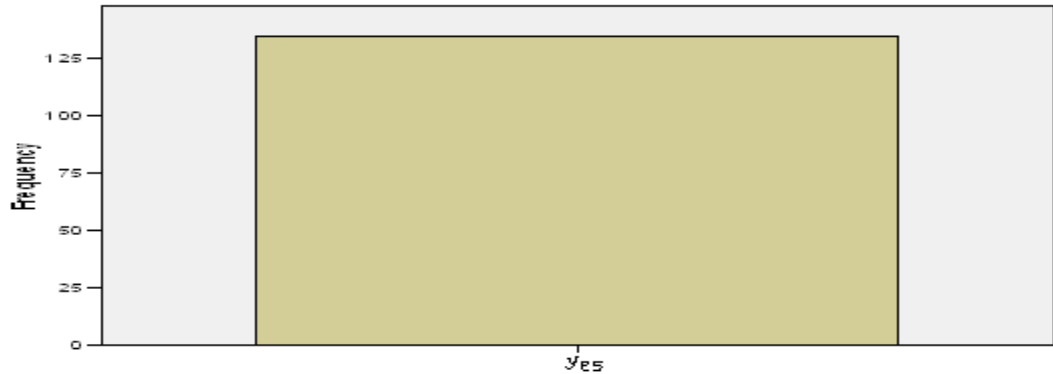


Figure47: MOSAs E- services

To Study Objective 4:

Q12. What is the most popular digital marketing channel in your opinion?

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Poor	6	4.5	4.5	4.5
Fair	10	7.5	7.5	11.9
Satisfactory	8	6.0	6.0	17.9
Very good	36	26.9	26.9	44.8
Excellent	74	55.2	55.2	100.0
Total	134	100.0	100.0	

Table 44: Twitter

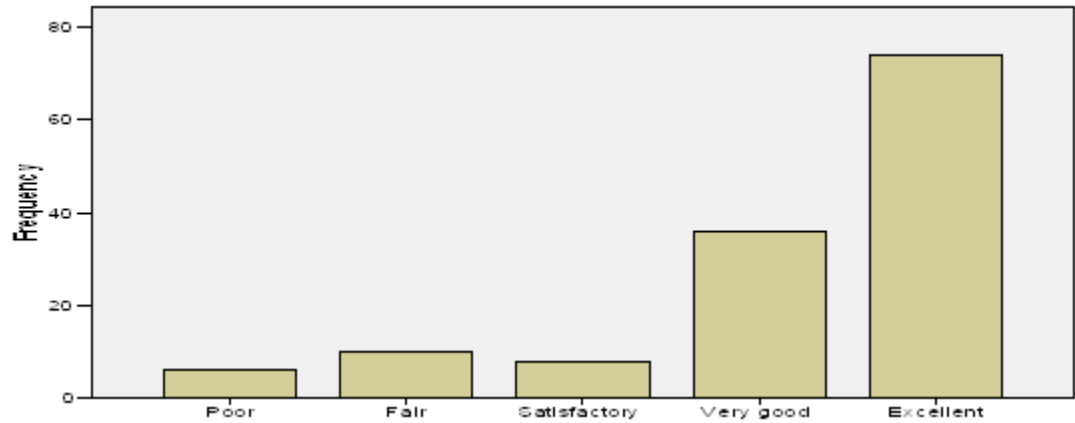


Figure48: Twitter

It has been analyzed that around 55.2% of people agrees with the fact that Twitter is one of the popular digital marketing channels. On the other hand, 4.5% of them disagree with the same.

		Freque ncy	Percent	Valid Percent	Cumulative Percent
Valid	Poor	7	5.2	5.2	5.2
	Fair	10	7.5	7.5	12.7
	Satisfactor y	20	14.9	14.9	27.6
	Very good	29	21.6	21.6	49.3
	Excellent	68	50.7	50.7	100.0
	Total	134	100.0	100.0	

Table 45: Instagram

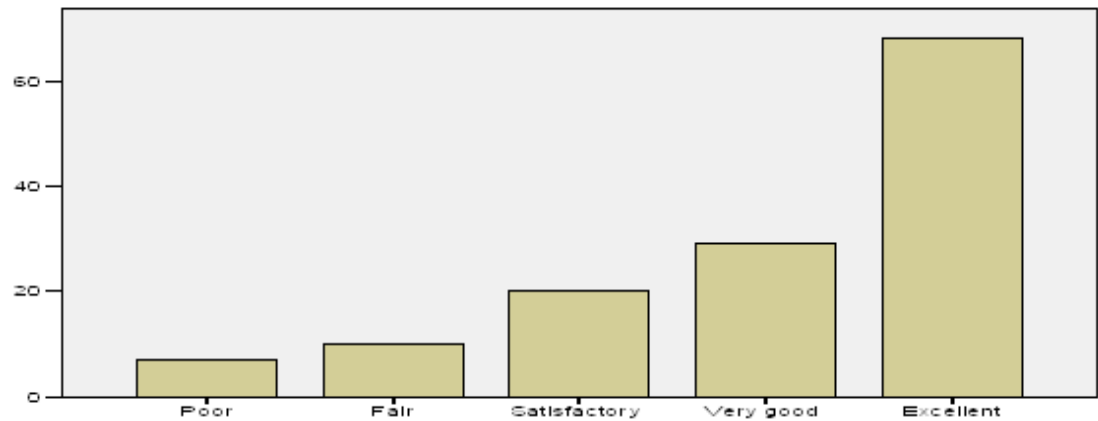


Figure49: Instagram

It has been analyzed that around 50.7% of people agrees with the fact that Instagram is one of the popular digital marketing channels. On the other hand, 5.2% of them disagree with the same.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Poor	19	14.2	14.2	14.2
	Fair	12	9.0	9.0	23.1
	Satisfactory	45	33.6	33.6	56.7
	Very good	28	20.9	20.9	77.6
	Excellent	30	22.4	22.4	100.0
	Total	134	100.0	100.0	

Table 46: Facebook

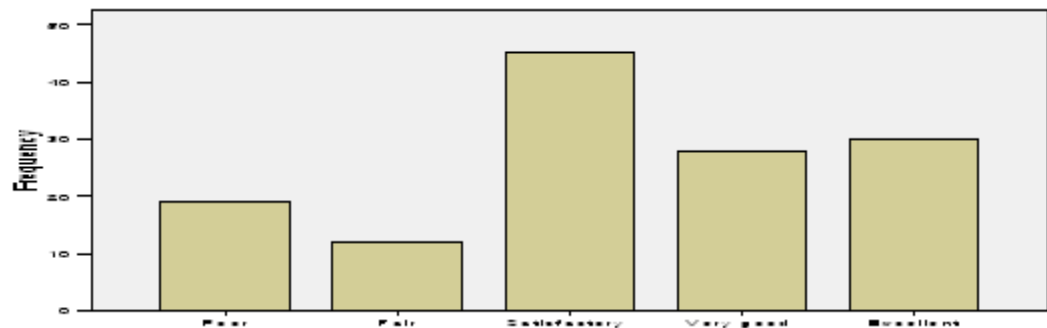


Figure 50: MOSAs Facebook

As per the given data, it has been analyzed that around 22.4% of people agrees with the fact that Facebook is one of the most popular digital marketing channels. On the other hand, 14.2% of them disagree with the same.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Poor	12	9.0	9.0	9.0
	Fair	13	9.7	9.7	18.7
	Satisfactory	28	20.9	20.9	39.6
	Very good	42	31.3	31.3	70.9
	Excellent	39	29.1	29.1	100.0
	Total	134	100.0	100.0	

Table 47: MOSAs YouTube

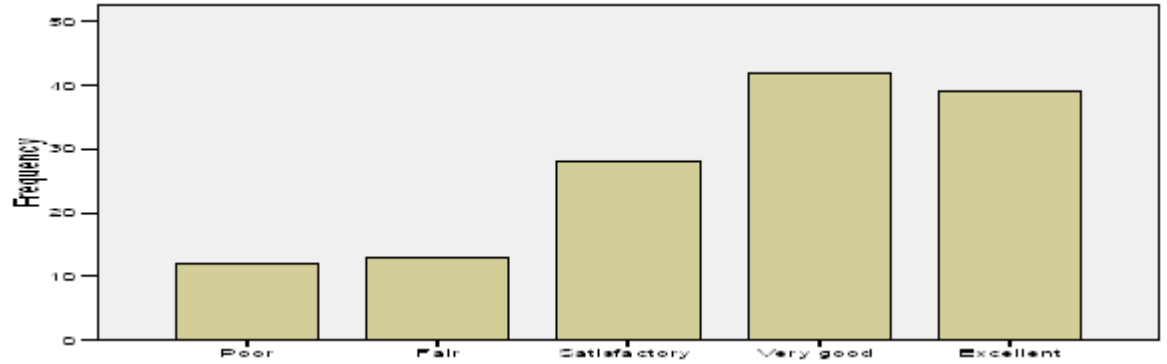


Figure51: MOSAs YouTube

According to the data given, it could be analyzed that around 29.1% of people agrees with the fact that YouTube is one of the popular digital marketing channels. On the other hand, 9.0% of them disagree with the same.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Poor	8	6.0	6.0	6.0
	Fair	6	4.5	4.5	10.4
	Satisfactory	21	15.7	15.7	26.1
	Very good	21	15.7	15.7	41.8
	Excellent	78	58.2	58.2	100.0
Total		134	100.0	100.0	

Table 50: WhatsApp

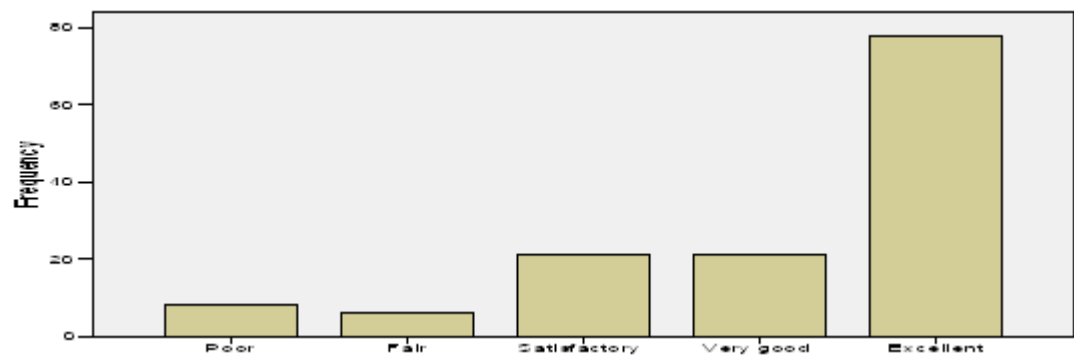


Figure52: MOSAs WhatsApp

It has been analyzed that around 58.2% of people agrees with the fact that WhatsApp is one of the popular digital marketing channels. On the other hand, 6.0% of them disagree with the same.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Poor	23	17.2	17.2	17.2
	Fair	22	16.4	16.4	33.6
	Satisfactory	34	25.4	25.4	59.0
	Very good	29	21.6	21.6	80.6
	Excellent	26	19.4	19.4	100.0
	Total	134	100.0	100.0	

Table 51: SEO

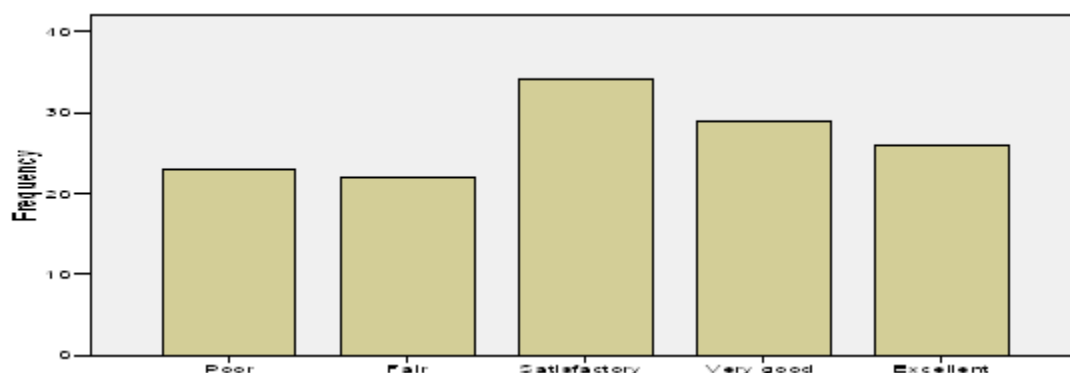


Figure53: Search Engen Optimizing (SEO)

Around 19.4% of people agree with the fact that Google is one of the popular digital marketing channels. On the other hand, 17.2% of them disagree with the same.

Q13. Do you know this logo refers to which Program in MOSAs?

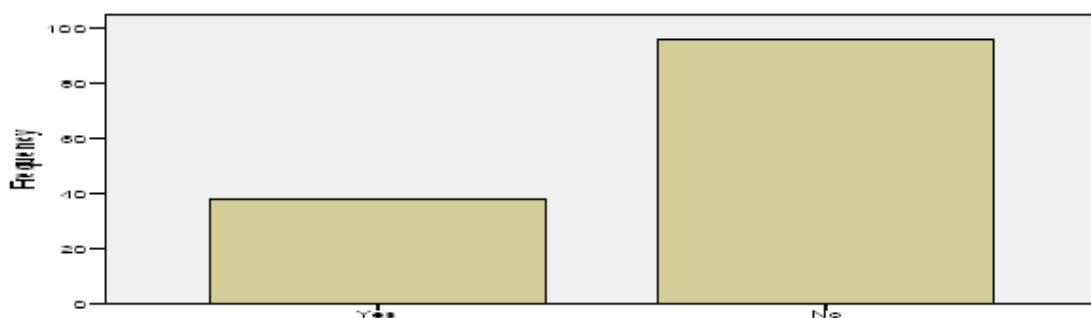


Figure54: MOSAs Most popular Program logo

It has been found that around 28.4% of people do possess knowledge about the popular program logo of MOSA. However, 71.6% of the participants are unaware of the program logo. (SHajaa Fareqk) sport program logo, which have a largest

fan in Oman almost 80000 people follow them just in twitter. However, they do not recognize the logo.

Q14. Do you think MOSAs brand name is common and famous?

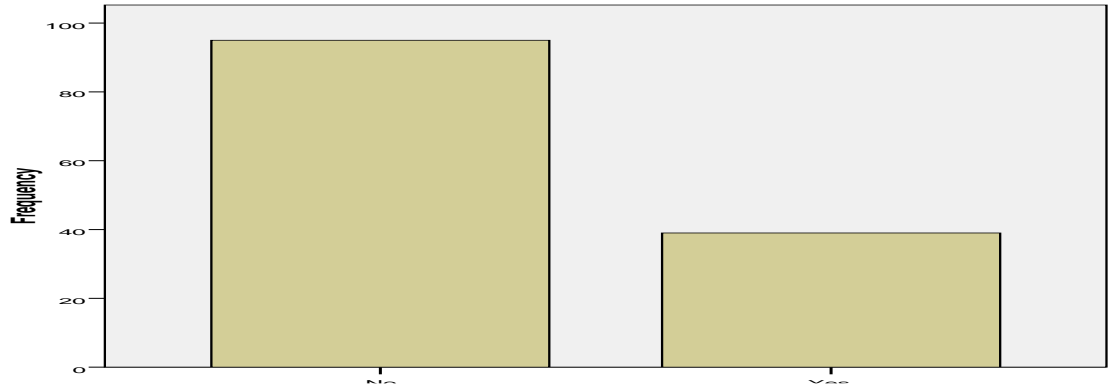


Figure55: MOSAs Brand name

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	95	70.9	70.9	70.9
	Yes	39	29.1	29.1	100.0
	Total	134	100.0	100.0	

Table 52: MOSAs Brand Name

From the given data it could be analyzed that around 70.9% of people do not know about the brand name of MOSA and only 29.1% of people are aware of the same. The result, Participants in this survey are athletes and members of sports clubs and confess that they do not know the brand of MOSA is something worth the Ministry's attention.

Q15. From your opinion, which are MOSAs Most target group

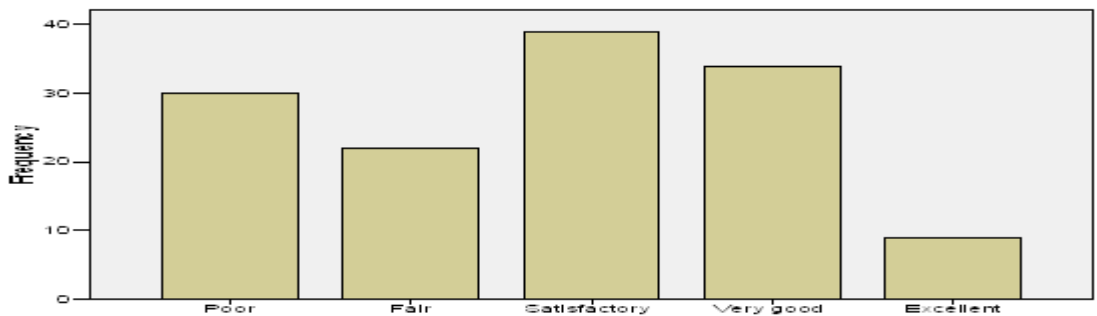


Figure56: Children

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Poor	30	22.4	22.4	22.4
	Fair	22	16.4	16.4	38.8
	Satisfactory	39	29.1	29.1	67.9
	Very good	34	25.4	25.4	93.3
	Excellent	9	6.7	6.7	100.0
	Total	134	100.0	100.0	

Table 53: Children

According to the given data, it could be analyzed that the targeted group of children has been found to be satisfactory. As the children need to develop physically, therefore, they need to focus on children.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Poor	26	19.4	19.4	19.4
	Fair	25	18.7	18.7	38.1
	Satisfactory	45	33.6	33.6	71.6
	Very good	25	18.7	18.7	90.3
	Excellent	13	9.7	9.7	100.0
	Total	134	100.0	100.0	

Table 54: Teenager-Female

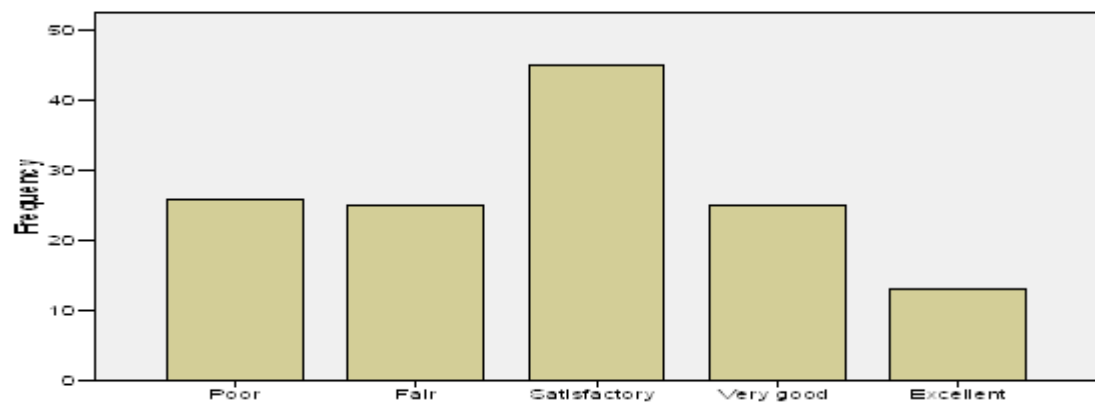


Figure57: Teenager-Female

It has been found that the targeted group of teenagers female is satisfactory that is around 33.6%.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Poor	16	11.9	11.9	11.9
	Fair	25	18.7	18.7	30.6
	Satisfactory	34	25.4	25.4	56.0
	Very good	37	27.6	27.6	83.6
	Excellent	22	16.4	16.4	100.0
	Total	134	100.0	100.0	

Table 55: Teenager-Male

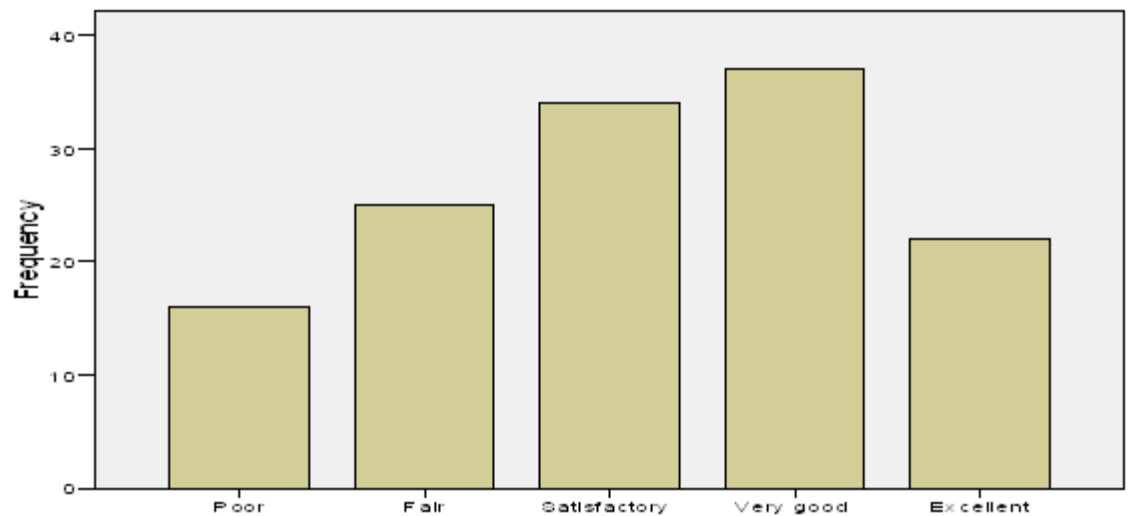


Figure 58: Teenager-male

The targeted group of teenager males of MOSA group has been analyzed to be very good that is 27.6%.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Poor	13	9.7	9.7	9.7
	Fair	19	14.2	14.2	23.9
	Satisfactory	32	23.9	23.9	47.8
	Very good	30	22.4	22.4	70.1
	Excellent	40	29.9	29.9	100.0
	Total	134	100.0	100.0	

Table 56: Youth-Man

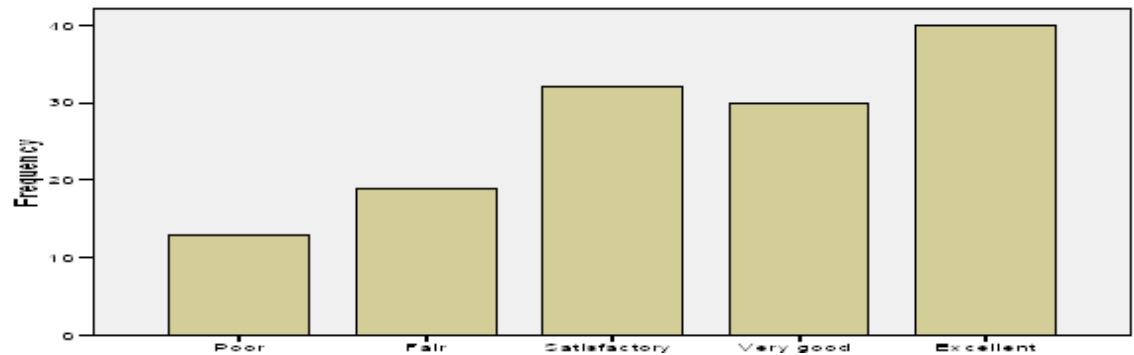


Figure59: Youth- Man

From the data, it has been analyzed that the targeted group of youth male has been found to be excellent as they participate more in sports activities.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Poor	21	15.7	15.7	15.7
	Fair	30	22.4	22.4	38.1
	Satisfactory	41	30.6	30.6	68.7
	Very good	24	17.9	17.9	86.6
	Excellent	18	13.4	13.4	100.0
	Total	134	100.0	100.0	

Table 57: Youth-Female

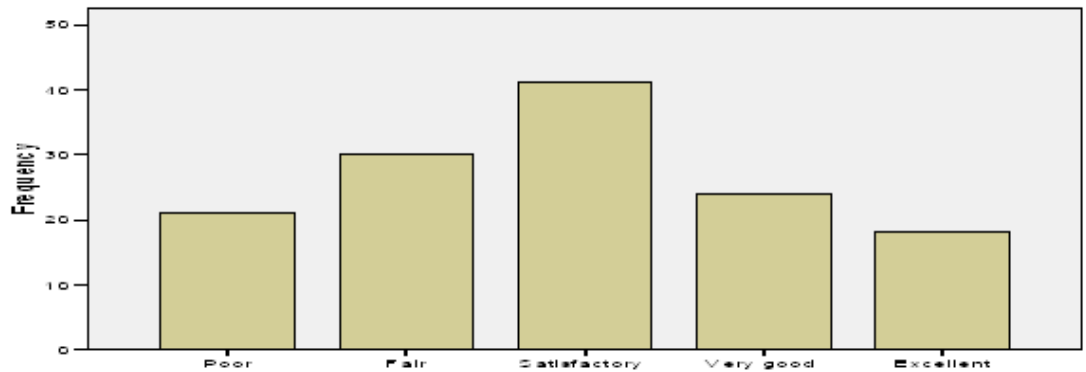


Figure60: Youth-Female

It has been observed that the targeted group of youth females has been found to be satisfactory as females do not feel like participating in sports activities.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Poor	23	17.2	17.2	17.2
	Fair	24	17.9	17.9	35.1
	Satisfactory	43	32.1	32.1	67.2
	Very good	25	18.7	18.7	85.8
	Excellent	19	14.2	14.2	100.0
	Total	134	100.0	100.0	

Table 58: Mature-man

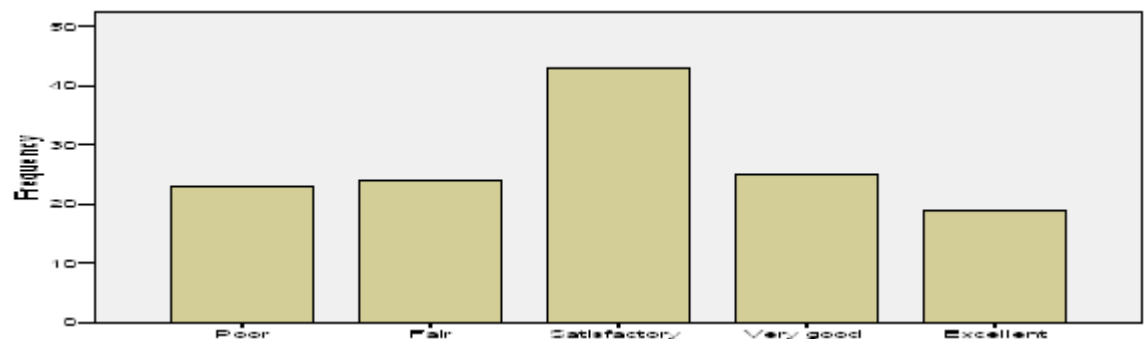


Figure 61: Mature-man

According to the data, it has been observed that the targeted group of mature males has been found to be satisfactory as they do not take much interest in sports activities.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Poor	31	23.1	23.1	23.1
	Fair	31	23.1	23.1	46.3
	Satisfactory	48	35.8	35.8	82.1
	Very good	17	12.7	12.7	94.8
	Excellent	7	5.2	5.2	100.0
	Total	134	100.0	100.0	

Table 59: mature- Female

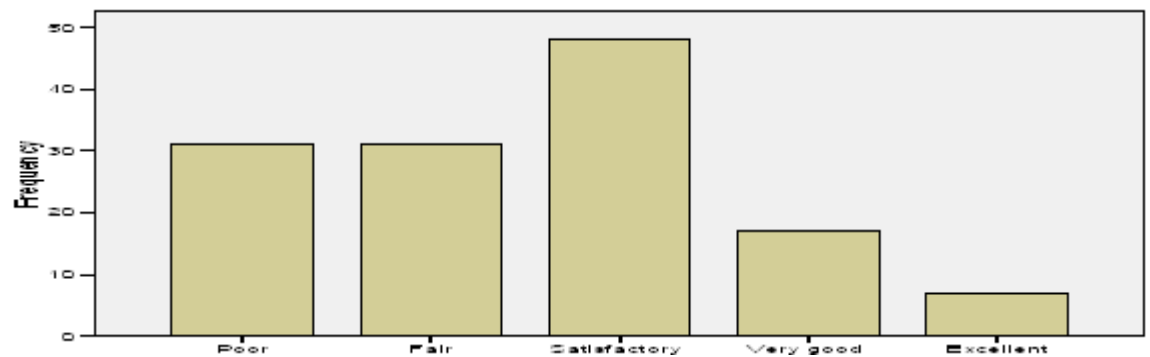


Figure62: Mature- female

It has been observed that the targeted group of mature females has been found to be satisfactory as these females most of the times keep themselves limited to household works.

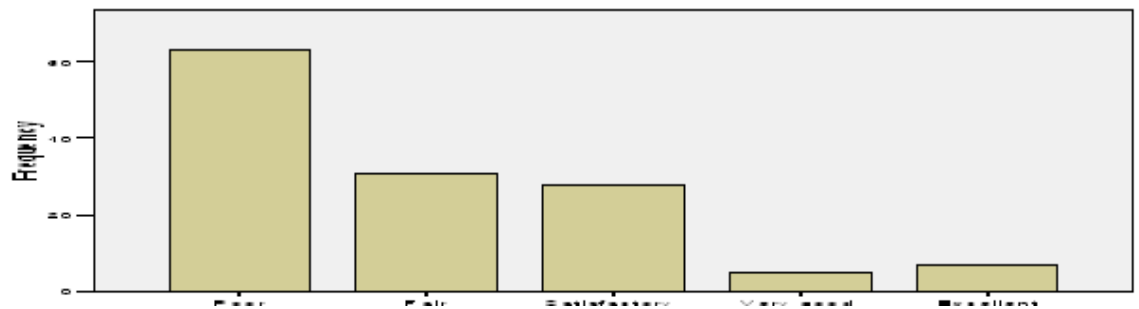


Figure63: Old -male

As per the given data, it could be analyzed that the targeted group of older males has been found to be poor as at this age the male do not participate in sports activities.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Poor	73	54.5	54.5	54.5
	Fair	28	20.9	20.9	75.4
	Satisfactory	24	17.9	17.9	93.3
	Very good	4	3.0	3.0	96.3
	Excellent	5	3.7	3.7	100.0
	Total	134	100.0	100.0	

Table 60: Old -Female

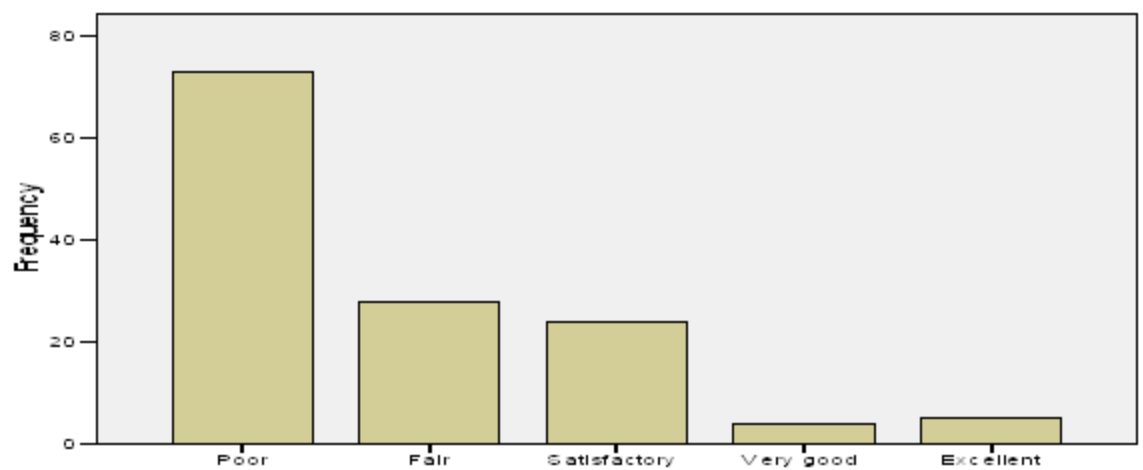


Figure 64: Old -Females

It has been analyzed that the targeted group of older females has been found to be poor as females do not participate in sports activities and are more interested in household activities. The result, most of MOSA's courtesy came to men and young men, so it's time to move towards digital marketing for females.

To Study Correlations

Q14: MOSAs brand name	
Mean	1.291044776
Standard Error	0.03938796
Median	1
Mode	1
Standard Deviation	0.4559486
Sample Variance	0.207889126
Kurtosis	-1.151657503
Skewness	0.930461075
Range	1
Minimum	1
Maximum	2
Sum	173
Count	134

Table 61: MOSAs Brand name

As results shows in **Table61** the Skewness is positive that's mean the mean and median greater than mode. The skewness is between 0.5 and 1 (positively skewed), the data are moderately skewed and the data are highly skewed.

Q6: MOSA's website		Q7: MOSAs social media channels	
Mean	1.73880597	Mean	1.616541353
Standard Error	0.06524137	Standard Error	0.072956168
Median	2	Median	1
Mode	1	Mode	1
Standard Deviation	0.755223459	Standard Deviation	0.841371576
Sample Variance	0.570362473	Sample Variance	0.707906129
Kurtosis	-0.660062432	Kurtosis	0.598643062
Skewness	0.581713767	Skewness	1.213793031
Range	3	Range	3
Minimum	1	Minimum	1
Maximum	4	Maximum	4
Sum	233	Sum	215
Count	134	Count	133
Confidence Level(95.0%)	0.129044903	Confidence Level(95.0%)	0.144314512

Table 62: Skewness Q6&Q7

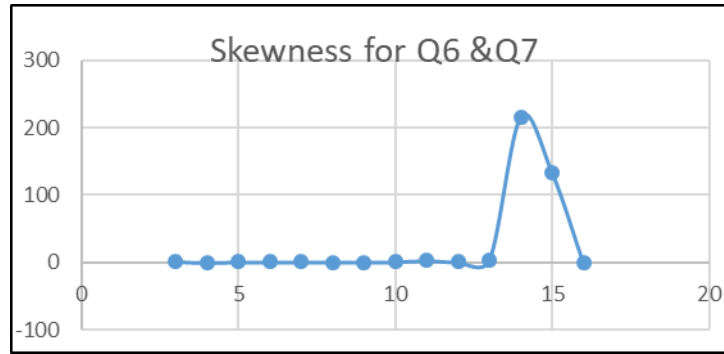


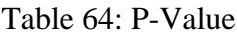
Figure65: Skewness

As results shows in **Table62** and **figure65** the Skewness is positive that's mean the mean and median greater than mode. The skewness for Q6=.58 & Q7=1.2 is between 0.5 and 1(positively skewed), the data are moderately skewed and the data are highly skewed.

F-Test Two-Sample for Variances		
	<i>Q13: MOSAs most popular program logo</i>	<i>Q14: MOSAs brand name</i>
Mean	1.71641791	1.291044776
Variance	0.204690832	0.207889126
Observations	134	134
df	133	133
F	0.984615385	
P(F<=f) one-tail	0.464448304	
F Critical one-tail	0.751055214	

Table 63: F-Test Two-Sample for Variances (Q13+Q14)

This test achieves two independent groups with the same differences and recording observations. Variance of Q13=0.204, Q14=0.207 and the F-value = 0.984



SUMMARY OUTPUT				
<i>Regression Statistics</i>				
Multiple R	0.27208083			
R Square	0.074027978			
Adjusted R Square	0.067013038			
Standard Error	1.294298825			
Observations	134			
<i>ANOVA</i>				
	<i>df</i>	<i>SS</i>	<i>MS</i>	<i>Significance F</i>
Regression	1	17.67832	17.67832	0.001471
Residual	132	221.1276	1.675209	
Total	133	238.8059		

		Standar			Lower	Upper	Lower	Upper
	Coefficients	d Error	t Stat	P-value	95%	95%	95.0%	95.0%
Intercept	1.595294118	0.3409	4.6783	7.07E-06	0.920768	2.2698	0.9207	2.2698
Gender	0.834705882	0.2569	3.2485	0.0014	0.326435	1.3429	0.3264	1.3429
		49	23	71		77	35	77

Table 65: Regression Statistics

The hypothesis of this study was tested by both deductive and descriptive statistical methods. It is important to investigate the independent variable (digital marketing strategies) and the dependent variable (brand success) for this study. The regression test shows that the strategies are in brand success $F = 10.55$ as shown in the table above.

	Q9.1: MOSAs Marketing coverage Muscat	Q9.2: Al Batinah South	Q9.3: Al Batinah north	Q9.4: Ad Dakhiliyah	Q9.5: Ad Dhahirah	Q9.6: Musandam	Q9.7: Ash Sharqiyah South	Q9.8: Ash Sharqiyah north	Q9.9: Al Wusta	Q9.10: Dhofar	Q9.11: Al Buraimi
Q9.1: MOSAs Marketing coverage Muscat	1.910448										
Q9.2: Al Batinah South	1.037313	1.229728									
Q9.3: Al Batinah north	1.179104	1.14892	1.463132								
Q9.4: Ad Dakhiliyah	0.925373	0.929717	1.031521	1.06037							
Q9.5: Ad Dhahirah	0.791045	0.849465	0.902205	0.868345	0.992036						
Q9.6: Musandam	0.626866	0.736021	0.702718	0.804968	0.824348	0.967922					
Q9.7: Ash Sharqiyah South	0.873134	0.931276	1.019492	0.858543	0.859546	0.779353	1.115839				
Q9.8: Ash Sharqiyah north	0.880597	0.922254	1.031521	0.888728	0.868345	0.775117	0.977946	1.194698			
Q9.9: Al Wusta	0.514925	0.604812	0.574181	0.632658	0.69481	0.745043	0.674538	0.669971	0.806416		
Q9.10: Dhofar	1.059701	1.019214	1.131098	0.974827	0.95528	0.776565	0.957563	1.004678	0.622633	1.372299	
Q9.11: Al Buraimi	0.828358	0.802629	0.899978	0.80029	0.828024	0.765984	0.784473	0.845066	0.689575	0.930385	1.044553

Table 66: MOSAs Marketing Converge

An investigation was conducted in question 9 the extent of the ministry's coverage in marketing of services and programs throughout the Sultanate as shown in the above **Table66**. The most covered province in the MOSAs promotion is Muscat which shows in green color and less marketing coverage in Alwusta which shows in red color.

4.4 Summary

Results and analysis of (interviews and questionnaire) both qualitative and quantitative research were discussed during this chapter. The results indicate a positive impact between the changes of digital marketing strategies in building the brand name of MOSA. Both of inferential and descriptive statistical methods were used, presented and analyzed by combination of a literature review.

In the next chapter the results will be summarized and presented best recommendations. It will also raise some of the aspects related to future research. In addition, it will cover of the sustainability side, as well, will provide a final reflection of the student in the study.

Chapter 5: Conclusion and recommendations

5.1 Introduction

This chapter is one of the crucial parts as ultimate conclusions have been derived from collected data. This research work aimed at improving brand image of the Ministry of Sports Affair (MOSA) by developing innovative and effective digital marketing strategies. And in order to meet this aim, following objectives have been prepared: (1) To get an overview of digital marketing strategy, (2) To gather depth understanding of digital marketing strategy currently in use within MOSA, (3) To investigate the impact of this strategy on the brand image of MOSA, (4) To recommend an effective digital marketing strategy which would help in enhancing brand image of MOSA.

Considering these key objectives and research questions, findings of both qualitative and quantitative research have been summarized. This is followed by a number of recommendations that would enable MOSA to contribute towards an enhanced brand image. The sustainability digital marketing strategy section furthermore, highlights integration of sustainability within the marketing strategy. This ministry of Oman is responsible for establishment of a sport system which would utilize human as well as technical resources to ensure sports for every member of the society. Sustainability of the proposed digital marketing strategy would therefore, enable MOSA Oman to play a significant role for the wellbeing of the entire community.

5.2 Conclusions

Four questions have been considered in this research, answers of which would test the hypotheses and would help in nullify the irrelevant hypothesis. Therefore, in order to examine whether there is a impact between digital marketing strategy and success of the brand, qualitative research in the form of interview has been conducted. In this method, 10 experienced personnel from the Ministry of Sports Affair Oman and some marketing experts have been chosen and interviewed. At the same time, the researcher also opted for quantitative research by surveying 134 individuals with the help of 15 fully-structured close-ended questions.

Research question 1

This question was all about strategies that can be adopted for ensuring enhanced digital marketing. The researcher started with collection of information relevant to this question from past literature works (section 2.3). Ways by which digital marketing strategies can be developed and implemented within an organization along with the benefits of such strategies have been prioritized. Moreover, the first question of qualitative research has been prepared with an aim to gather depth insights about marketing strategies that would enable organizations to be in a competitive edge in this era of technological advancements. Four most common answers as analyzed from response of interviewed employees of MOSA seemed to be “using new technology tools”, “adoption of social media applications”, “business objectives” and “value proposition”.

Additionally, general analysis of 134 respondents has been done prior to proceeding with survey in terms of usage of technological devices. This in turn revealed that 94% of the respondents make use of smart phone on a daily basis with 2.2% on a weekly basis. Only 2.2% on the contrary, have been analyzed to be not much into using these advanced technology-based devices. From this, it can therefore, be deduced that organizations are required to emphasize more on personalized media contents and share such with diversified group of audiences. Inspired by the ideas of Kingsnorth (2019), doing so would not only ensure reaching to international markets, rather this would also lower down marketing expenses as using social media applications does not require any additional expenses.

Research question 2

Emergence of technology has made it mandatory for organizations to adopt digital marketing strategies, use of which would support benefit maximization thereby reaching to millions and millions of customers. And in order to do so, it is paramount to combine channel options and digital assets, followed by planning and auditing different tools which would propel digital information (Grossberg 2016). This question intended to reveal about marketing strategies that are currently used by MOSA and the second interview question has been prepared

accordingly. Majority of employees of MOSA shared their experiences and illustrated that no formal marketing strategy is in use within this ministry. They further added that there is lack of marketing experts, effective marketing plan besides the fact that no significant technology or social media applications are available.

In spite of the fact that MOSA has succeeded in establishing varieties of sport system however, there is a lack of communication between departments. Answers obtained from question 4 and 5 of quantitative research furthermore, agreed with that of interviewed answers. For instance, 51.5% of surveyed respondents mentioned that they are less likely to receive news and announcements of MOSA. Additionally, 73.9% agreed that MOSA has been lagging behind in terms of a specified marketing strategy. At the same time, 57.5% responded that they follow this ministry on Twitter while 26.1% on Instagram, 11.9% on Facebook, and 3.7% on YouTube. From the 8th question, it can be deduced that most significant challenge faced by MOSA in context to marketing is lack of human resources.

Research question 3

This question widened up scopes to determine the impact of digital marketing on brand image. Brand image is crucial for organizations, regardless of any type or size as it reveals specialty and uniqueness of products or services (Wang and Kim 2017). Section 2.2 further depicted that the brand image (also known as logo) needs to be such that reflects the overall business and primary qualities that is the trademark. The third question of the interview enabled the researcher to gather knowledge about Industry 4.0 which tends organizations to make effective utilization of advanced tools like cloud computing, cognitive computing and Internet of Things (IoT). As opined by Aswani et al. (2018), these technologies would altogether ensure interconnection, decentralized decision-making, technical assistance as well as transparency of information thereby building the brand name. Question 16 as mentioned under the survey questionnaire added that adoption of a significant digital marketing strategy would amplify the ability of MOSA to share key messages with a diverse range of people. Furthermore, it is evident from question 13 of quantitative research that lack of digital marketing strategies tended

79.9% of surveyed respondents to not get familiar with the brand image of MOSA. The respondents added that there is poor coverage of marketing at following locations:

Al Batinah South

Al Batinah North

Ad Dakhiliyah

Ad Dhahirah

Musandam

Ash Sharqiyah South

Ash Sharqiyah North

Al Wusta

Al Buraimi.

Surveyed respondents have been analyzed to be willing to access services offered by MOSA with their smart phones, thereby depicting implementation of a digital marketing strategy which would suggest this ministry to prepare creative media contents. From all these, it can therefore be concluded that there is a positive impact between digital marketing strategies and overall success of the brand which in turn, nullify H0.

Research question 4

This question enabled the researcher to come up with a number of best practices that can be included in the digital marketing strategy so as to strengthen the brand image of the Ministry of Sports Affairs (MOSA). The most common answer to the fourth interview question which encompassed around digital marketing best practices for raising ministerial activity in Oman was analyzed to be “having a continuous plan and road map”. According to the ideas of Zhu and Chen (2015), a valid and accurate roadmap and plan altogether would enable an organization measure own KPIs, followed by analyzing marketing strategy of competitors. Additionally, it is essential to prepare a digital marketing calendar which would provide with a timeline, within which key methods to promote the business needs to be evaluated.

Question 12 as included in the survey questionnaire revealed about the fact that Twitter along with WhatsApp are undoubtedly two most popular channels for digital marketing. The next question enabled the researcher to gather information about the reality that the majority of respondents are unaware of the brand image that represents MOSA. The fact that MOSA mainly targets both female and male youth and teenagers has been analyzed from question 15. Status of widespread use of social media platforms, especially Twitter all across Oman is found to be 11.5% as of July 2019, next to Facebook and Youtube (Statcounter.com 2019). As per estimation of Times of Oman, there was a time when the youth generation was much more into using WhatsApp. This however, underwent transformation, ending with the popularity of Twitter which is evident from the statistics that more than 6,00,000 tweets are generated per day on an average. This social media application might therefore, turn out to be advantageous for MOSA to offer comprehensive sports services to millions of people.

5.3 Recommendations

The Ministry of Sports Affair (MOSA) Oman offers sports activities for people with varying needs. For instance, MOSA organizes youth camps, boat race, women bowling contest, league games, sports contests for international as well as private schools, indoor football championships (Omanportal.gov.om 2019). Sports activities for people with special needs supports people with disability like hearing impairment however, it is obvious for all to not have adequate and detailed information of this. The **first recommended** digital marketing strategy for MOSA in such an instance would be to opt for social media marketing. Being one of the fastest growing trends, active users in social media platforms has increased to more than 2.60 million in Oman (Statcounter.com 2019). With this, it would be easy for MOSA to ensure increase in number of participants thereby making such events a grand success besides enhanced brand image. In order to adopt this strategy, it would be essential for MOSA to recruit a dedicated team who would create simple and clear contents, based on which users would be attracted (Ashley and Tuten, 2015). Answers obtained from surveyed respondents as well as from existing employees of MOSA unveiled widespread use of Twitter in Oman.

Considering this, it would be suggested for the content writing team of MOSA to tweet frequently about sports activities and events along with images. Inspired by the ideas of Hudson et al. (2016), special emphasis needs to be given on using hashtags while adding Meta information. This is because one can easily access tweeted information or posts by simply using associated hashtags.

The **second recommendation** that might prove to be advantageous for MOSA to make diversified people aware of sports event organized is use of marketing automation. This is a type of software that is used for targeting customers by automatically generating and sharing personalized marketing messages across different channels. These channels can be any one among website, email, social media or text message (Heimbach et al. 2015). This software can moreover, be used by respective marketing departments to remove repetitive tasks which would then help in increasing overall efficiency of digital marketing. Question 2 of quantitative research ended with the analysis that organizing marketing campaigns is likely to enable MOSA in making people aware of its activities, events and services offered. Marketing automation when used alongside these campaigns would ensure extended reach with creation of inbound marketing. As opined by Duncan and Fliptop Inc (2016), the concept of inbound marketing is used by vendors to find prospects for top to mid-funnel via personalized pitches derived from analytical tools.

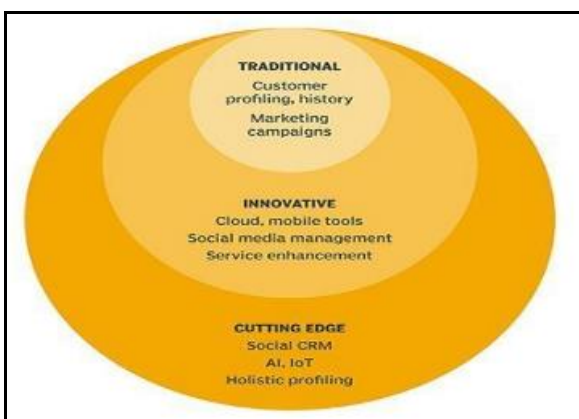


Figure65: Main features of Marketing Automation (Heimbach 2015)

Adoption of Pay-per-click (PPC) Management Services is the **third as well as most crucial recommendation**. Reason behind this is that this digital marketing strategy ensures availing benefits of the following:

- Google AdWords (search and display network)
- Twitter ads
- Bing advertising
- YouTube advertising
- Facebook ads
- Retargeting groups across various search engines.

Additionally, this digital marketing service ensures keyword management which would enhance the visibility of the website thereby increasing both quality as well as quantity of website traffic. This service also comes with the feature of monthly campaigns performance report generation. This report would contain detailed information about revenue generated, number of clicks, opens, subscription to official newsletter and updates (Depaoli and Siedlecki 2018). However, for this, it would be desirable for Ministry of Sports Affair to fill up the questionnaire provided by the service provider, evaluate terms and conditions of the PPC account, followed by account setup. In spite of the fact that the service provider would be responsible for managing bid, keyword and targeting adjustments however, contents to be posted for advertising need to be provided by MOSA.

Recommendation for future research: The current research focused on describing senior officials and marketing managers in MOSA on involvement to the development of digital marketing strategies. The recommendation for future research is to conduct more qualitative studies in private sector organizations that are interested in sports sector and that help to understand and compare the relationship between digital marketing strategies and brand name. Case studies would increase and diversify a better and accurate perception of the impact of digital marketing strategies on brand name.

5.4 Sustainability and digital marketing strategy

In accordance with the ideas put forward by Taiminen and Karjaluo (2015), it can be mentioned that digital marketing strategy is likely to have a sustained impact on the ultimate outcome of an organization, in terms of sales, growth, revenue and profitability. This technology-based business environment is however, dynamic for which, continuous improvement is highly desired to ensure maximization of assets. Dumitriu et al. (2019) on the other hand, argued that growing needs of individual resulted in huge competition thereby tending organizations to focus more on immediate or short-term results. Taking these instances of un-sustainability, it can be recommended to MOSA to establish a sustainable digital marketing strategy that would automatically allow optimization of conversion rate. According to the ideas of Jankowski et al. (2017) one of the significant examples of sustainable asset that an organization has is the content strategy. It is this strategy which solely differentiates the brand from competitors besides increasing organic traffic as well as effectiveness of investment in digital media networks. It is moreover, observed that this strategy is efficient enough to diminish average cost per qualified visit with time. From a different perspective, it can be mentioned that these altogether fuel up performance, ensuring enhancement of the brand image.

In this context, the concept of A/B testing can be introduced which is basically an experiment which facilitates statistical analysis of two or more variants. This is then followed by determining the variation that would achieve the conversion goal better. Optimization of conversion rate is highly essential for organizations like MOSA to reduce customer acquisition costs and to become more efficient with media budget. This is however; complex as measuring the percentage of visitors to the website is dynamic and requires advanced analytical skills (Pomeroy 2017). A/B testing would therefore, ensure that members of group A get to access a different version of the website in comparison to that of group B as shown in figure below:

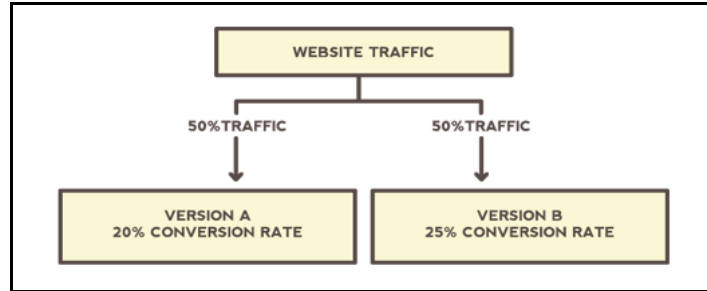


Figure66: Framework of A/B testing (Pomeroy 2017)



Figure67: Key elements of A/B testing-based sustainable digital marketing strategy (Heimbach 2015)

This testing facilitates use of Google Analytics which would automatically provide with details about visitors. On the basis of this, weaknesses in conversion funnel can be identified, thereby enabling the marketing department to get accurate data about parameters that need to be optimized. This is then followed by hypothesis wherein the most appropriate way for changing Version A, based on particular goal would be gathered (Heimbach et al. 2015). In context to the chosen ministry, the third stage would suggest MOSA to specify and register an action by providing a URL which in turn would receive data. It would then be required by the ministry to choose the algorithm such that entire traffic can be divided thereby proceeding with the experiment. The last stage is interpretation where statistical significance is considered for drawing a valid conclusion. For instance, in case version B seems to be attracting more visitors due to the presence of an effective CTA (Call-To-Action) in comparison to version A then the concerned business is more likely to opt for that.

Self-Reflection

Through this experience I gained a lot of skills. The first thing I experienced in this involvement was my happiness and my enjoyment until the last minute. I learned how to make research plans, divide time and increase my knowledge, which help me in my studies, my personal and professional life. It was difficult to keep up with studying, caring for children and taking care of the house at the same time. But my enthusiasm, the support of my brothers and my mother made me fulfill my search requirements.

This section showcases experience gathered by the researcher throughout the research lifecycle, starting with critically reviewing past literature works, conducting interview sessions, surveying respondents to coming to a valid conclusion. This entire study enabled me to master collected knowledge. The present trend of technological advancements and using of digital marketing strategies is wide, diverse and conflicting. Due to this, it was quite difficult for me to proceed with the research work by gathering past literatures that are relevant to prepared objectives as well as was time-consuming. In the meanwhile, I however, gathered a brief overview of importance of brand image for an organization. I furthermore, laid emphasis on the process of brand image development in order to make it easy for me to determine the relationship between digital marketing strategies and success of the brand that is Ministry of Sports Affair (MOSA) Oman. Gathering in-depth knowledge about benefits of digital marketing strategies and ways to develop and implement such helped me to prepare questions for employees of MOSA. Interviewing 10 experienced personnel from MOSA and interpreting their responses seemed to be stressful at the first place. However, I prepared a set of 4 open-ended questions, based on research objectives and questions which therefore, enabled me to proceed in the right direction.

In order to begin with systematic surveys, I used the probability sampling technique and sorted 134 respondents beforehand and then proceeded with surveying. However, prior to these, I prepared a close-ended questionnaire, each

questions of which were related to current marketing strategy and activities of MOSA. I then used the SPSS tool for completing the complex statistical data analysis as well as to obtain bar graphs against every question. Many tools are available in statistics analysis but I chose IBM SPSS 25, the latest version. Using of this software and related tools made me acquire detailed knowledge and to be a proficient in this field. The college organized workshops for dissertation thesis most useful in identifying the gap and continuing to follow. Active engagement of my supervision throughout the work was a plus point. This is because continuous positive and especially negative feedback of my supervisor helped me to maximize own ability of learning and analysing gathered data in a critical tone. All these together laid the foundation thereby helping me to write every chapter smoothly. While writing the recommendation section in the last chapter, I was able to improve own analytical skills. This is because this section required a smooth blend or mix of obtained suggestions and accordingly coming up with effective practices to be included within the digital marketing strategy of MOSA. Proud of myself that I have done my best to meet the requirements of research and all this helps me increasing my balance of knowledge to move forward to get degree in field of digital marketing in the future.

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(Source: Inspired by the ideas of Heimbach et al. 2015, p.130)

Appendix

Appendix A: Research Methodology- Questionnaire

- Appendix A-1: Questionnaire Instruments
- Appendix A-2: Pearson Correlation Result

➤ Appendix B: Research Methodology- Interview

- Appendix B-1: Interview Instruments
- Appendix B-2: Interview Letter of Consent Template
- Appendix B-3: Interview Transcription

➤ Appendix C: Research Related Work

- Appendix C.1: Research Proposal
- Appendix C.2: Research Ethical Approval Form
- Appendix C.3: Midterm Review presentation – Status Report
- Appendix C.4: Midterm Review presentation – Poster Presentation
- Appendix C.5: Student Dissertation Diaries
- Appendix C6 : To whom it concern

➤ Appendix A: Research Methodology- Questionnaire

- Appendix A-1: Questionnaire Instruments
- Appendix A-2: Pearson Correlation Result

Appendix A-1: Questionnaire Instruments

Questionnaire:"A Study to improve Brand Image of the Ministry of Sports Affairs (MOSA) Through Development of Digital Marketing Strategies"

Objective of this research is to understand digital marketing strategy and to know the current marketing strategy of MOSA. The aim of the study is to investigate the impact of digital marketing on the brand image and suggest the best practices that can be adopted in developing a digital marketing strategy to support the brand name. I would greatly appreciate your valuable time to answer the upcoming questions. These questions are purely for the purpose of academic research and will be treated as confidential.

الهدف من هذا البحث هو فهم استراتيجية التسويق الرقمية ومعرفة استراتيجية التسويق الحالية لوزارة الشؤون الرياضية، وايضا هذه الدراسة توضح مدى تأثير التسويق الرقمية على العلامة التجارية (الهوية). هذه الأسئلة مخصصة لغرض البحث الأكاديمي و تعامل بسرية تامة.

Demographic Data(البيانات الشخصية):

Gender(الجنس) *

☒ Female(أنثى)

☐ Male(ذكر)

Your age is(عمرك) : *

☐ 15-20

☐ 21-30

☒ 31-40

☐ 41+

Last education degree(آخر درجة تعليم حصلت عليه):

*

- ☐ High School(الثانوية)
- ☐ Diploma(دبلوم)
- ☐ Bachelors(بكالوريوس)
- ☒ Mastars(ماجستير)
- ☐ PHD(دكتوراه)
- ☐ Other:

You represent (أنت تمثل أي جهة؟):

*

- ☒ Ministry Of Sports Affairs employee(موظف/موظفة في وزارة الشؤون الرياضية)
- ☐ Public citizen(عامّة الشعب)

You play Sport every (..تلعب الرياضة كل): *

- ☐ Daily(يوميًا)
- ☐ Weekly(أسبوعيًا)
- ☒ Monthly(شهريًا)
- ☐ Once every 6 months(كل 6 أشهر)
- ☐ Not interested(لست مهتمًا)

HHHHH

Usually you use a technology devices(smartphone,Tablets, smart notebook, Smart watches, Smart Glasses) every عادةً ما تستخدم أجهزة تقنية : ((الهاتف الذكي ، الأجهزة اللوحية ، الكمبيوتر الدفتري الذكي ، الساعات الذكية ، النظارات الذكية) كل *

	Daily	weekly	Monthly	Once every 6 months	Not using
Smart phone	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Tablets	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
Smart notebook	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
Smart watches	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
Smart eye glasses	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>

Objective 1

To study the effectiveness of digital marketing strategies on brand image /positioning.

هل عندك فكرة عن? Do you know the vision of the Ministry of Sport Affairs 1) * رؤية وزارة الشؤون الرياضية

☐ Yes

☒ No

2)Do you know about the Ministry of Sports Affairs activities, events and their sport facilities هل عندك علم بالخدمات والأنشطة والبرامج الرياضية التي تقدمها وزارة الشؤون الرياضية *

	0	1	2	3	4	5	
No	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Yes

3)Do you think Ministry of Sports Affairs has a brand name for itself هل: تعتقد بأن الوزارة لها هوية تسويقية؟ *

	0	1	2	3	4	5	
No	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Yes

4)How you get Ministry of Sports Affairs news and announcements كيف
*::تصلك أخبار وإعلانات وزارة الشؤون الرياضية

	1 Less likely	2	3	4	5 Highly likely
News paper Ads(إعلانات الصحف)	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
TV/Radio Ads(إعلانات في الإذاعة والتلفزيون)	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ministry's Website(الموقع الإلكتروني)	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Social media(instagram,twitter, facebook..)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Google search engine(SEO)(جوجل)	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Phone call(الاتصال بالوزارة)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
E-mail(البريد الإلكتروني)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Flyers and brochures(المنشورات المطبوعات)	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Outdoor advertising board (اللوحات الإعلانية في الطرق)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Word of mouth(other people)(اجتماعيا)	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

5)Do you think MOSA has marketing strategy?هل تعتقد بأن الوزارة لها إستراتيجية تسويق؟*

	0	1	2	3	4	5	
No	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Yes

6) Have you visited the Ministry's website ever?هل قمت بزيارة الموقع الإلكتروني للوزارة؟*

☒ Yes

☐ No

☐ Not interested

7) Which of the social media channels of the ministry you follow:أي القنوات التواصل الاجتماعي للوزارة تتابع؟*

☐ Twitter

☒ Instagram

☐ Facebook

☐ Youtube

☐ Linkedin

☐ Snapchat

☐ Other:

8)What are the challenges that the ministry is currently facing in marketing?
 * ما هي التحديات والصعوبات التي تواجه التسويق في الوزارة؟

	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
Traditional marketing methods التسويق التقليدي	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>
No expert human resources لا يوجد خبراء	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
Economic conditions locally and globally الحالة الاقتصادية	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Not using any technology trend عدم استخدام التكنولوجيا	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>
Lack of qualification and training of staff نقص في التدريب والتأهيل	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
Follow up and update the content of social media التحديث للتواصل الاجتماعي	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

9)From your perspective :Has the Ministry covered marketing/Ads. itself in all governorates?
من وجهة نظرك هل قامت الوزارة بالتغطية بالتسويق والإعلان عن خدماتها* وأنشطتها لجميع المحافظات؟

	Poor(ضعيف)	Fair(مقبول)	Satisfactory(جيد)	Very good(جيد جدا)	Excellent(ممتاز)
Muscatمسقط	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Al Batinah Southالباطنة جنوب	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Al Batinah Northالباطنة شمال	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ad Dakhiliyahالداخلية	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ad Dhahirahالظاهرة	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Musandamمسندم	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ash Sharqiyah Southشرقية ش	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ash Sharqiyah Northشرقية ح	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Al Wustaالوسطى	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Dhofarظفار	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Al Buraimiالبريمي	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

10)Do you support access to services and registration in sports facilities via smart phones?
هل تؤيد تقديم الخدمات والتسجيل للمرافق الرياضية عن طريق التطبيقات في الأجهزة الذكية؟*

	0	1	2	3	4	5	
No	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	Yes

11)Do you think the ministry is successful in marketing and hosting world championships?Why?
هل تعتقد أن الوزارة قادرة في استضافة البطولات العالمية؟عن (11)Why?
طريق التسويق والترويج لها؟ولماذا؟*

Objective 4

Best practices to develop digital marketing strategies.

12) What is the most popular digital marketing channel in your opinion من وجهة نظرك و بشكل عام ,أي القنوات التواصل الاجتماعية الأكثر شهرة؟*

	Poor	Fair	Satisfactory	Very good	Excellent
Twitter	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>
Instagram	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>
Facebook	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
youtube	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
Linkedin	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Snapchat	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>
Telegram	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Whatsapp	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>
Google(SEO)	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>

13)Do you know this logo refers to which Program in MOSAs الصورة أدناه
* لبرنامج رياضي معروف تنظمه الوزارة هل عرفت ماهو البرنامج؟



☐ Yes

☒ No

14) Do you think MOSAs brand name is common and famous? هل تعتقد أن
* هوية الوزارة شائعة ومشهورة؟

0

1

2

3

4

5

No



Yes

15) From your opinion, which are MOSAs Most target group من وجهة نظرك اي الفئات العمرية التالية تستهدفهم الوزارة *

	Poor	Fair	Satisfactory	Very good	Excellent
children	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
Teenagers - Females	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
Teenagers - males	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
Youth - males	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
Youth - Females	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
Mature - males	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
Mature - Females	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Older people - males	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Older people - Females	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

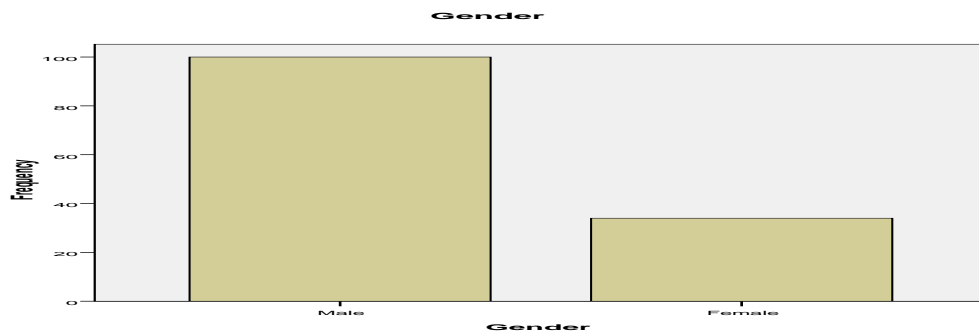
16) Do you believe, there is an impact in the development of digital marketing strategies and the development of ministerial identity and why هل تعتقد بأن هناك تأثير بين تطوير استراتيجيات التسويق الرقمية وتطوير الهوية الوزارية ولماذا؟؟؟

Appendix A-2: Pearson Correlation Result

RRRRR

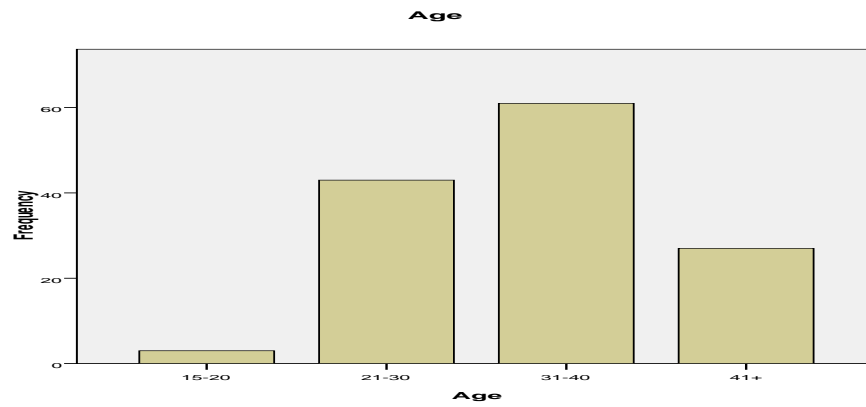
Reliability		Cronbach's Alpha		N of Items		Statistics
		Frequency	Percent	Valid Percent	Cumulative Percent	
Valid	Male	100	74.6	74.6	74.6	
	Female	34	25.4	25.4	100.0	
	Total	134	100.0	100.0		

Gender



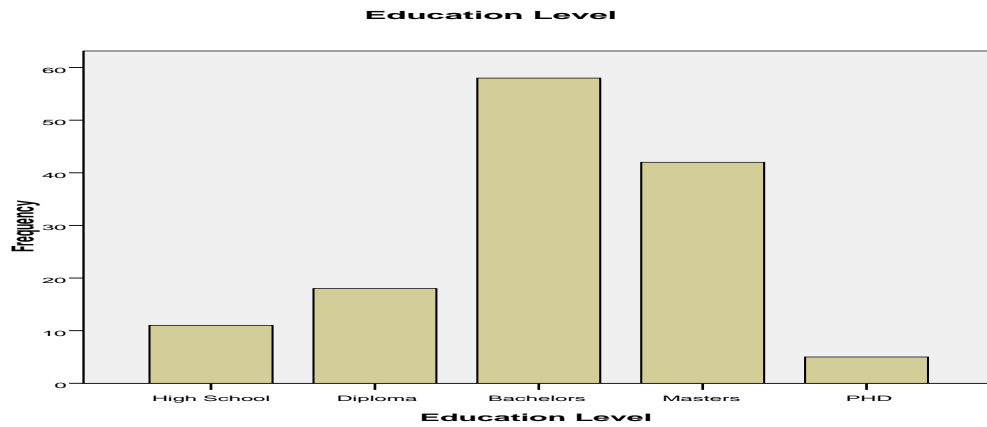
Age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	15-20	3	2.2	2.2	2.2
	21-30	43	32.1	32.1	34.3
	31-40	61	45.5	45.5	79.9
	41+	27	20.1	20.1	100.0
	Total	134	100.0	100.0	



Education Level

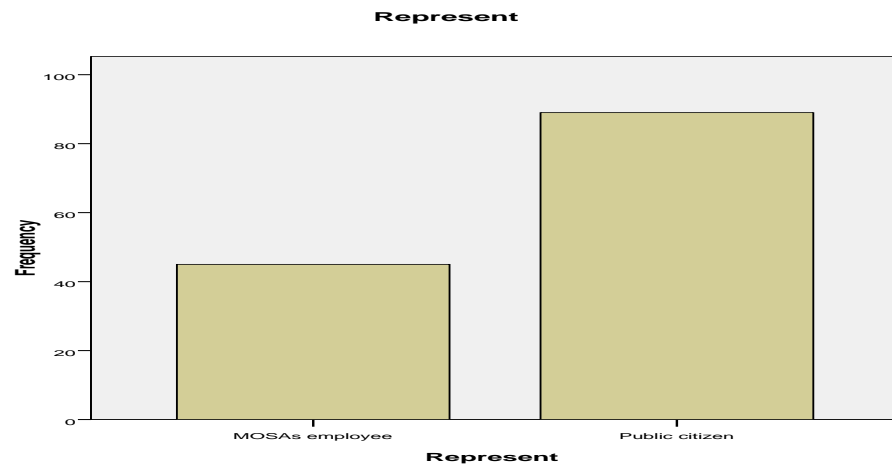
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	High School	11	8.2	8.2	8.2
	Diploma	18	13.4	13.4	21.6
	Bachelors	58	43.3	43.3	64.9
	Masters	42	31.3	31.3	96.3
	PHD	5	3.7	3.7	100.0
	Total	134	100.0	100.0	



Represent

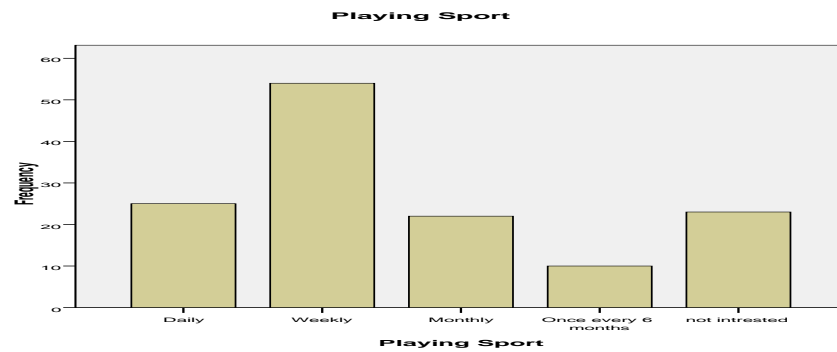
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	MOSAs employee	45	33.6	33.6	33.6
	Public citizen	89	66.4	66.4	100.0
	Total	134	100.0	100.0	

TTTTT



Playing Sport

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Daily	25	18.7	18.7	18.7
	Weekly	54	40.3	40.3	59.0
	Monthly	22	16.4	16.4	75.4
	Once every 6 months	10	7.5	7.5	82.8
	not intrested	23	17.2	17.2	100.0
	Total	134	100.0	100.0	

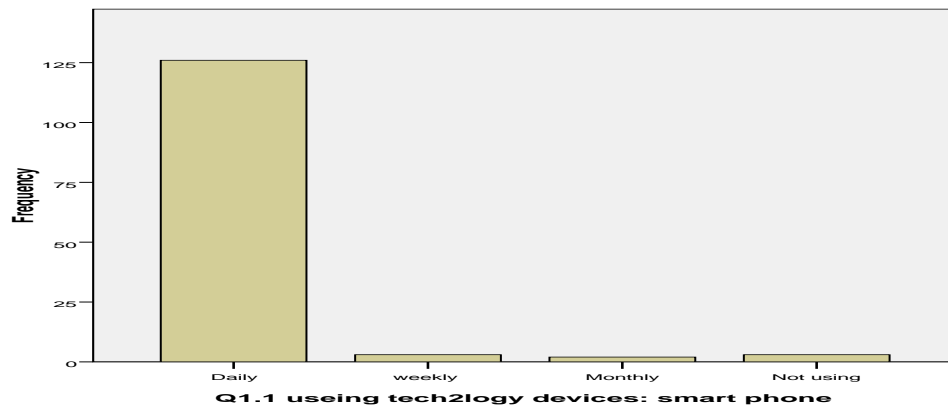


Q1.1 Using technology devices: smart phone

UUUUU

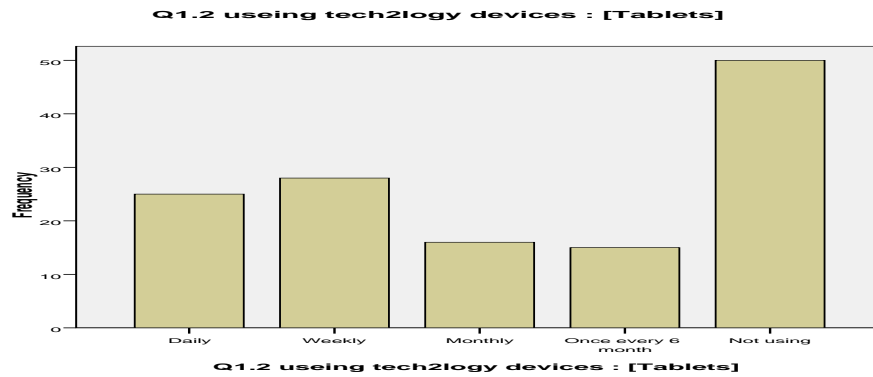
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Daily	126	94.0	94.0	94.0
	weekly	3	2.2	2.2	96.3
	Monthly	2	1.5	1.5	97.8
	Not using	3	2.2	2.2	100.0
	Total	134	100.0	100.0	

Q1.1 using tech2logy devices: smart phone



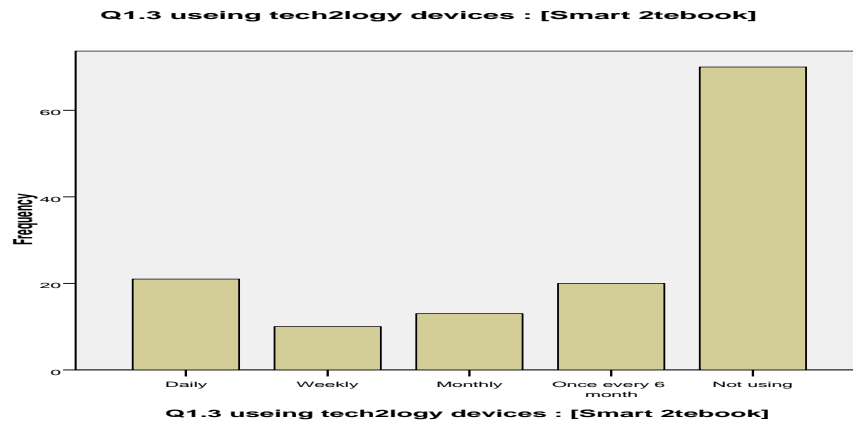
Q1.2 Using technology devices: [Tablets]

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Daily	25	18.7	18.7	18.7
	Weekly	28	20.9	20.9	39.6
	Monthly	16	11.9	11.9	51.5
	Once every 6 month	15	11.2	11.2	62.7
	Not using	50	37.3	37.3	100.0
	Total	134	100.0	100.0	



Q1.3 using technology devices: [Smart Notebook]

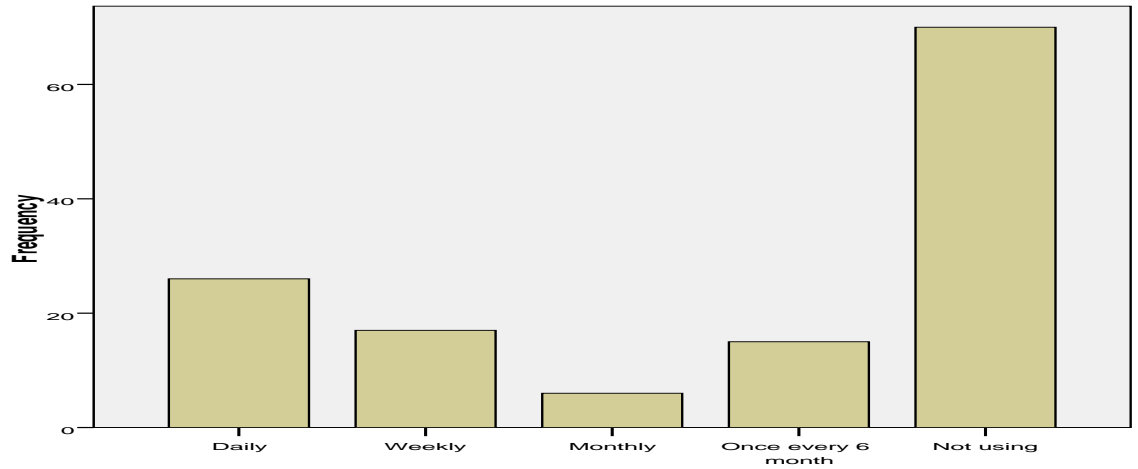
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Daily	21	15.7	15.7	15.7
	Weekly	10	7.5	7.5	23.1
	Monthly	13	9.7	9.7	32.8
	Once every 6 month	20	14.9	14.9	47.8
	Not using	70	52.2	52.2	100.0
	Total	134	100.0	100.0	



Q1.4 Using technology devices : [Smart watches]

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Daily	26	19.4	19.4	19.4
	Weekly	17	12.7	12.7	32.1
	Monthly	6	4.5	4.5	36.6
	Once every 6 month	15	11.2	11.2	47.8
	Not using	70	52.2	52.2	100.0
	Total	134	100.0	100.0	

Q1.4 useing tech2logy devices : [Smart watches]

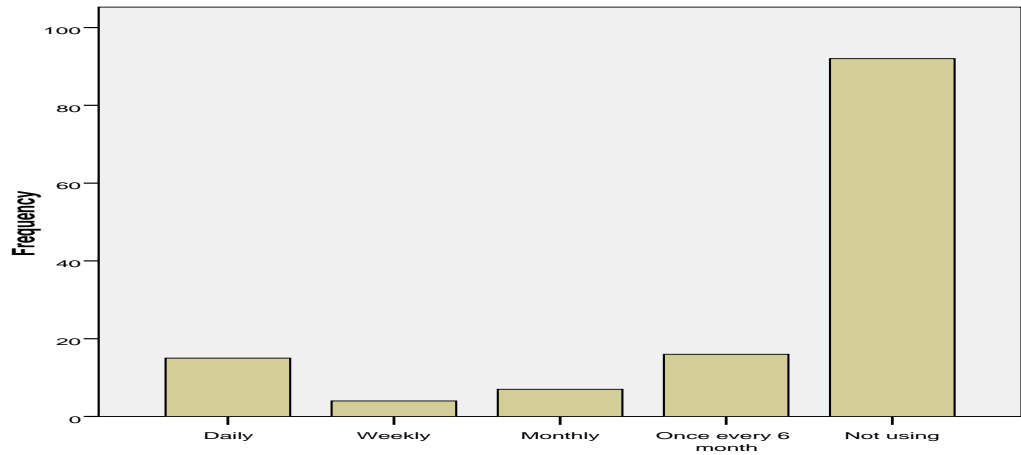


Q1.4 useing tech2logy devices : [Smart watches]

Q1.5:Using technology devices : [Smart eye glasses]

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Daily	15	11.2	11.2	11.2
	Weekly	4	3.0	3.0	14.2
	Monthly	7	5.2	5.2	19.4
	Once every 6 month	16	11.9	11.9	31.3
	Not using	92	68.7	68.7	100.0
	Total	134	100.0	100.0	

Q1.5:using tech2logy devices : [Smart eye glasses]

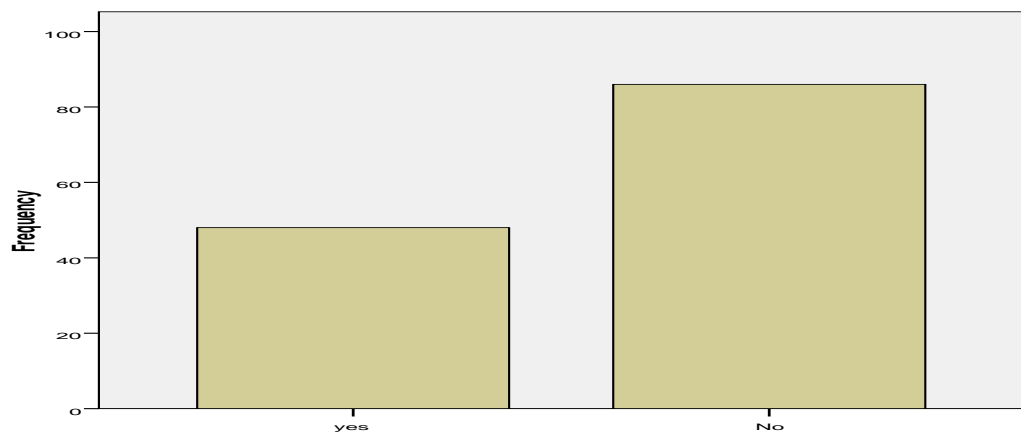


Q1.5:using tech2logy devices : [Smart eye glasses]

Q2:MOSA Vision

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	yes	48	35.8	35.8	35.8
	No	86	64.2	64.2	100.0
	Total	134	100.0	100.0	

Q2:MOSA Vision

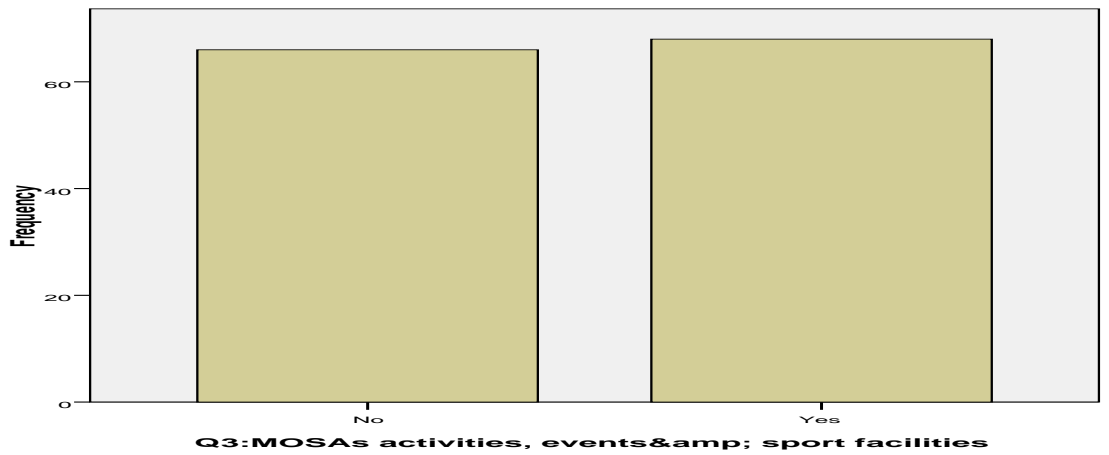


Q2:MOSA Vision

Q3:MOSAs activities, events& sport facilities

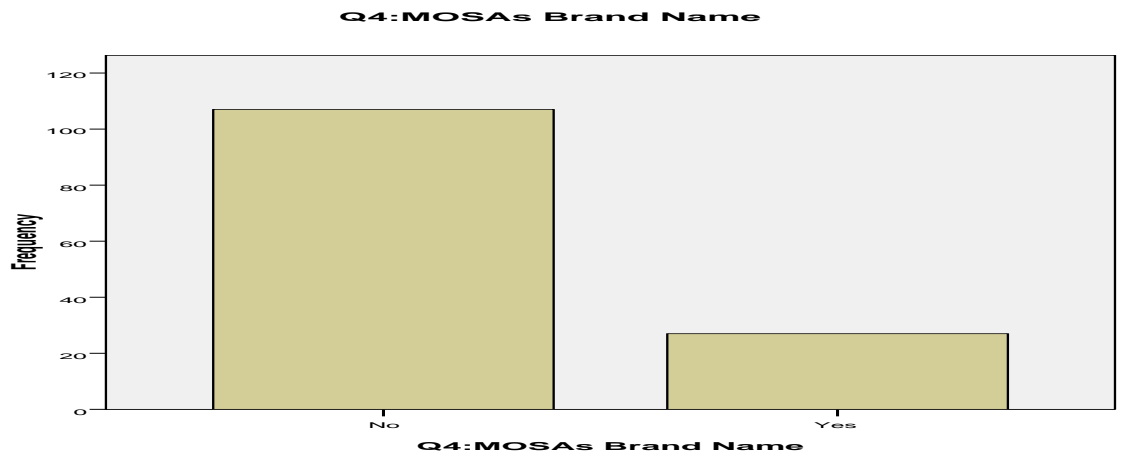
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	66	49.3	49.3	49.3
	Yes	68	50.7	50.7	100.0
	Total	134	100.0	100.0	

Q3:MOSAs activities, events& sport facilities



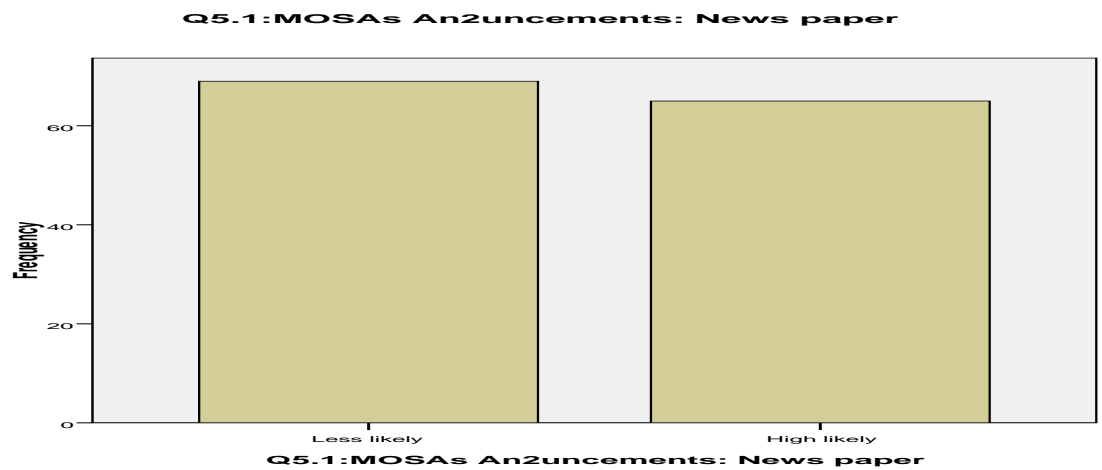
Q4:MOSAs Brand Name

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	107	79.9	79.9	79.9
	Yes	27	20.1	20.1	100.0
	Total	134	100.0	100.0	



Q5.1:MOSAs An2uncements: News paper

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less likely	69	51.5	51.5	51.5
	High likely	65	48.5	48.5	100.0
	Total	134	100.0	100.0	



AAAAAA

Q5.2:MOSAs An2uncements:TV/Radio Ads

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less likely	69	51.5	51.5	51.5
	High likely	65	48.5	48.5	100.0
	Total	134	100.0	100.0	

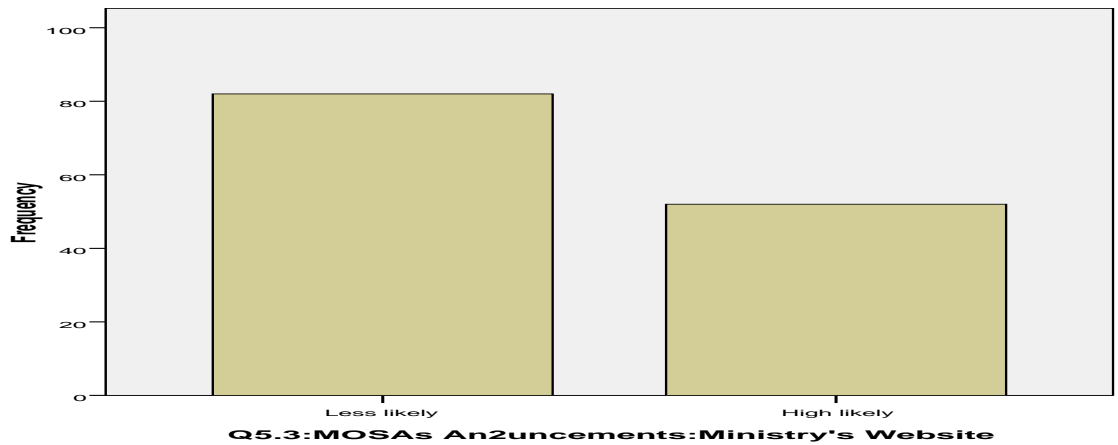
Q5.2:MOSAs An2uncements:TV/Radio Ads



Q5.3:MOSAs An2uncements:Ministry's Website

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less likely	82	61.2	61.2	61.2
	High likely	52	38.8	38.8	100.0
	Total	134	100.0	100.0	

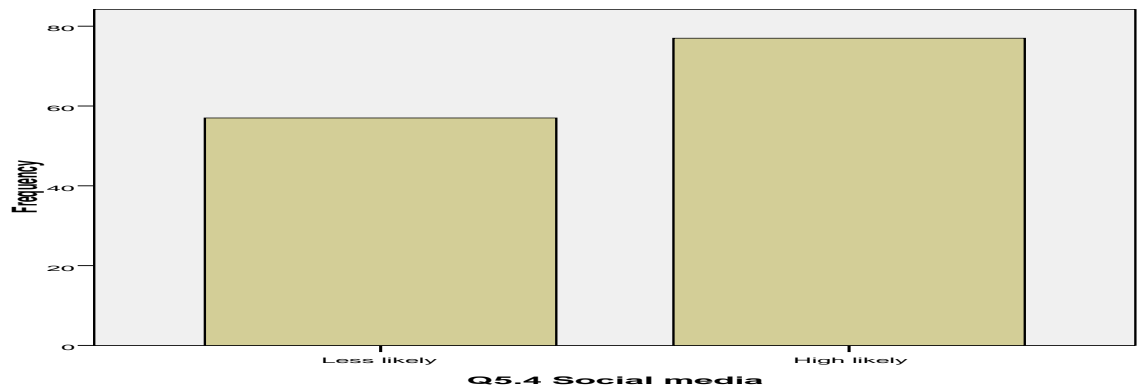
Q5.3:MOSAs An2uncements:Ministry's Website



Q5.4 Social media

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less likely	57	42.5	42.5	42.5
	High likely	77	57.5	57.5	100.0
	Total	134	100.0	100.0	

Q5.4 Social media

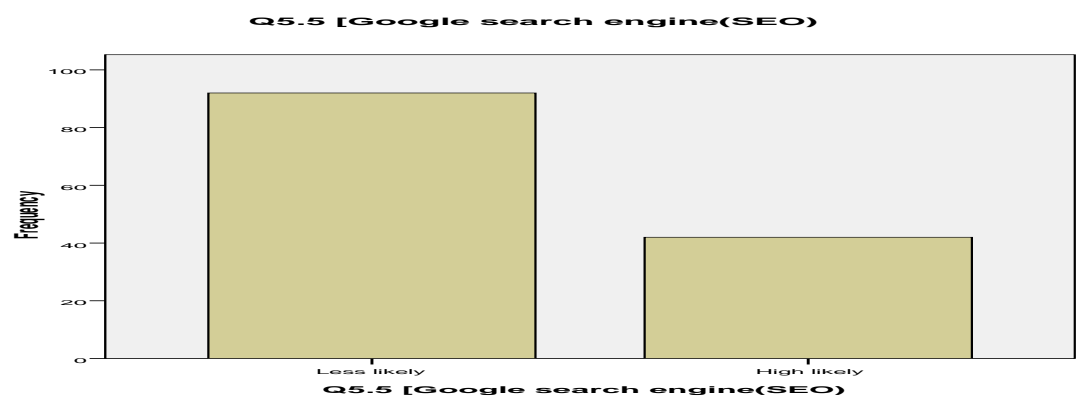


Q5.5 [Google search engine(SEO)]

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less likely	92	68.7	68.7	68.7
	High likely	42	31.3	31.3	100.0

CCCCC

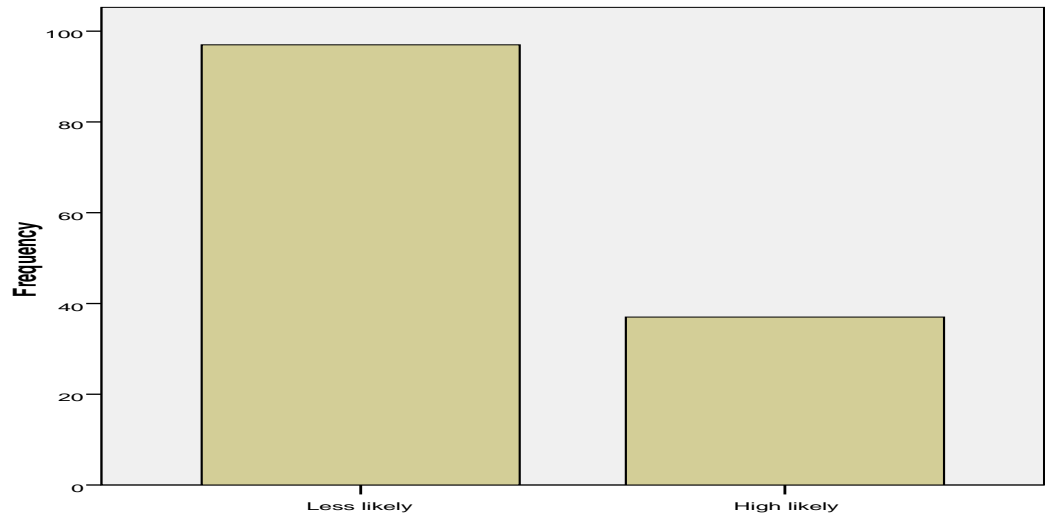
Total	134	100.0	100.0	
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Q5.6 :Phone call

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less likely	97	72.4	72.4	72.4
	High likely	37	27.6	27.6	100.0
	Total	134	100.0	100.0	

Q5.6 :Phone call



Q5.6 :Phone call

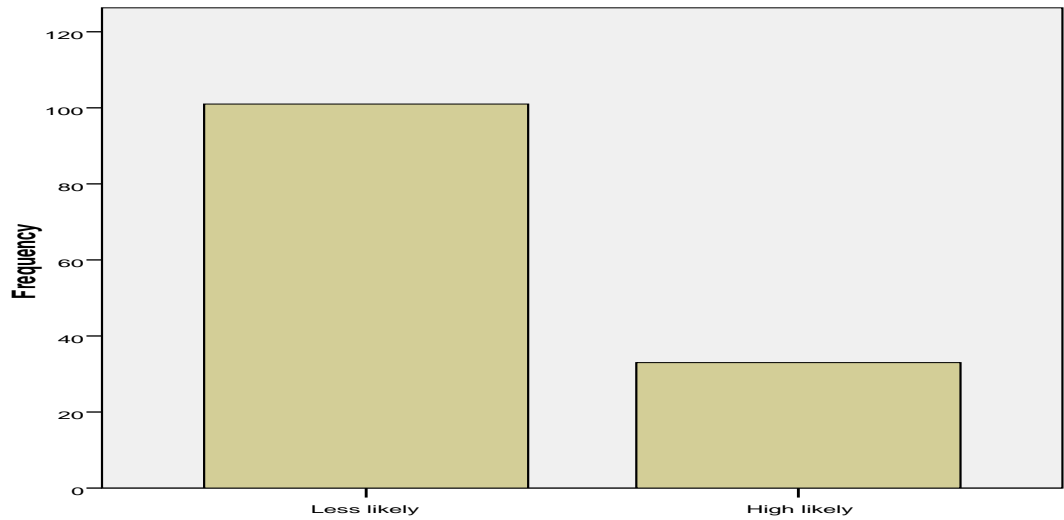
—

Q5.7 [E-mail

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less likely	101	75.4	75.4	75.4
	High likely	33	24.6	24.6	100.0
	Total	134	100.0	100.0	

EEEEEE

Q5.7 [E-mail

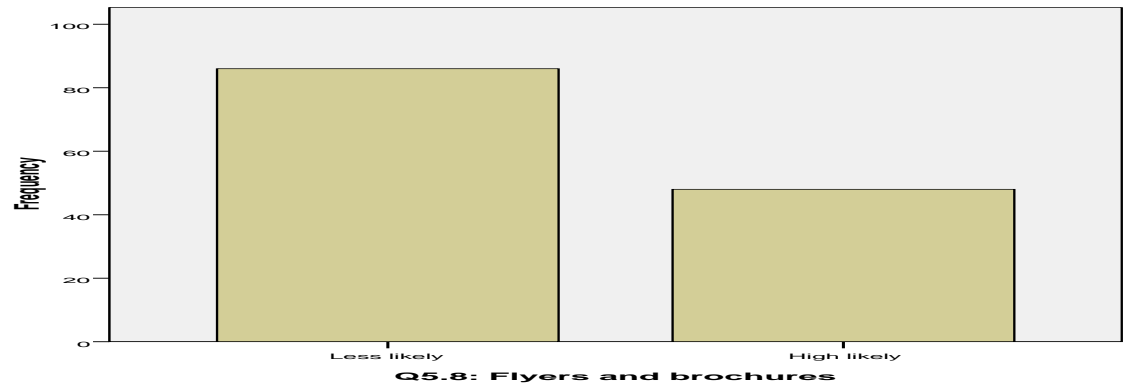


Q5.7 [E-mail

Q5.8: Flyers and brochures

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less likely	86	64.2	64.2	64.2
	High likely	48	35.8	35.8	100.0
	Total	134	100.0	100.0	

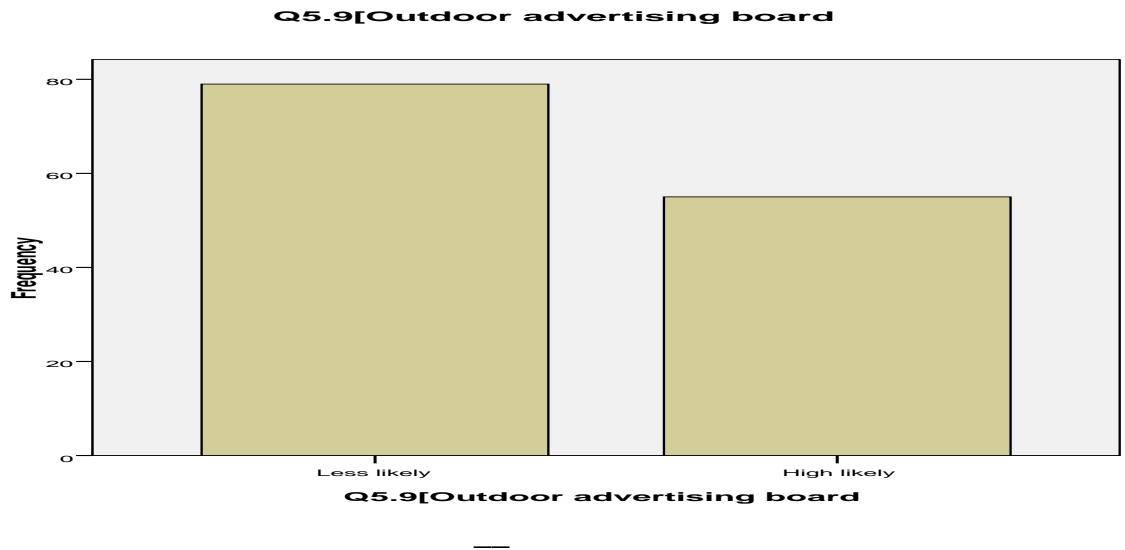
Q5.8: Flyers and brochures



Q5.9[Outdoor advertising board

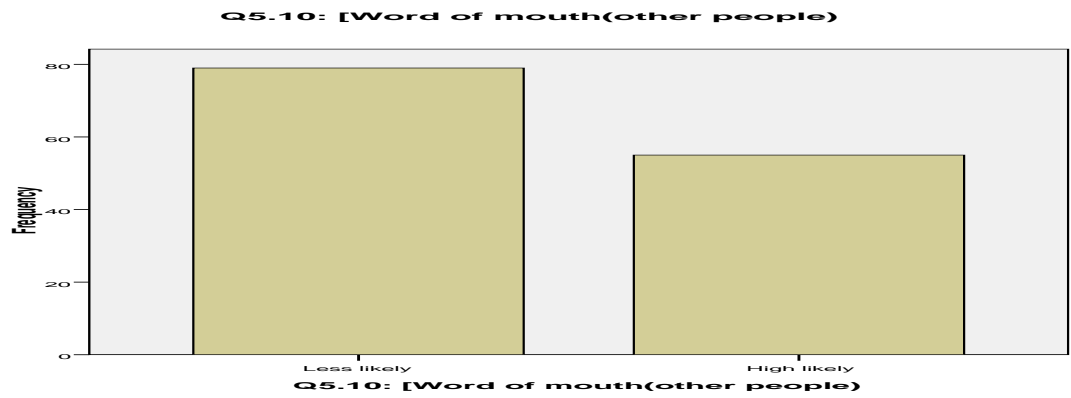
FFFFFF

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less likely	79	59.0	59.0	59.0
	High likely	55	41.0	41.0	100.0
	Total	134	100.0	100.0	



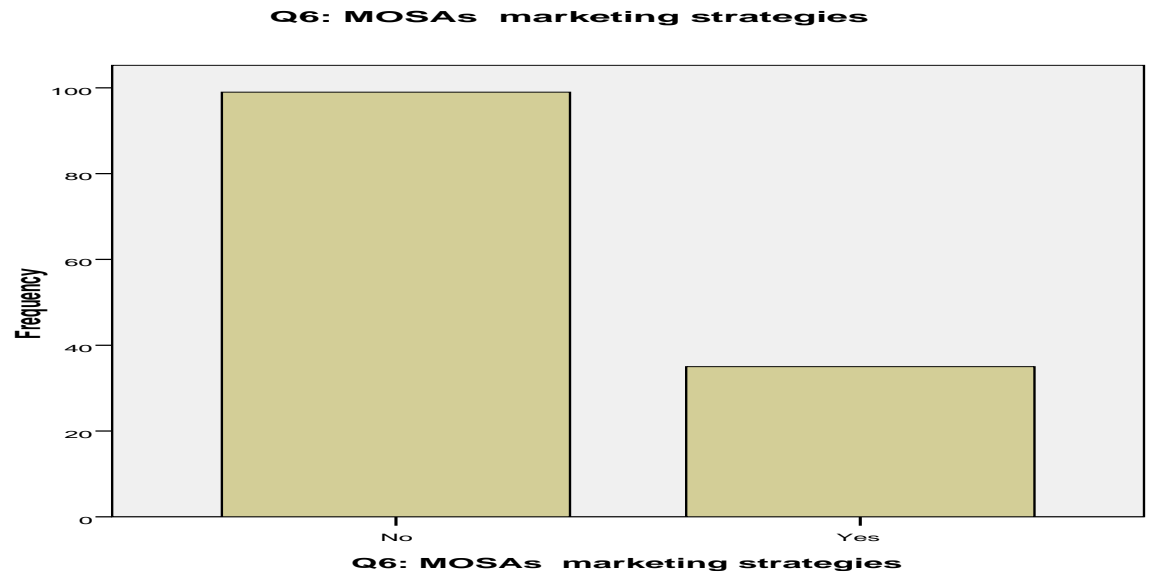
Q5.10: [Word of mouth(other people)]

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less likely	79	59.0	59.0	59.0
	High likely	55	41.0	41.0	100.0
	Total	134	100.0	100.0	



Q6: MOSAs marketing strategies

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	99	73.9	73.9	73.9
	Yes	35	26.1	26.1	100.0
	Total	134	100.0	100.0	



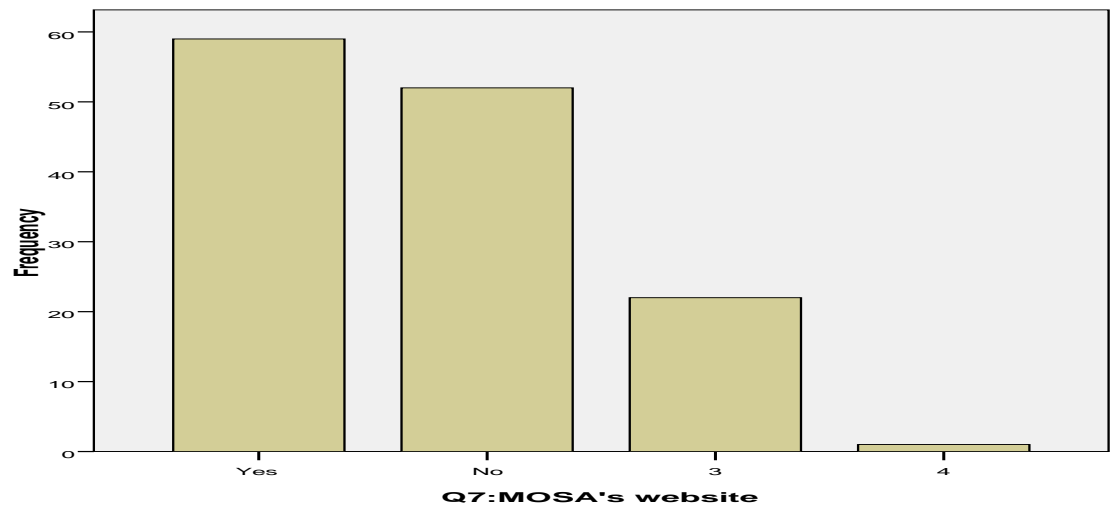
Q7:MOSA's website

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	59	44.0	44.0	44.0

HHHHHH

No	52	38.8	38.8	82.8
3	22	16.4	16.4	99.3
4	1	.7	.7	100.0
Total	134	100.0	100.0	

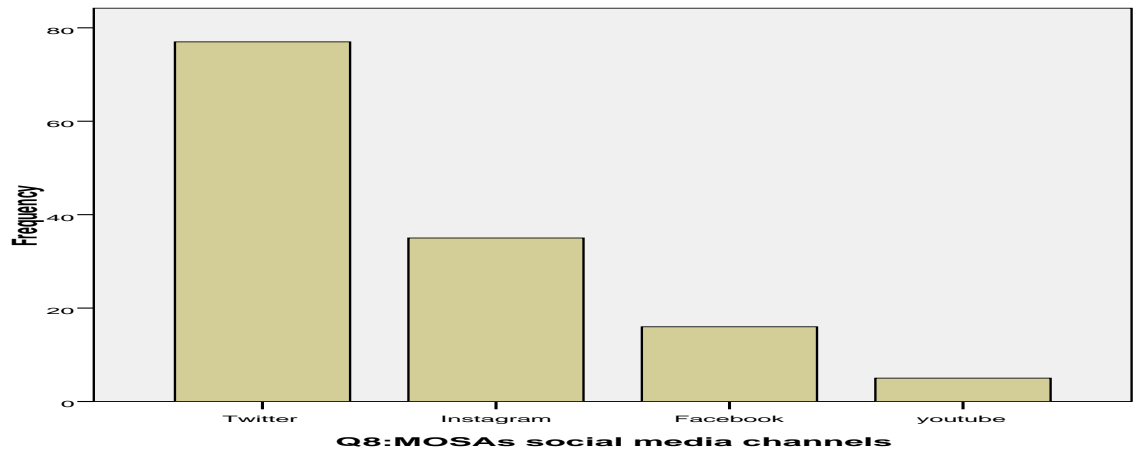
Q7:MOSA's website



Q8:MOSAs social media channels

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Twitter	77	57.5	57.9	57.9
	Instagram	35	26.1	26.3	84.2
	Facebook	16	11.9	12.0	96.2
	youtube	5	3.7	3.8	100.0
	Total	133	99.3	100.0	
Missing	System	1	.7		
Total		134	100.0		

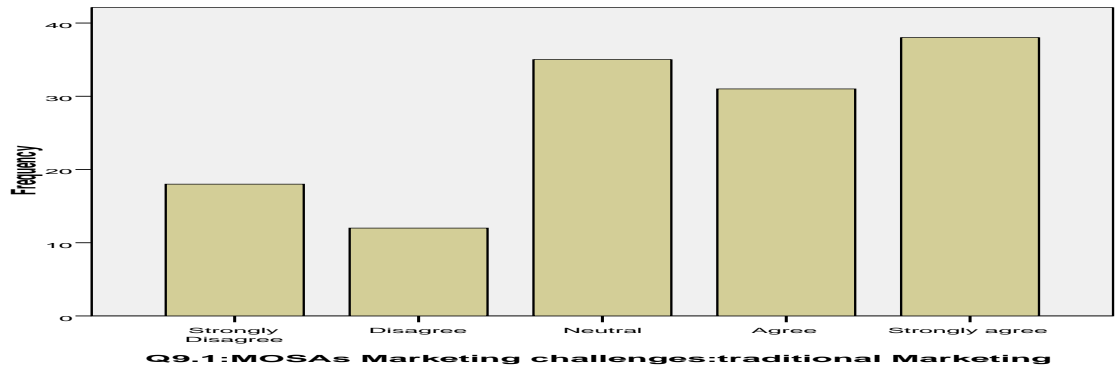
Q8:MOSAs social media channels



Q9.1:MOSAs Marketing challenges:traditional Marketing

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	18	13.4	13.4	13.4
	Disagree	12	9.0	9.0	22.4
	Neutral	35	26.1	26.1	48.5
	Agree	31	23.1	23.1	71.6
	Strongly agree	38	28.4	28.4	100.0
	Total	134	100.0	100.0	

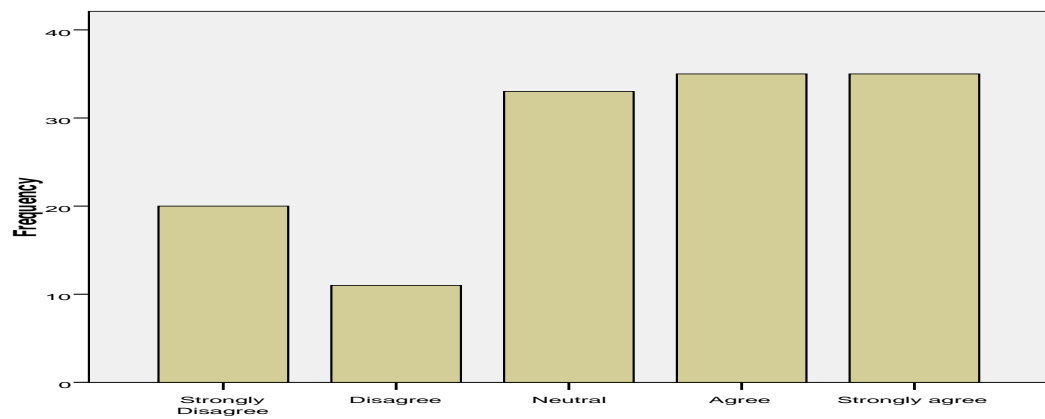
Q9.1:MOSAs Marketing challenges:traditional Marketing



Q9.4 :not using any technology trend

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	17	12.7	12.7	12.7
	Disagree	15	11.2	11.2	23.9
	Neutral	44	32.8	32.8	56.7
	Agree	30	22.4	22.4	79.1
	Strongly agree	28	20.9	20.9	100.0
	Total	134	100.0	100.0	

Q9.2: No expert human resources

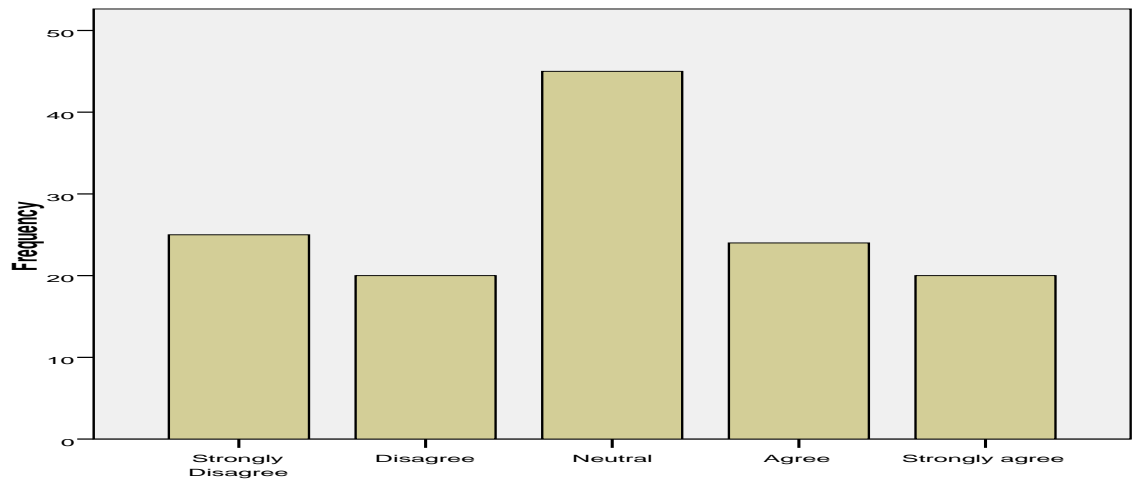


Q9.2: No expert human resources

Q9.3: Eco2mic conditions locally and globally

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	25	18.7	18.7	18.7
	Disagree	20	14.9	14.9	33.6
	Neutral	45	33.6	33.6	67.2
	Agree	24	17.9	17.9	85.1
	Strongly agree	20	14.9	14.9	100.0
	Total	134	100.0	100.0	

Q9.3: Eco2mic conditions locally and globally

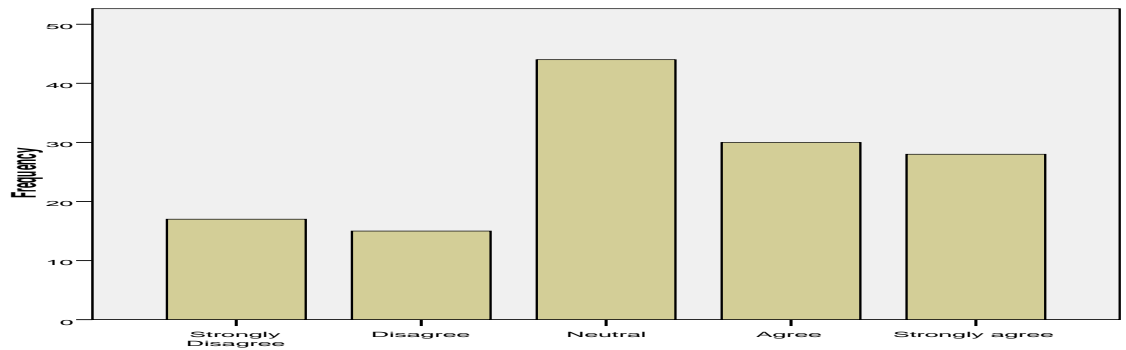


Q9.3: Eco2mic conditions locally and globally

Q9.4 :not using any technology trend

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	17	12.7	12.7	12.7
	Disagree	15	11.2	11.2	23.9
	Neutral	44	32.8	32.8	56.7
	Agree	30	22.4	22.4	79.1
	Strongly agree	28	20.9	20.9	100.0
	Total	134	100.0	100.0	

Q9.4 :not using any technology trend

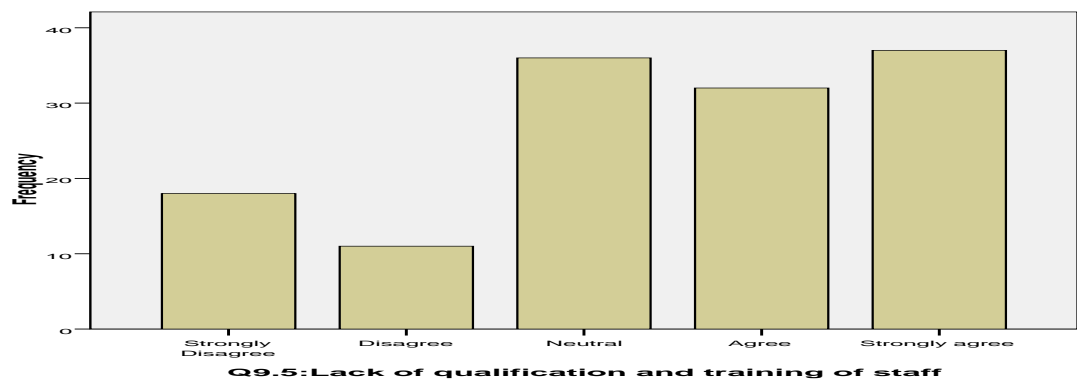


Q9.4 :not using any technology trend

Q9.5:Lack of qualification and training of staff

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	18	13.4	13.4	13.4
	Disagree	11	8.2	8.2	21.6
	Neutral	36	26.9	26.9	48.5
	Agree	32	23.9	23.9	72.4
	Strongly agree	37	27.6	27.6	100.0
	Total	134	100.0	100.0	

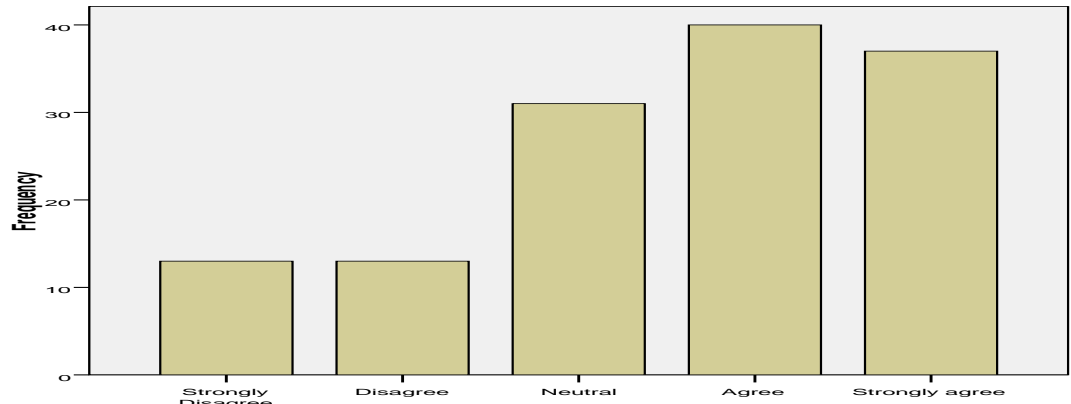
Q9.5:Lack of qualification and training of staff



Q9.6:Follow up and update the content of social media

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	13	9.7	9.7	9.7
	Disagree	13	9.7	9.7	19.4
	Neutral	31	23.1	23.1	42.5
	Agree	40	29.9	29.9	72.4
	Strongly agree	37	27.6	27.6	100.0
	Total	134	100.0	100.0	

Q9.6:Follow up and update the content of social media

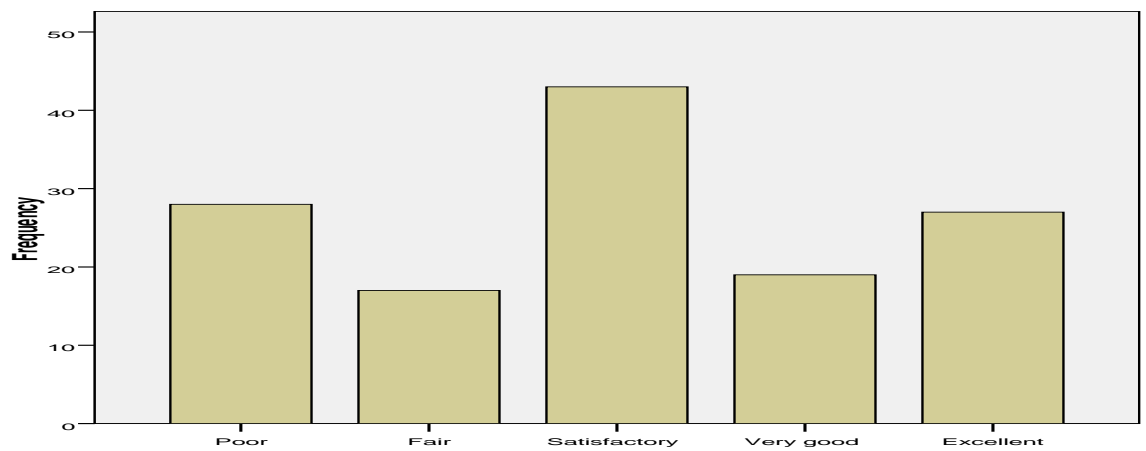


Q9.6:Follow up and update the content of social media

Q10.1: MOSAs Marketing covrege Muscat

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Poor	28	20.9	20.9	20.9
	Fair	17	12.7	12.7	33.6
	Satisfactory	43	32.1	32.1	65.7
	Very good	19	14.2	14.2	79.9
	Excellent	27	20.1	20.1	100.0
	Total	134	100.0	100.0	

Q10.1: MOSAs Marketing covrege Muscat



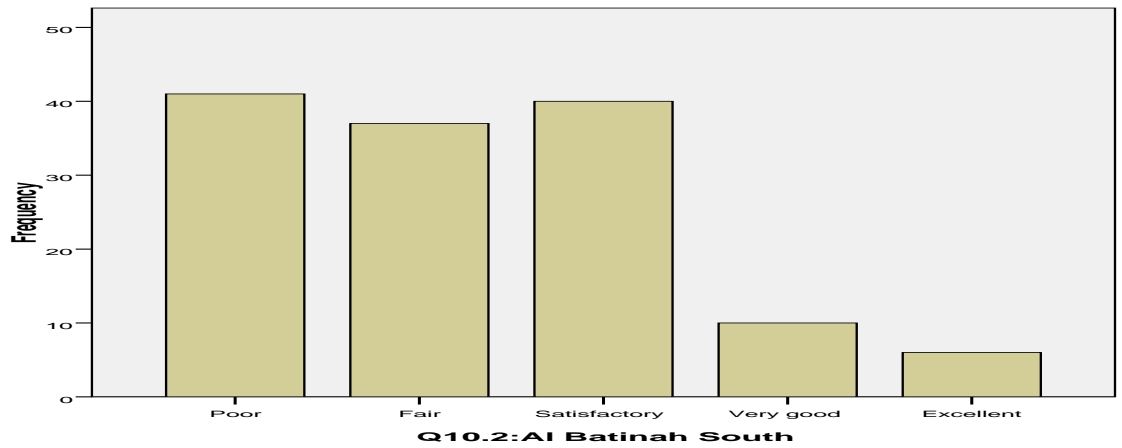
Q10.1: MOSAs Marketing covrege Muscat

NNNNNN

Q10.2:Al Batinah South

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Poor	41	30.6	30.6	30.6
	Fair	37	27.6	27.6	58.2
	Satisfactory	40	29.9	29.9	88.1
	Very good	10	7.5	7.5	95.5
	Excellent	6	4.5	4.5	100.0
	Total	134	100.0	100.0	

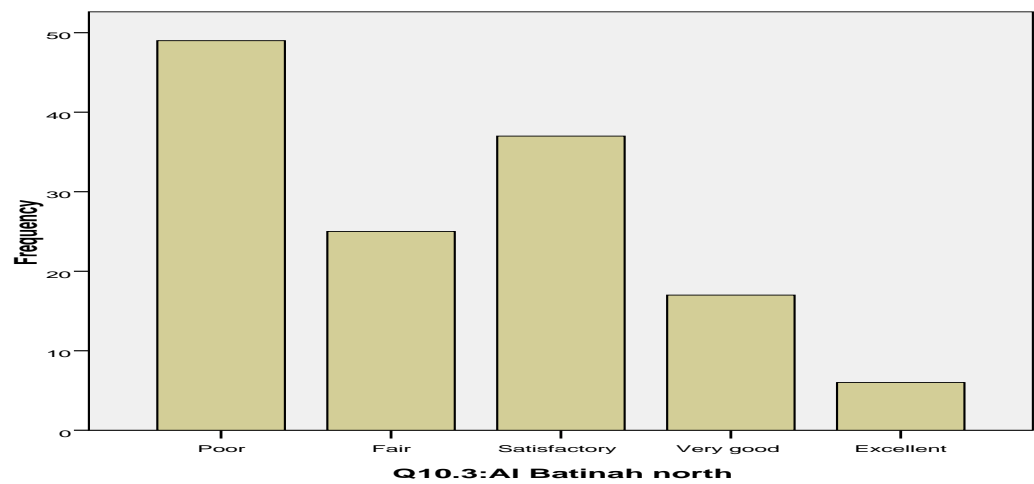
Q10.2:Al Batinah South



Q10.3:Al Batinah north

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Poor	49	36.6	36.6	36.6
	Fair	25	18.7	18.7	55.2
	Satisfactory	37	27.6	27.6	82.8
	Very good	17	12.7	12.7	95.5
	Excellent	6	4.5	4.5	100.0
	Total	134	100.0	100.0	

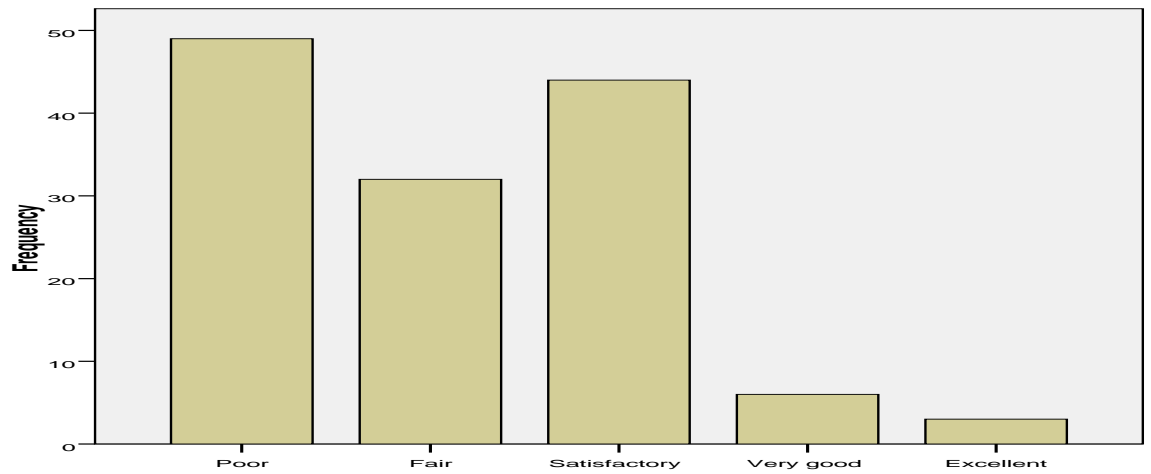
Q10.3:Al Batinah north



Q10.4: Ad Dakhiliyah

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Poor	49	36.6	36.6	36.6
	Fair	32	23.9	23.9	60.4
	Satisfactory	44	32.8	32.8	93.3
	Very good	6	4.5	4.5	97.8
	Excellent	3	2.2	2.2	100.0
Total		134	100.0	100.0	

Q10.4: Ad Dakhiliyah

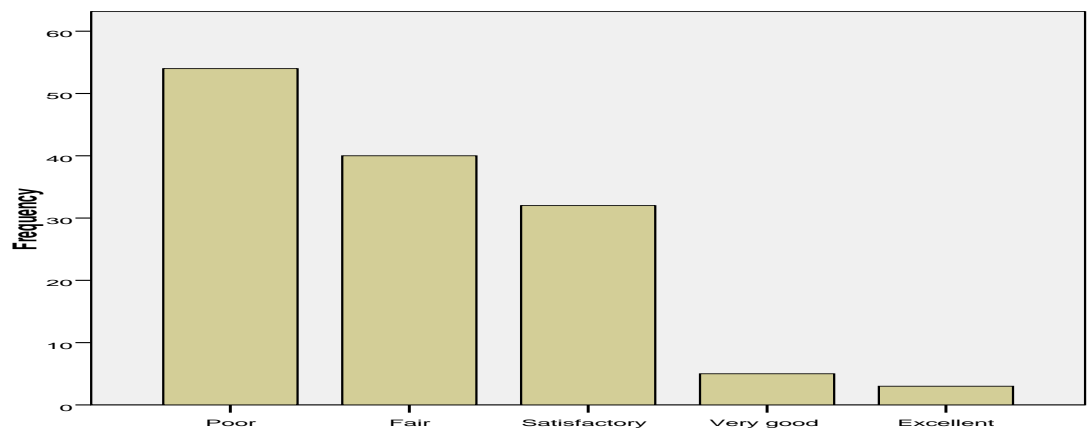


Q10.4: Ad Dakhiliyah

Q10.5: Ad Dhahirah

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Poor	54	40.3	40.3	40.3
	Fair	40	29.9	29.9	70.1
	Satisfactory	32	23.9	23.9	94.0
	Very good	5	3.7	3.7	97.8
	Excellent	3	2.2	2.2	100.0
Total		134	100.0	100.0	

Q10.5: Ad Dhahirah



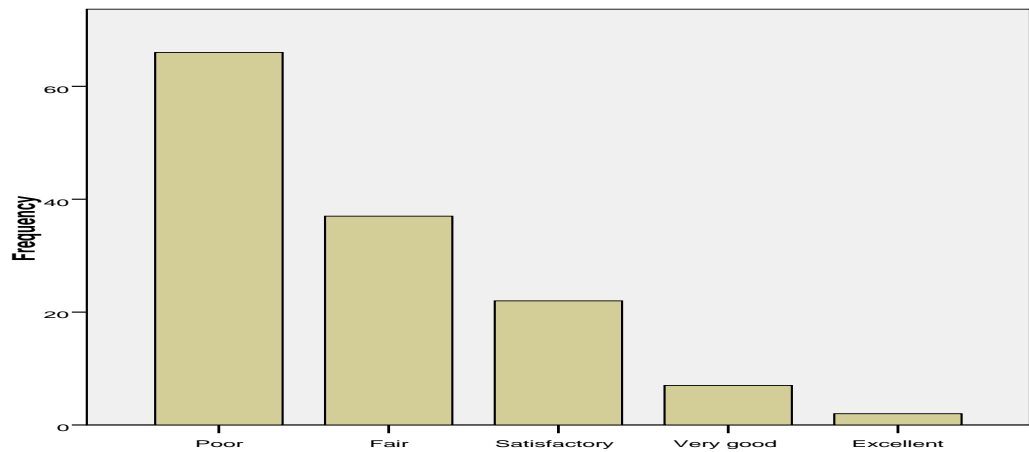
Q10.5: Ad Dhahirah

QQQQQQ

Q10.6: Musandam

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Poor	66	49.3	49.3	49.3
	Fair	37	27.6	27.6	76.9
	Satisfactory	22	16.4	16.4	93.3
	Very good	7	5.2	5.2	98.5
	Excellent	2	1.5	1.5	100.0
	Total	134	100.0	100.0	

Q10.6: Musandam

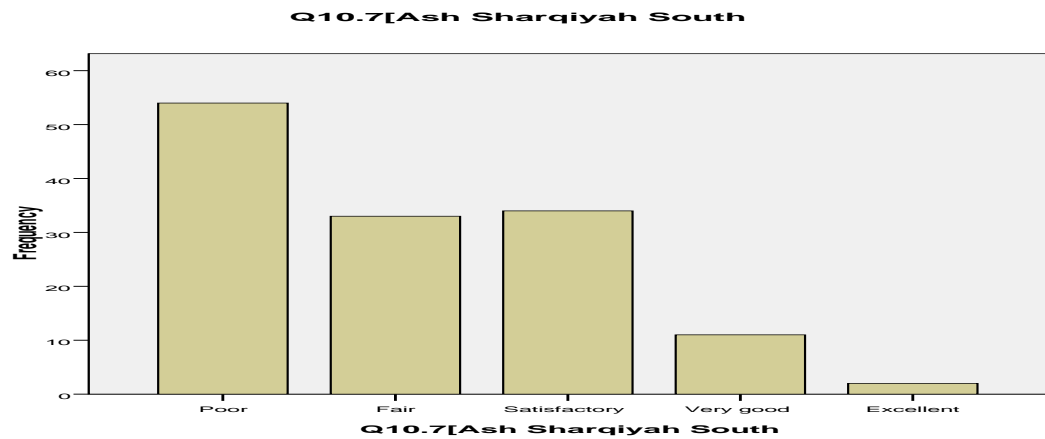


Q10.6: Musandam

Q10.7[Ash Sharqiyah South]

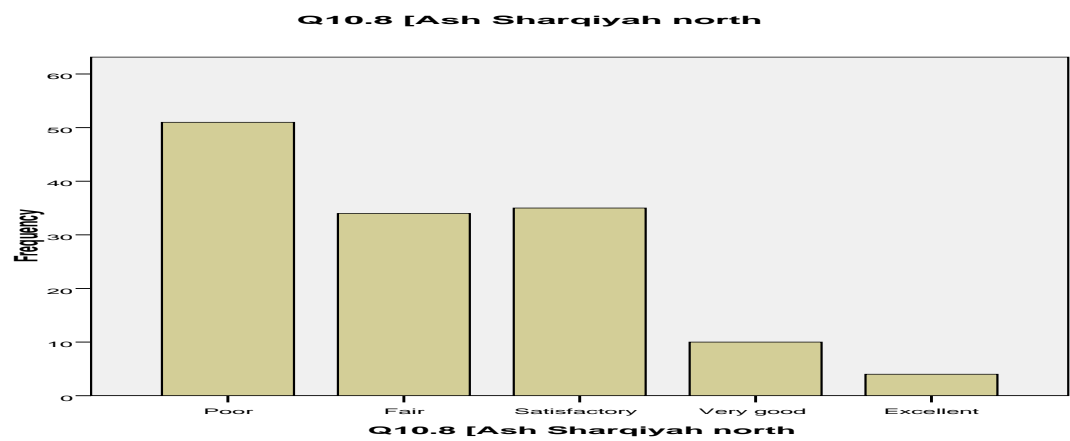
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Poor	54	40.3	40.3	40.3
	Fair	33	24.6	24.6	64.9
	Satisfactory	34	25.4	25.4	90.3
	Very good	11	8.2	8.2	98.5
	Excellent	2	1.5	1.5	100.0
	Total	134	100.0	100.0	

RRRRRR



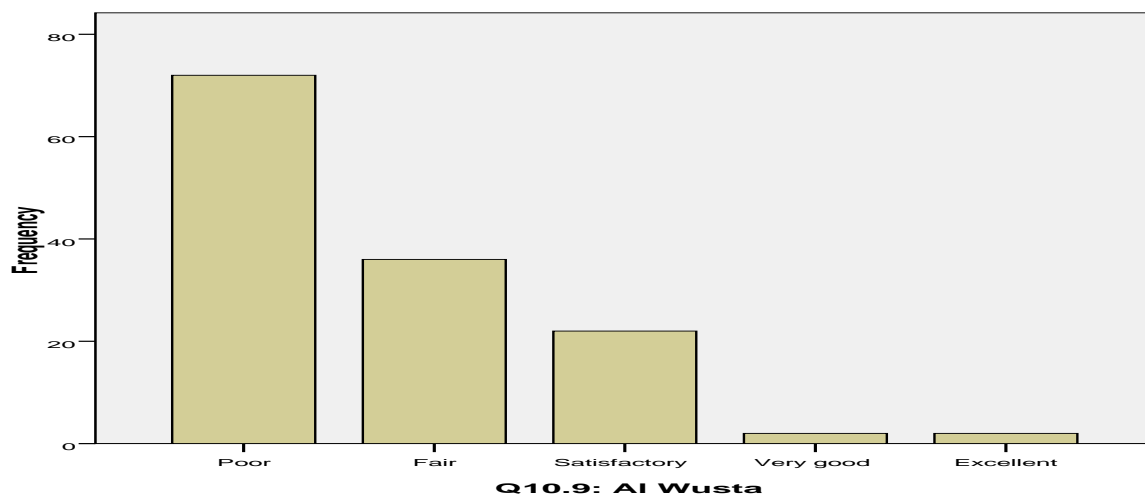
Q10.8 [Ash Sharqiyah north]

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Poor	51	38.1	38.1	38.1
	Fair	34	25.4	25.4	63.4
	Satisfactory	35	26.1	26.1	89.6
	Very good	10	7.5	7.5	97.0
	Excellent	4	3.0	3.0	100.0
Total		134	100.0	100.0	



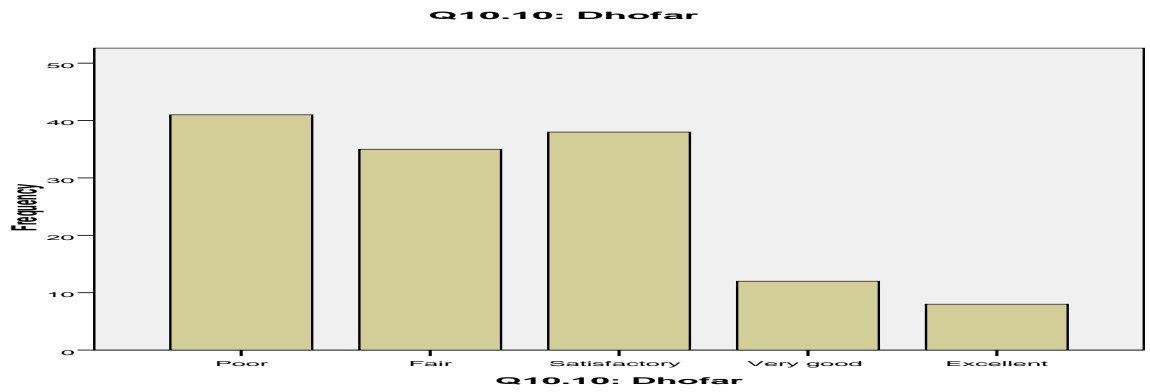
Q10.9: Al Wusta

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Poor	72	53.7	53.7	53.7
	Fair	36	26.9	26.9	80.6
	Satisfactory	22	16.4	16.4	97.0
	Very good	2	1.5	1.5	98.5
	Excellent	2	1.5	1.5	100.0
	Total	134	100.0	100.0	

Q10.9: Al Wusta**Q10.10: Dhofar**

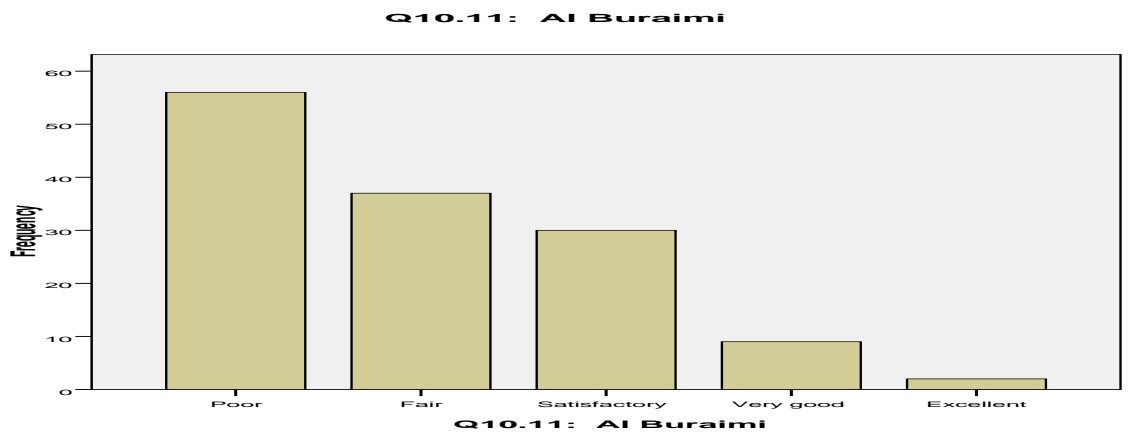
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Poor	41	30.6	30.6	30.6
	Fair	35	26.1	26.1	56.7
	Satisfactory	38	28.4	28.4	85.1
	Very good	12	9.0	9.0	94.0
	Excellent	8	6.0	6.0	100.0
	Total	134	100.0	100.0	

TTTTT



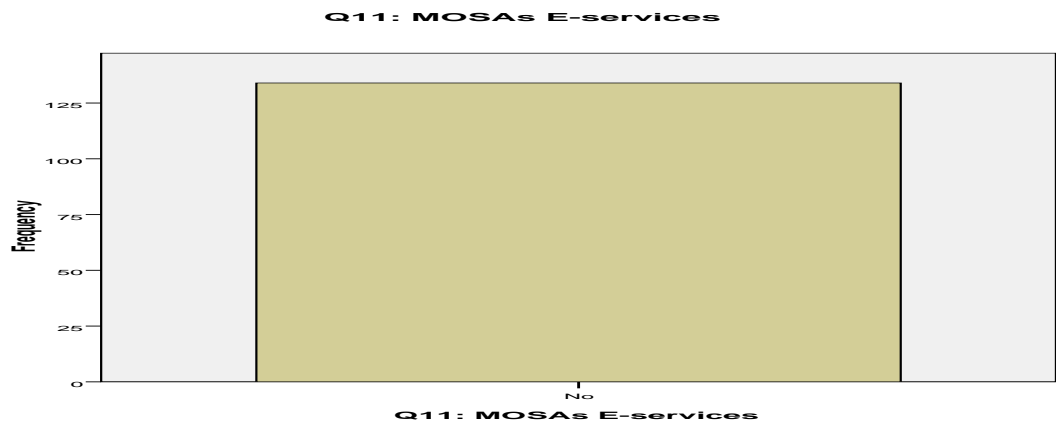
Q10.11: Al Buraimi

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Poor	56	41.8	41.8	41.8
	Fair	37	27.6	27.6	69.4
	Satisfactory	30	22.4	22.4	91.8
	Very good	9	6.7	6.7	98.5
	Excellent	2	1.5	1.5	100.0
	Total	134	100.0	100.0	



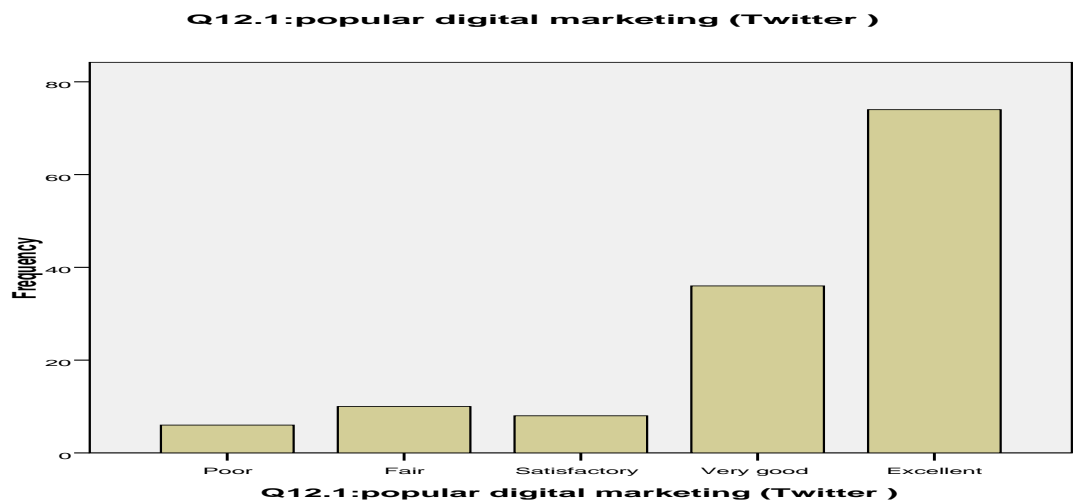
Q11: MOSAs E-services

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	134	100.0	100.0	100.0



Q12.1:popular digital marketing (Twitter)

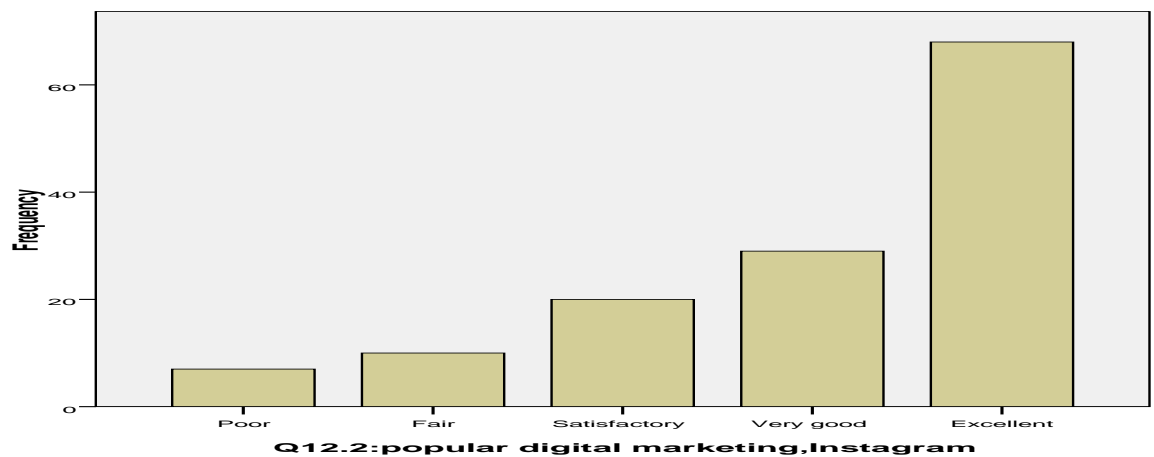
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Poor	6	4.5	4.5	4.5
	Fair	10	7.5	7.5	11.9
	Satisfactory	8	6.0	6.0	17.9
	Very good	36	26.9	26.9	44.8
	Excellent	74	55.2	55.2	100.0
	Total	134	100.0	100.0	



Q12.2: popular digital marketing, Instagram

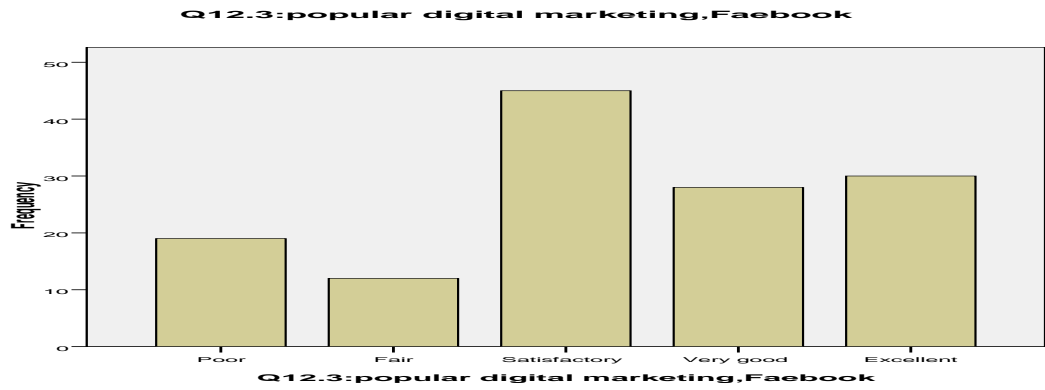
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Poor	7	5.2	5.2	5.2
	Fair	10	7.5	7.5	12.7
	Satisfactory	20	14.9	14.9	27.6
	Very good	29	21.6	21.6	49.3
	Excellent	68	50.7	50.7	100.0
	Total	134	100.0	100.0	

Q12.2:popular digital marketing,Instagram



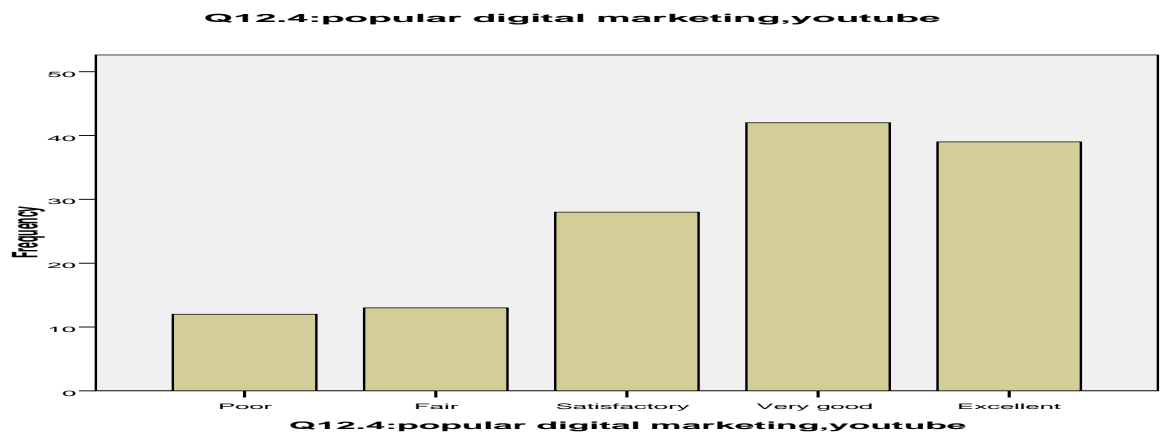
Q12.3:popular digital marketing,Faebook

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Poor	19	14.2	14.2	14.2
	Fair	12	9.0	9.0	23.1
	Satisfactory	45	33.6	33.6	56.7
	Very good	28	20.9	20.9	77.6
	Excellent	30	22.4	22.4	100.0
	Total	134	100.0	100.0	



Q12.4:popular digital marketing,youtube

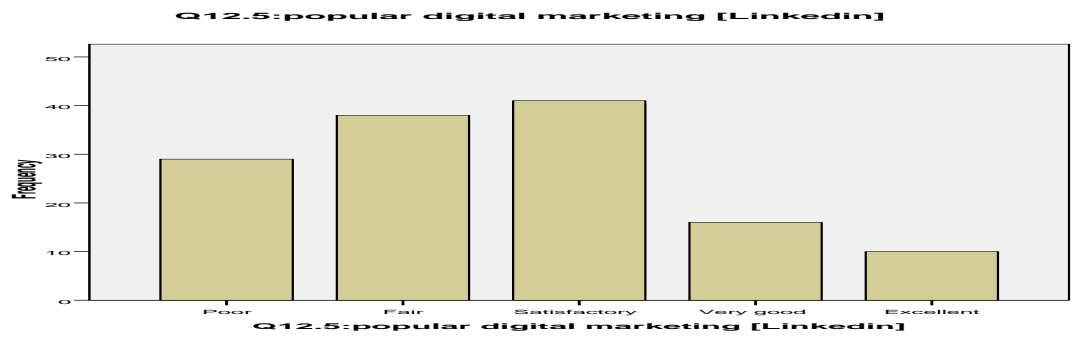
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Poor	12	9.0	9.0	9.0
	Fair	13	9.7	9.7	18.7
	Satisfactory	28	20.9	20.9	39.6
	Very good	42	31.3	31.3	70.9
	Excellent	39	29.1	29.1	100.0
Total		134	100.0	100.0	



Q12.5:popular digital marketing [Linkedin]

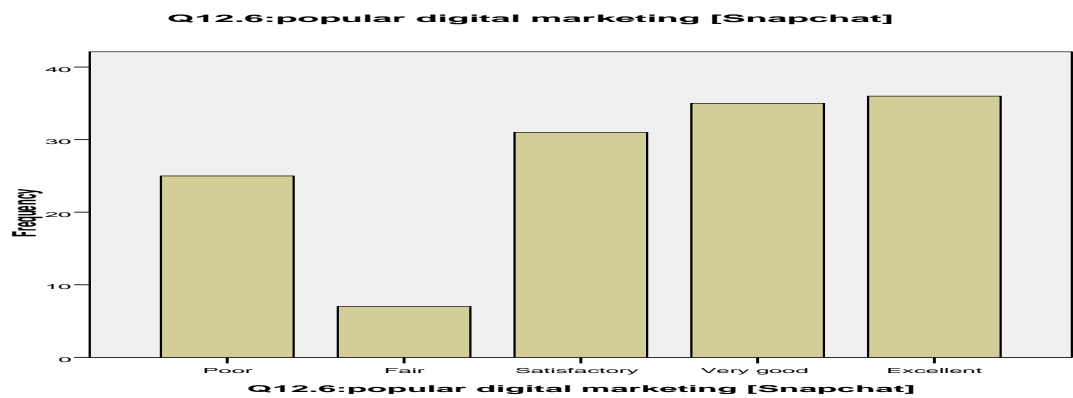
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Poor	29	21.6	21.6	21.6
	Fair	38	28.4	28.4	50.0
	Satisfactory	41	30.6	30.6	80.6
	Very good	16	11.9	11.9	92.5
	Excellent	10	7.5	7.5	100.0
Total		134	100.0	100.0	

XXXXXX



Q12.6:popular digital marketing [Snapchat]

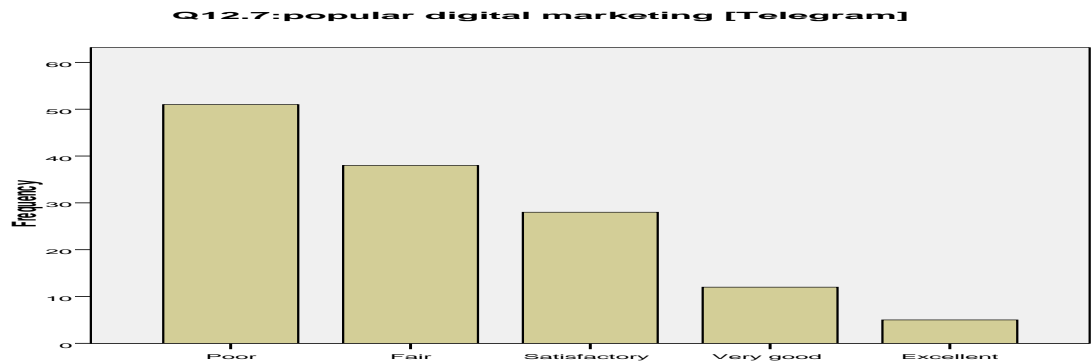
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Poor	25	18.7	18.7	18.7
	Fair	7	5.2	5.2	23.9
	Satisfactory	31	23.1	23.1	47.0
	Very good	35	26.1	26.1	73.1
	Excellent	36	26.9	26.9	100.0
Total		134	100.0	100.0	



Q12.7:popular digital marketing [Telegram]

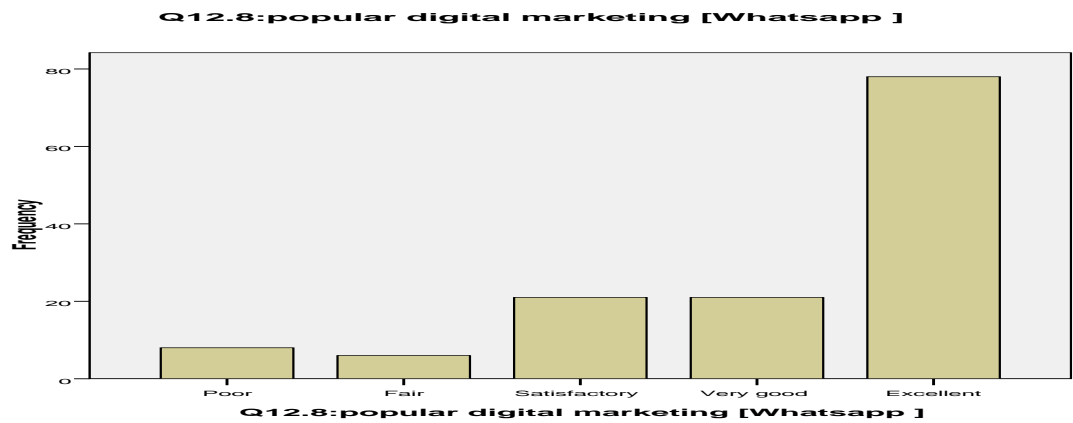
YYYYYY

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Poor	51	38.1	38.1	38.1
	Fair	38	28.4	28.4	66.4
	Satisfactory	28	20.9	20.9	87.3
	Very good	12	9.0	9.0	96.3
	Excellent	5	3.7	3.7	100.0
	Total	134	100.0	100.0	



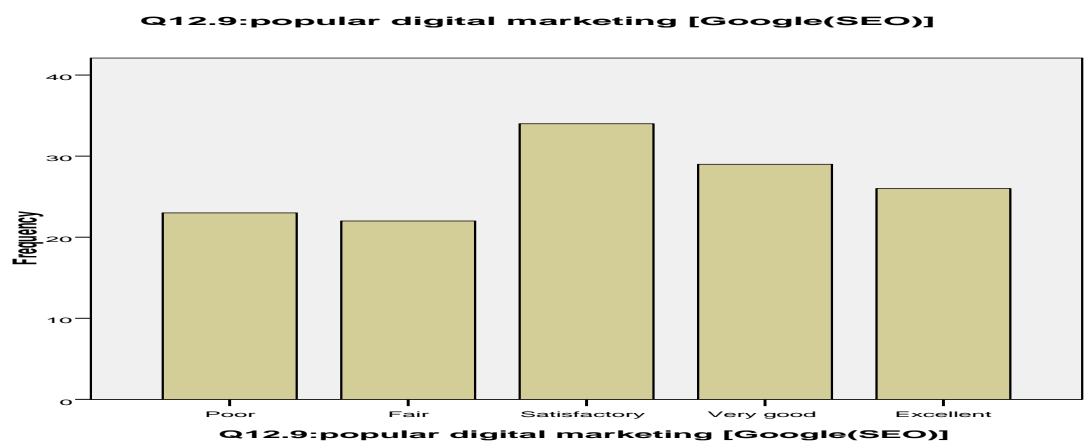
Q12.8:popular digital marketing [Whatsapp]

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Poor	8	6.0	6.0	6.0
	Fair	6	4.5	4.5	10.4
	Satisfactory	21	15.7	15.7	26.1
	Very good	21	15.7	15.7	41.8
	Excellent	78	58.2	58.2	100.0
	Total	134	100.0	100.0	



Q12.9:popular digital marketing [Google(SEO)]

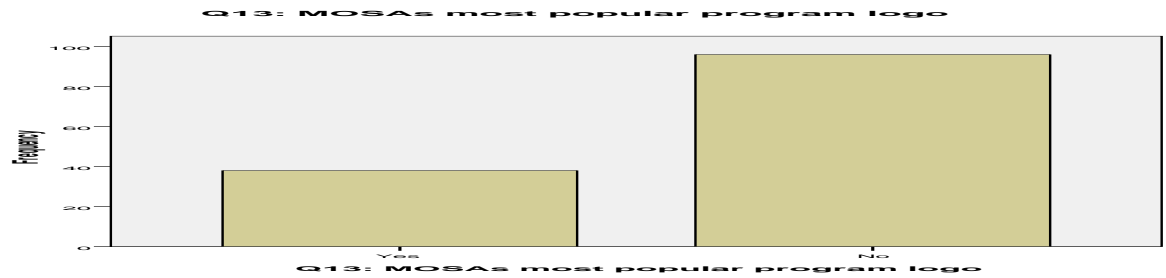
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Poor	23	17.2	17.2	17.2
	Fair	22	16.4	16.4	33.6
	Satisfactory	34	25.4	25.4	59.0
	Very good	29	21.6	21.6	80.6
	Excellent	26	19.4	19.4	100.0
Total		134	100.0	100.0	



AAAAAAA

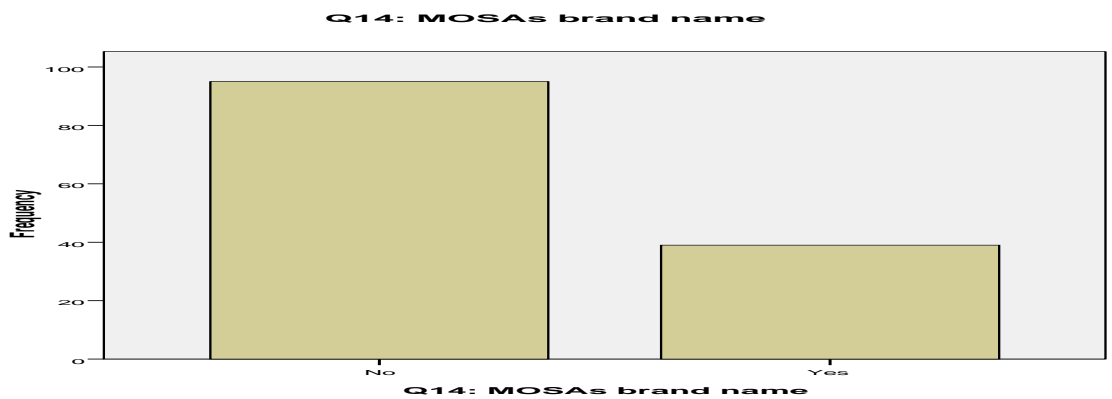
Q13: MOSAs most popular program logo

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	38	28.4	28.4	28.4
	No	96	71.6	71.6	100.0
	Total	134	100.0	100.0	



Q14: MOSAs brand name

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	95	70.9	70.9	70.9
	Yes	39	29.1	29.1	100.0
	Total	134	100.0	100.0	

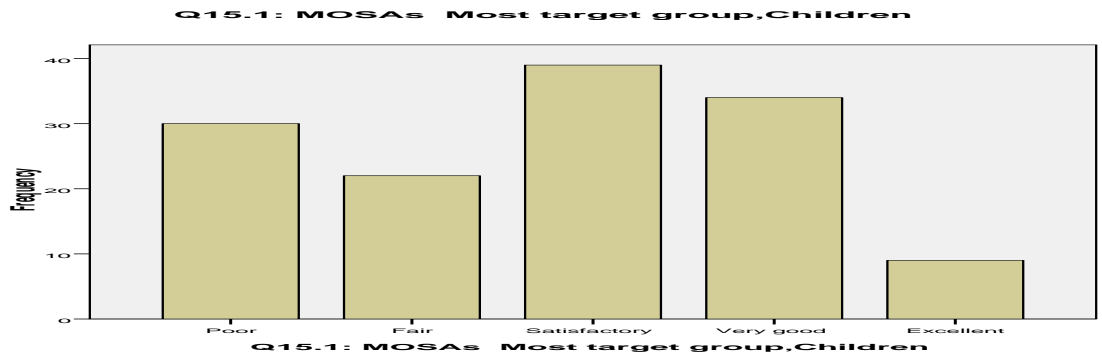


Q15.1: MOSAs Most target group,Children

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Poor	30	22.4	22.4	22.4
	Fair	22	16.4	16.4	38.8

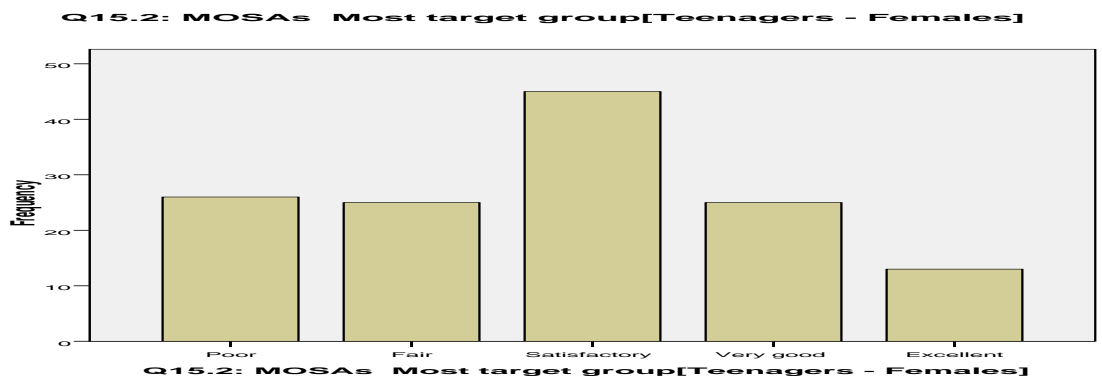
BBBBBBB

Satisfactory	39	29.1	29.1	67.9
Very good	34	25.4	25.4	93.3
Excellent	9	6.7	6.7	100.0
Total	134	100.0	100.0	



Q15.2: MOSAs Most target group[Teenagers - Females]

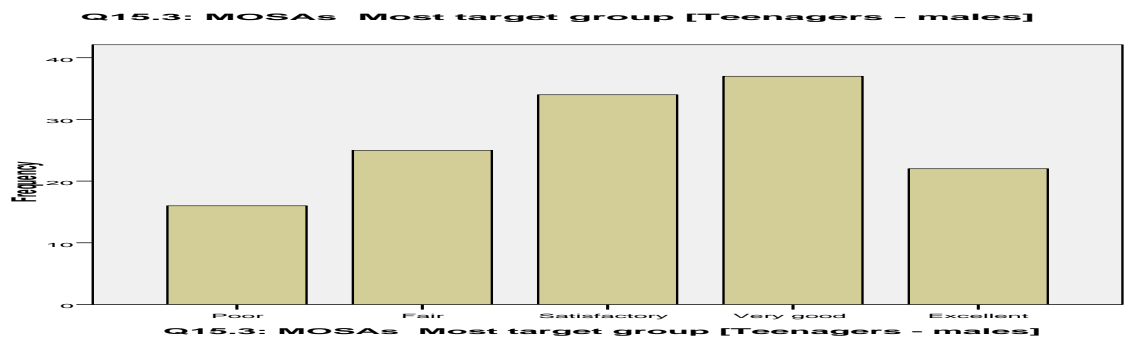
	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Poor	26	19.4	19.4	19.4
Fair	25	18.7	18.7	38.1
Satisfactory	45	33.6	33.6	71.6
Very good	25	18.7	18.7	90.3
Excellent	13	9.7	9.7	100.0
Total	134	100.0	100.0	



Q15.3: MOSAs Most target group [Teenagers - males]

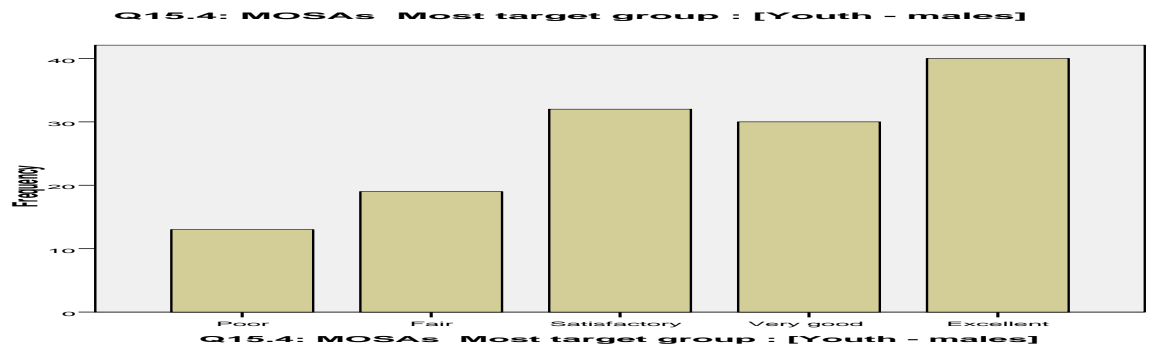
CCCCCCC

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Poor	16	11.9	11.9	11.9
	Fair	25	18.7	18.7	30.6
	Satisfactory	34	25.4	25.4	56.0
	Very good	37	27.6	27.6	83.6
	Excellent	22	16.4	16.4	100.0
	Total	134	100.0	100.0	



Q15.4: MOSAs most target group: [Youth - males]

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Poor	13	9.7	9.7	9.7
	Fair	19	14.2	14.2	23.9
	Satisfactory	32	23.9	23.9	47.8
	Very good	30	22.4	22.4	70.1
	Excellent	40	29.9	29.9	100.0
	Total	134	100.0	100.0	

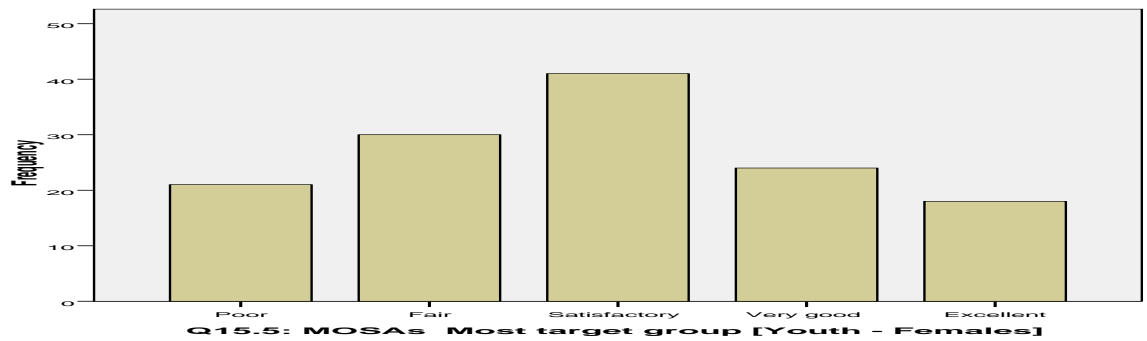


Q15.5: MOSAs Most target group [Youth - Females]

DDDDDDD

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Poor	21	15.7	15.7	15.7
	Fair	30	22.4	22.4	38.1
	Satisfactory	41	30.6	30.6	68.7
	Very good	24	17.9	17.9	86.6
	Excellent	18	13.4	13.4	100.0
	Total	134	100.0	100.0	

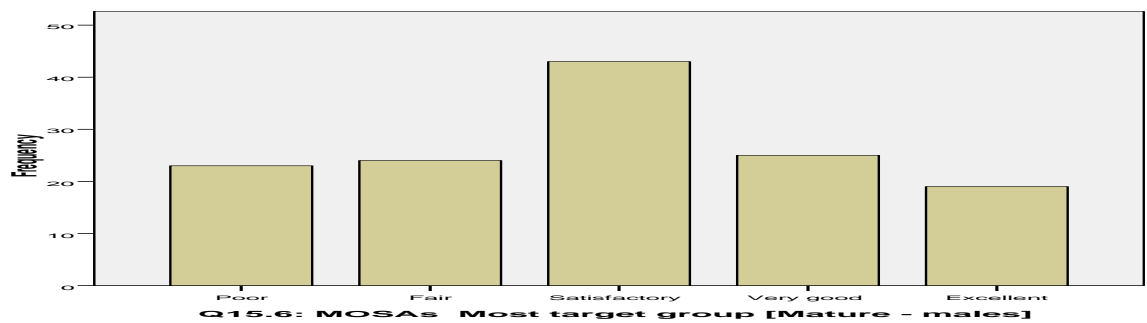
Q15.5: MOSAs Most target group [Youth - Females]



Q15.6: MOSAs Most target group [Mature - males]

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Poor	23	17.2	17.2	17.2
	Fair	24	17.9	17.9	35.1
	Satisfactory	43	32.1	32.1	67.2
	Very good	25	18.7	18.7	85.8
	Excellent	19	14.2	14.2	100.0
	Total	134	100.0	100.0	

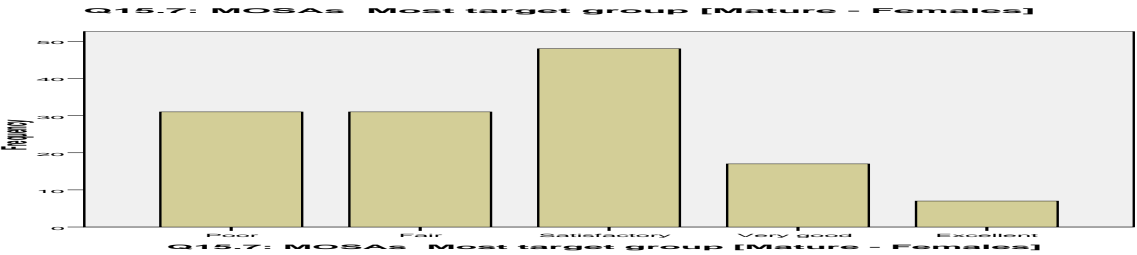
Q15.6: MOSAs Most target group [Mature - males]



Q15.7: MOSAs Most target group [Mature - Females]

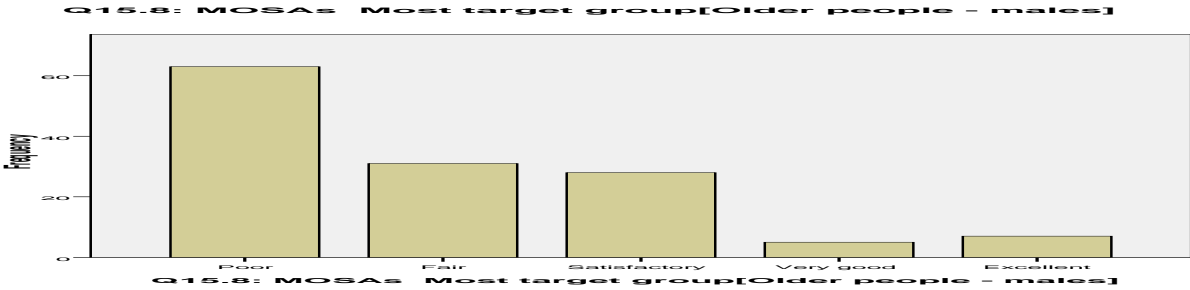
EEEEEEE

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Poor	31	23.1	23.1	23.1
	Fair	31	23.1	23.1	46.3
	Satisfactory	48	35.8	35.8	82.1
	Very good	17	12.7	12.7	94.8
	Excellent	7	5.2	5.2	100.0
	Total	134	100.0	100.0	

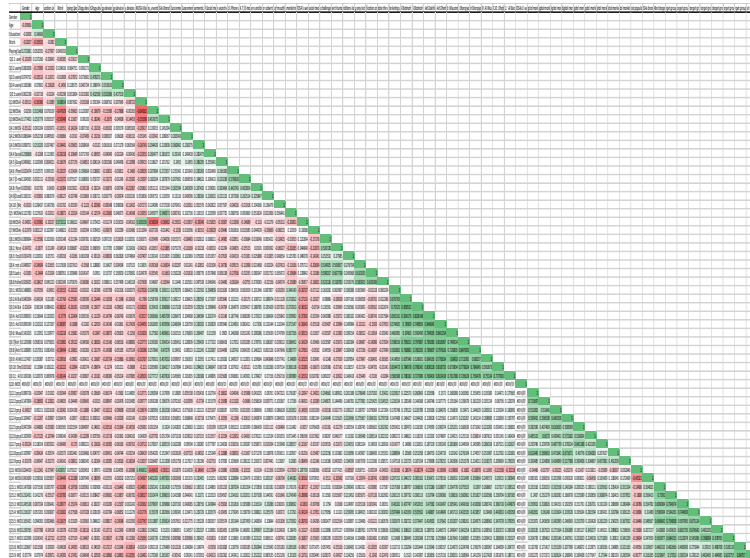


Q15.9: MOSAs Most target group [Older people - Females]

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Poor	73	54.5	54.5	54.5
	Fair	28	20.9	20.9	75.4
	Satisfactory	24	17.9	17.9	93.3
	Very good	4	3.0	3.0	96.3
	Excellent	5	3.7	3.7	100.0
	Total	134	100.0	100.0	



MOSA Rating	Frequency
Poor	75
Fair	28
Satisfactory	25
Very good	5
Excellent	5



- o Appendix B-1: Interview Instruments
- o Appendix B-2: Interview Letter of Consent Template
- o Appendix B-3: Interview Transcription

(Interviews were conducted :Marketing managers, experts and senior officials within the ministry also, executives of large companies in Oman. More than 10 years' experience.

Interview Questions: “A Critical Study to Improve Brand Image of Ministry of Sports Affairs (MOSA) through Development of Digital Marketing Strategies”

- **Objective 1:** To Study the success Factors of digital marketing strategy

Q2: From your expertise, what are the success factors of digital marketing strategies do you?

-
- **Objective 2:** Discuss the current marketing strategy in the ministry.

Q2: From your expertise, discuss the current marketing strategy in the ministry, and Critical Success Factors?

-
- **Objective 3** To investigate a digital marketing relationship in brand building.

Q3: From your expertise, how you define the impact between digital marketing in brand building and how its effect Ministry Success?

-
- **Objective4:** Best practices that can be achieved in developing a marketing strategy with building the brand name.

Q4: What is the best digital marketing strategy model that you recommend the ministry to adopt?

Appendix B-2: Interview Letter of Consent Template

Counter Code #

Letter of approval

Dear interviewer

I would like to thank you for participating in the research "**A Critical Study to Improve Brand Image of Ministry of Sport Affairs (MOSA) in Oman through Development of Digital Marketing Strategy**".

The aim of this research to study the marketing strategies and their importance in raising the brand and also to understand the relationship between digital marketing and marketing strategy by studying the best practices and strategies of digital marketing within Oman.

I highly appreciate your feedback and time to complete the interview. I think all your inputs and ideas will be valuable and useful to research.

Your entry is optional and there is no penalty if you do not participate, and you can withdraw at any time.

Participant name:

Signature:

Date:

Hind Al Balushi, Coventry University

Name of researcher Date of signature

Thank you!

Appendix B-3: Interview Transcription

Appendix B-3: Interview Transcription

Interviewee Table List

No	Name	Position	Organization
1	His Excellency Sheikh/ Saad Mohammed Al-Murdoof Al-Saadi	Minister of Sports Affairs	Ministry Of Sport Affairs
2	Mr. Fahad Abdullah Alraisi	Director General of Sports Care and Development	Ministry Of Sport Affairs
3	Mr. Issa Alhanai	Director of IT Department	Ministry Of Sport Affairs
4	Mr. Abdullmalek Alkharosi	Responsible for the Ministry's website and the Omani Sports website	Ministry Of Sport Affairs
5	Mr. Said Alrahbi	Head of Digital Content Section at MOSA	Ministry Of Sport Affairs
6	Mr. Soud Ambosaidi	Director of the Sports Complex in Bucher	Ministry Of Sport Affairs
7	Mr. Abdullah Bamkhalif	President of the Table Tennis Association	Oman Table Tennis Association
8	Mouhammad Alshibani	CEO –Marketing and Communication	Mirror Marketing and Ads Co.
9	Mr. Mohsin Alhabsi	Marketing specialist	Oman Football Association
10	Mr. Sami Maula	Sales Marketing Manager	Landmark Properties L.L.C.

Interviewee number	1
Name	His Excellency Sheikh/ Saad Mohammed Al-Murdoof Al-Saadi
Job Position	Minister of Sports Affairs
Interview respond:	
Objective 1: To study	
Q1: From your expertise, discuss the current marketing strategy in the ministry, and Critical Success Factors?	<p>The Ministry is currently relying on marketing department efforts, where a number of departments of MOSA market their activities with the individual efforts of those responsible.</p> <p>Strength:</p> <ul style="list-style-type: none"> • Support from senior management and stimulate marketing. • Having a competent administrative structure (marketing department). • The principle of the Ministry's programmers about the importance of marketing and their ability to convince private organizations for sponsoring. • There is a conviction in the commercial institutions of their social responsibility and their implementation through the sport sector. • The existence of effective programs that touch all age groups of young people.

	<ul style="list-style-type: none"> • The spread of programs in all the states of the Sultanate, which facilitates the matching of marketing programs. • Sports and youth programs are powerful tools to reach the public in all places. <p>Weakness:</p> <ul style="list-style-type: none"> • Dependence on social responsibility rather than finding a relationship of mutual interest and benefit between the ministry and its supporters. • Weakness in initiatives and follow-up of specialists by the Marketing Department.
Objective 2: To study	
Q2: From your expertise, what is the digital marketing??What are the success factors of digital marketing strategies do you?	<p>Marketing activities through the use of various digital technologies and various social networking platforms. In line with the changes and trends in the use of technology instead of traditional methods.</p> <p>One of the most important factors of success is access to the largest number of beneficiaries, and institutions supporting the programs of the ministry can reach the beneficiaries.</p> <p>Digital marketing is also the fastest way to reach all individuals and institutions at a lower cost.</p>
Objective 3: To study	

<p>Q3: From your expertise, how you define the relationship between digital marketing in brand building and how its effect Ministry's brand Success?</p>	<p>Digital marketing is a communication tool and expand brand name of any organization. In addition, the ministry will be able to achieve its objectives, including achievement of sports goals and achieving the strategy of sports, including the vision (sports for all). Therefore, linking the brand name or identity of the ministry with trademarks looking for excellence and brilliance will have a good impact and serve the objectives of both parties.</p> <p>Digital marketing affect building of MOSA's identity in a positive and significant manner due to the ability of digital marketing to reach all categories and institutions of the society quickly and widely, which enhances young people.</p>
<p>Objective 4: To study</p>	
<p>Q4: What is the best digital marketing strategy model that you recommend the ministry to adopt?</p>	<p>The bank's digital marketing model is the best strategy that can be adopted by MOSA to determine its identity and provide the best services. The bank identity depends on the quality of the tools and services, also, it has standards for measuring practices through key performance indicators (KPI).</p>

Interviewee number	2
Name	Mr. Fahad Abdullah Alraisi
Job Position	General Manager Of Sponsorships and sport development at MOSA
Interview respond:	
Objective 1: To study	
Q1: From your expertise, discuss the current marketing strategy in the ministry, and Critical Success Factors?	<p>Among the strong points that are the factors that help the ministry in the success of its programs, the plenty and variety of sports programs in the ministry. The cumulative age of these programs, which have a large mass base built a reputation and its program name attract the minds of people.</p> <p>On the other hand, the weaknesses are more, including the first, which is important in the administrative structure delay in decision-making and thus delay implementation. Also, poor communication between higher departments with middle departments thus produces some lack of understanding.</p> <p>1 Lack of marketing plans for lack of marketing strategies.</p> <p>2 The weakness of data collection and information to study the market and statistics mostly for the purpose of documentation only and thus lack of accurate results that weaken the performance of marketing.</p>

	<p>3. The presentation of sports programs in social networking platforms is not convincing because of the lack of expertise and tools.</p>
Objective 2: To study	
<p>Q2: From your expertise, what is the digital marketing??What are the success factors of digital marketing strategies do you?</p>	<p>Digital marketing is important to catch up with its technological orientation, for its rapid circulation and diversity of its programs and its impact on society of all categories. It is also less expensive so that most applications are free.</p>
Objective 3: To study	
<p>Q3: From your expertise, how you define the relationship between digital marketing in brand building and how its effect Ministry's brand Success?</p>	<p>The brand needs a broad promotion and in a short period of time. All this is done only through digital marketing and thus the brand name can be distinguished from it.</p> <p>The brand needs a broad promotion and in a short period of time. All this is done only through digital marketing and thus the brand name can be distinguished from it.</p> <p>The Ministry has different programs with its own commercial names. Marketing promotion is different for each activity. In the absence of specialists in the field of digital marketing, the programs operate in a random, unorganized manner.</p>

Objective 4: To study	
Q4: What is the best digital marketing strategy model that you recommend the ministry to adopt?	<p>That the general trend is the digital trend as it is the e-government.</p> <p>In my view, it is time that the ministry contracts with a company specialized in the field of digital marketing to study all activities and develop digital marketing strategies, including a plan to build a unified brand name and qualify employees within the ministry so that they can follow up the work afterwards.</p> <p>An example an organization that worked with an outside company to position there brand and succeeded is Oman sail association model is great in the Omani market which has a clear and well-known name.</p>

Interviewee number	3
Name	Mr. Issa Alhanai
Job Position	Director of IT Department at MOSA
Interview respond:	
Objective 1: To study	
Q1: From your expertise, discuss the current marketing strategy in the ministry, and Critical Success Factors?	<p>I do not know about a marketing strategy in the ministry but there is a marketing department doing marketing work.</p> <p>Marketing uses traditional methods and limits proliferation and expansion. As</p>

	with programs in the ministry, the members of the programs are the marketers.
Objective 2: To study	
Q2: From your expertise, what is the digital marketing??What are the success factors of digital marketing strategies do you?	<p>Digital marketing and the proliferation of applications in society is what determines their importance because there are people who do not use applications. In Oman, there is great pressure on the development of these applications for the need for rapid evolution and ease of use and speed. TV and radio have become less effective than before.</p> <p>The Ministry's portal is the social media channels, which is useful if it is used in marketing to influence a large number of young people and in lower cost.</p> <p>There are social media accounts for all programs but they are managed by different employee. There is gap and it must be studied and then the brand name must be consolidated and a digital transition decision will be made.</p>
Objective 3: To study	
Q3: From your expertise, how you define the relationship between digital marketing in brand building and how its effect Ministry's	Visual identity is very important, so MOSA should accelerate to develop and uniface of the identity. Whenever the brand

brand Success?	name of MOSA is clear and present in all programs, activities, news and social media channels, it achieves the success of proliferation and expansion.
Objective 4: To study	
Q4: What is the best digital marketing strategy model that you recommend the ministry to adopt?	<p>(Census 2020) has clear visual identity which came from hard work in developing strong strategies in digital marketing.</p> <p>Partnership is required in cooperation with the Ministry to develop a plan of action and mechanism of implementation, follow-up and development.</p>

Interviewee number	4
Data	
Name	Mr. Abdullmalek Alkharosi
Job Position	Responsible for the Ministry's website and the Omani Sports website
Interview respond:	
Objective 1: To study	
Q1: From your expertise, discuss the current marketing strategy in the ministry, and Critical Success Factors?	<p>The strategy should be built after careful study and I assume that the ministry has taken another curve at this point so that the programs have individual strategies, plans and identity, but the ministry in general does not have it unfortunately.</p> <p>The ministry does not have any aim</p>

	<p>to share the community in their needs of sports programs, thus MOSAs Managers don't take into account social media applications, and they are only using in dissemination of sports news.</p> <p>Also the reasons for the lack of success strategies, MOSAs has number of non-sports programs such as social, Art and youth programs, which dissipate the main objective of the strategy.</p> <p>There are no human resources to cover the responsibilities of digital marketing, so the ministry is lagging behind other government institutions.</p> <p>In addition, the Ministry must evaluate the general satisfaction of the beneficiaries of the programs and activities, although they are now using traditional methods to collect proposals and recommendations of beneficiaries.</p> <p>However, The many programs, the ministry has diverged the main objective of the strategy because it included sports, social, technical and youth goals.</p>
Objective 2: To study	
Q2: From your expertise, what is the digital marketing??What are the success factors of digital	The digital marketing is huge and must be used to provide the best and fastest services of the ministry to the beneficiaries.

marketing strategies do you?	Contracting with a company specialized in digital marketing and the cooperation should be involved in the development and updating social media accounts for all programs in MOSA, including the account of the Ministry which lead to a special identity for MOSA.
Objective 3: To study	
Q3: From your expertise, how you define the impact between digital marketing in brand building and how its effect Ministry's brand Success?	<p>There is always a delay in the implementation of many plans, the ministry, and this is because of the lack of periodic study of any program or activity and the absence of an electronic platform to help and analyze the data of beneficiaries and the level of customer satisfaction and therefore the result of decisions are not supported by the correct information.</p> <p>All this negatively affects the reputation of the ministry. If the other scenario is to take care of the digital aspect and benefit from the level of satisfaction of the beneficiaries about the programs and their suggestions to develop and improve them, through the rapid response in social media sites, it would be a much better situation.</p> <p>Such as, MOSA has a very active account, in Twitter and unfortunately does</p>

	not benefit from the huge number of people who follow the account 80,000 followers.
Objective 4: To study	
Q4: What is the best digital marketing strategy model that you recommend the ministry to adopt?	<p>The ministry has to reformulate the identity because it has skipped into more than one program, There is almost no identity of the ministry but it exists, in the other MOSAs programs.</p> <p>I hope the ministry to sign with Alalh marketing company because it is a rising Omani company and is working on studying the market, advertising campaigns, digital marketing and interest in the satisfaction of the beneficiary always as well they care about the brand image.</p>

Interviewee number	5
Name	Mr. Said Alrahbi
Job Position	Head of Digital Content Section at MOSA
Interview respond:	
Objective 1: To study	
Q1: From your expertise, discuss the current marketing strategy in the ministry, and Critical Success Factors?	<p>There are no marketing strategies in the ministry, whether digital or otherwise. Although there is a marketing department, but marketing is done through the heads of the programs themselves and all the hard work of one</p>

	<p>individual in the team.</p> <p>The reasons for the weakness of marketing in the ministry are the global economic crisis which has affected many private sector companies and thus less contribution.</p> <p>The ministry uses traditional marketing methods that limit the development of the ministry's identity.</p> <p>Marketing also requires specialists and external experts as well as training and qualifying employees in marketing department to employ technology which lead to raise the brand name. Digital content needs professionals' designers and graphics, unfortunately the ministry does not own them.</p>
Objective 2: To study	
<p>Q2: From your expertise, what is the digital marketing??What are the success factors of digital marketing strategies do you?</p>	<p>MOSA is using some applications in social media in the distribution of sports announcement and media news, including Twitter, Instagram and Facebook, followers are in thousands.</p> <p>Currently the marketing department does not use any of these Social media applications but some heads of programs use their own accounts for marketing and promotion.</p> <p>Unfortunately our marketing in the</p>

	ministry is by public relations and personal knowledge so tradition.
Objective 3: To study	
Q3: From your expertise, how you define the impact between digital marketing in brand building and how its effect Ministry's brand Success?	<p>Many companies and institutions have closed because they didn't changed to new technological orientation. So it is affected on the general repetition of any institution.</p> <p>It is essential for administrators in the MOSA to work quickly to develop digital marketing strategies and to cooperate with private sector companies and learn from their experiences.</p> <p>Naturally, when thousands of people interact in a MOSAs social media accounts, this is a good thing. It means that MOSA have the ability to influence and attract their attention, especially young people because they are the main target.</p>
Objective 4: To study	
Q4: What is the best digital marketing strategy model that you recommend the ministry to adopt?	MOSA must cooperate with a second party make ting company to develop digital marketing strategies and train marketing staff to engage them in some private sector companies and gain experience and learn from their experiences in digital marketing.

	Thus, the Ministry's identity is to invest youth and create a sports environment for them.
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Interviewee number	6
Name	Mr. Soud Ambosaidi
Job Position	Director of the Sports Complex in Bucher
Interview respond:	
Objective 1: To study	
Q1: From your expertise, discuss the current marketing strategy in the ministry, and Critical Success Factors?	<p>In general, marketing in the ministry is very weak due to many reasons, including lack of experience.</p> <p>The Ministry does not have a clear marketing strategy, which is one of the weak points for the marketing department.</p> <p>Local companies also do not look to the sports sector with interest because they are looking for more financial direction than sports awareness.</p>
Objective 2: To study	
Q2: From your expertise, what is the digital marketing??What are the success factors of digital marketing strategies do you?	Digital marketing has overtaken the market in terms of government companies and institutions. In my view, digital marketing is widespread, fast, easy and less costly.
Objective 3: To study	
Q3: From your expertise, how you define the impact between digital marketing in	I believe if MOSA has an identity, it is possible that digital marketing helps in

XXXXXXX

brand building and how its effect Ministry's brand Success?	<p>its acquisition and merging of the target.</p> <p>In addition, the ministry needs to raise the awareness of the community in the MOSA's objectives and vision, and all this can be done through social media channels, coz ease of reach to people.</p>
Objective 4: To study	
Q4: What is the best digital marketing strategy model that you recommend the ministry to adopt?	<p>First, the Ministry must train and train the staff in the marketing department on digital marketing, preferably if it is a specialized company. Sabco Sports company is one example of emerging Omani companies and the reason for its need is community communication and proper use of social media channels.</p> <p>Second, the ministry is forced to use technology because it is global trend, so as not to miss the train, this must be considered very important by developing a digital marketing strategy.</p>

Interviewee number	7
Name	Mr. Abdullah Bamkhalif
Job Position	President of the Table Tennis Association
Interview respond:	
Objective 1: To study	
Q1: From your expertise, discuss	Marketing has begun to change in

<p>the current marketing strategy in the ministry, and Critical Success Factors?</p>	<p>the recent period and has become more aware of and familiar with the modern technologies used to raise the level of marketing, but unfortunately government agencies so far in the application of many of these methods, both traditional marketing and digital marketing.</p> <p>Some weaknesses are lack of experienced staff and former employees are not qualified and trained for this type of marketing.</p> <p>In addition to the fact that most programs and activities depend on the Ministry's financial support, which comes effortlessly, but to stop this support it becomes necessary to move and make greater effort in improving marketing and identity together.</p>
<p>Objective 2: To study</p>	
<p>Q2: From your expertise, what is the digital marketing??What are the success factors of digital marketing strategies do you?</p>	<p>I believe that the technological orientation is strong trends in the field of marketing and positioning brand, so it is time for MOSA to develop digital marketing strategies and to achieve building the brand name of the ministry.</p> <p>All the above comes only by choosing strategic partners (Organizations) in the plan, whether in a public or private sector.</p>

	<p>Adopting modern technological techniques and highlighting their role in the most accurate marketing details.</p> <p>Also, applications and networks social media are the most important fundamentals of the success of any strategy so any institution should focus on them to build identity and spread faster and wider.</p>
Objective 3: To study	
Q3: From your expertise, how you define the impact between digital marketing in brand building and how its effect Ministry's brand Success?	<p>There is a great correlation between them, I am sure that the success of most of the championship that I was supervising was because of my great efforts for digital marketing and to use the latest technology in the broadcast of the games as we worked in the last tournament live on the Facebook page and had a great praise from the President of the International Table Tennis Association and we got Best organization and successful marketing.</p>
Objective 4: To study	
Q4: What is the best digital marketing strategy model that you recommend the ministry to adopt?	<p>Unfortunately there are no brilliant digital marketing companies in Oman but I would advise the ministry to look for outside companies to experience in this field.</p> <p>There are also some government institutions that were impressed by the</p>

	marketing and promotion is the National Center for National Statistics, and they have an attractive and well-known identity, also, provide information and news updated daily on the Internet and social networking.
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Interviewee number	8
Name	Mr. Mohammed Ashibani
Job Position	G.M. of Mirror Marketing & Ads Co.
Interview respond:	
Objective 1: To study	
Q1: From your expertise, discuss the current marketing strategy in the ministry, and Critical Success Factors?	I believe that MOSA doesn't have a clear strategy when it comes to digital marketing, to develop a proper strategy, the first step is to identify your key messages that need to be delivered to the public, how will you communicate these messages and why you are delivering these messages, the critical success factors for MOSA is that management interfere with the marketing team and request the marketing department to do initiatives that are not planned well and in a very short timeframe.
Objective 2: To study	
Q2: From your expertise, what is the digital marketing??What are the	Digital marketing is advertising services through digital technology and depends

success factors of digital marketing strategies do you?	<p>mainly on social media channels.</p> <p>The success factors to digital marketing is to have a clear plan and strategy that is communicated correctly to the public.</p>
Objective 3: To study	
Q3: From your expertise, how you define the impact between digital marketing in brand building and how its effect Ministry's brand Success?	<p>Digital marketing plays a major role in building any brand, it allows you to position your brand in the exact way you want, and register that in the minds of public, consistent messages over a long period of time creates that desired position, MOSA have been trying to build such brand image but from my point of view they have not achieved any success or impact on public.</p>
Objective 4: To study	
Q4: What is the best digital marketing strategy model that you recommend the ministry to adopt?	<p>The best model would be by creating a yearly calendar for all activities, identify the key messages, make the content that is published interactive, make people love following your social media accounts, plan every single aspect very well, and finally having a strong marketing team that is able to follow the plan and to make sure of no interference from</p>

	management or other departments.
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Interviewee number	9
Name	Mr. Mohsin Alhabsi
Job Position	Marketing specialist at Oman Football Association
Interview respond:	
Objective 1: To study	
Q1: From your expertise, discuss the current marketing strategy in the ministry, and Critical Success Factors?	<p>Frankly I do not know much about MOSA, but I can tell you about the Omani Football Association and what is the mechanism of marketing.</p> <p>Overall marketing in the OFA focus on social media channels, YouTube and websites.</p> <p>Where the emphasis on digital marketing is more than traditional marketing.</p> <p>So its spread and reach the target so fast, as its football is very popular.</p> <p>The OFA is contracted by TOFA company, an electronic newspaper that assists in the field of digital marketing and covers it all over the country.</p>
Objective 2: To study	
Q2: From your expertise, what is the digital marketing??What are the success factors of	The aim of developing Oman's football is to involve the community with

<p>digital marketing strategies do you?</p>	<p>digital marketing in a professional way and to instill a sense of interest in the minds of the people.</p> <p>OFA has been focused on digital marketing its broadcasts news, contests and press conferences to make people aware of what OFA works transparence.</p> <p>And to success in digital marketing, In my opinion should pay attention to these things:</p> <p>Strategy, clear plans, human resources, market research, second party companies.</p>
<p>Objective 3: To study</p>	
<p>Q3: From your expertise, how you define the impact between digital marketing in brand building and how its effect Ministry's brand Success?</p>	<p>Naturally, the greater the number of followers in the social media channels, the chances of success of any advertising or promotion great.</p> <p>Therefore, the OFA is working on promotional campaigns before any sport event, increases the number of followers with crowded visits to the websites.</p> <p>Brand equity must always be boosted because it is effect the OFA brand name level in general.</p> <p>Launching interactive competitions at Social Media to gain followers satisfaction and increase the number of them.</p>

	Also the things that help in digital marketing are giving young graduates opportunities to train and gain diverse marketing ideas from them.
Objective 4: To study	
Q4: What is the best digital marketing strategy model that you recommend the ministry to adopt?	<p>Successful Models in Digital Marketing (Al-Rafid), because it covered all the channels and reached all individuals in the community and explained the importance of this fund and how the citizens benefit from their services and facilitated many things in a simple digital way.</p> <p>Therefore, the ministry should not be a news platform only, but must make plans to feed the sites information and develop interactive competitions with followers.</p>

Interviewee number	10
Name	Mr. Sami Maula
Job Position	Sales and Marketing Manager
Interview responds:	
Objective 1: To study	
Q1: From your expertise, discuss the current marketing strategy in the ministry, and Critical Success Factors?	I have not noticed recently any advertisements by the ministry which means it's not doing very properly. Ministry needs to update their ways of marketing so it can reach to audience easily.
Objective 2: To study	

<p>Q2: From your expertise, what is digital marketing?? What are the success factors of digital marketing strategies?</p>	<p>Digital marketing is a new and easy way to reach to the audience. Especially in the modern world, almost everyone has internet and smartphones, so reaching out to the audience is easy. Success factors of the ministry are to think in a way which can fascinate youth. It's always about what the audience wants. So if your target age is 16-25, you should have social media accounts on Instagram, Facebook, Twitter and maybe snap chat, plus a good attracting exciting website. Moreover, good videos and pictures which should be very well designed and has entertaining content. It can be in slang to make it more particular to our society.</p>
<p>Objective 3: To study</p>	
<p>Q3: From your expertise, how you define the impact between digital marketing in brand building and how its effect Ministry's brand Success?</p>	<p>In addition to the last answer, brand goodwill and brand awareness come in the first place. Without having a proper plan to raise these as brands, you won't be able to have a great effect on the audience. It's always a matter of having the right message and prospective in the audience's consciousness. And this can be done more smoothly by Digital Marketing nowadays.</p>
<p>Objective 4: To study</p>	
<p>Q4: What is the best digital marketing strategy model that you recommend the ministry to adopt?</p>	<p>If your target audience is youth, make sure that you hire specialized talents for this job as employees or agencies to do the best job there is. Make more use of visual content and it must</p>

be super high quality and very entertaining.

Appendix B-2: Interview Letter of Consent Template

Counter Code # 1

Letter of approval

Dear interviewer


I would like to thank you for participating in the research "**A Study to Improve Brand Image of Ministry of Sport Affairs (MOSA) in Oman through Development of Digital Marketing Strategy**".

The aim of this research to study the marketing strategies and their importance in raising the brand and also to understand the relationship between digital marketing and marketing strategy by studying the best practices and strategies of digital marketing within Oman.

I highly appreciate your feedback and time to complete the interview. I think all your inputs and ideas will be valuable and useful to research.

Your entry is optional and there is no penalty if you do not participate, and you can withdraw at any time.

Participant name:

Signature: 

Date:

Hind Al Balushi, Coventry University

Name of researcher Date of signature

Thank you!

HHHHHHHH

الفاضل /

أود أن أشكركم على المشاركة في البحث **A Study to Improve Brand Image of Ministry of Sport Affairs (MOSA) through Development of Digital Marketing Strategies.** يهدف هذا البحث إلى دراسة استراتيجيات التسويق الرقمية وأهميتها في رفع العلامة التجارية الهوية، ودراسة العلاقة بين التسويق الرقمي واستراتيجيات التسويق من خلال دراسة أفضل ممارسات واستراتيجيات التسويق الرقمية والتكنولوجيا في سلطنة عمان.

شاكرين ومقدرين جهودكم والوقت الذي ستقضيه في استكمال المقابلة، أن كل ما تبذلونه من المدخلات والأفكار ستكون قيمة ومفيدة للبحث.

الشروط والاحكام:

- مشاركتك اختيارية ولا توجد عقوبة إذا لم تشارك ، ويمكنك الانسحاب في أي وقت.
- يحق لك أن تكون على علم بمحتوى البحث.
- لا توجد فوائد محددة من مشاركتك ولا توجد مخاطر ناتجة عن مشاركتك. تقع على عاتقي مسؤولية منع أي أضرار ، وإتاحة فرص عادلة لتسكون جزءا من البحث وتجنب الاستفادة منك.
- سيتم تسجيل المحادثة ومحوها بعد النسخ.

اسم المشارك، التاريخ، التوقيع
فهد بن عبد الله بن موسى البرقي
٢٠١٩/١٠/٢

هند البلوشية ، جامعة كوفنتري

اسم الباحث تاريخ التوقيع

شكرا لكم

Counter Code # 3

Letter of approval


Dear interviewer

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I highly appreciate your feedback and time to complete the interview. I think all your inputs and ideas will be valuable and useful to research.

Your entry is optional and there is no penalty if you do not participate, and you can withdraw at any time.

Participant name: Issa Alhanai
Signature: / 
Date: /

Hind Al Balushi, Coventry University

Name of researcher Date of signature

Thank you

الفاضل ،

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الشروط والاحكام:

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- يحق لك أن تكون على علم بمحتوى البحث.
- لا توجد فوائد محددة من مشاركتك ولا توجد مخاطر ناتجة عن مشاركتك، تقع على عاتقي مسؤولية منع أي أضرار ، وإتاحة فرص عادلة لتكون جزءا من البحث وتجنب الاستفادة منك.
- سيتم تسجيل المحادثة ومحوها بعد النسخ.

اسم المشارك، التاريخ، التوقيع

هبة المالك بن عبد الله بن سيف الخروصي
 ٥٠١٩ / ٦ / ٢
 هند البلوشية ، جامعة كوفنتري

اسم الباحث تاريخ التوقيع

شكرا لكم

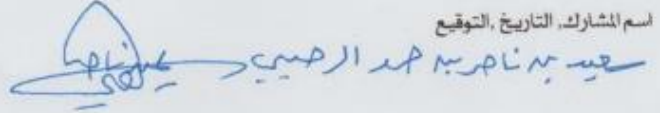
الفاضل /

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شاكرين ومقدرين جهودكم والوقت الذي ستقضيه في استكمال المقابلة، أن كل ما تبذلونه من المدخلات والأفكار ستكون قيمة ومفيدة للبحث.

الشروط والاحكام:

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- يحق لك أن تكون على علم بمحتوى البحث.
- لا توجد فوائد محددة من مشاركتك ولا توجد مخاطر ناتجة عن مشاركتك. تقع على عاتقي مسؤولية منع أي أضرار ، وإتاحة فرص عادلة لتكون جزءا من البحث وتجنب الاستفادة منك.
- سيتم تسجيل المحادثة ومحوها بعد النسخ.

اسم المشارك، التاريخ، التوقيع
 هدى البلوشية

هند البلوشية ، جامعة كوفنتري

اسم الباحث تاريخ التوقيع

شكرا لكم

Counter Code # 6

Letter of approval

Dear interviewer


I would like to thank you for participating in the research "**A Study to Improve Brand Image of Ministry of Sport Affairs through Development of Digital Marketing Strategy**".

The aim of this research to study the marketing strategies and their importance in raising the brand and also to understand the relationship between digital marketing and marketing strategy by studying the best practices and strategies of digital marketing within Oman.

I highly appreciate your feedback and time to complete the interview. I think all your inputs and ideas will be valuable and useful to research.

Your entry is optional and there is no penalty if you do not participate, and you can withdraw at any time.

Participant name: Mr. Souel Ambosaidi

Signature: / 

Date:

Hind Al Balushi, Coventry University

Name of researcher Date of signature

Thank you

MMMMMMMM

Counter Code # 7

Letter of approval

Dear interviewer

I would like to thank you for participating in the research "**A Study to Improve Brand Image of Ministry of Sport Affairs through Development of Digital Marketing Strategy**".

The aim of this research to study the marketing strategies and their importance in raising the brand and also to understand the relationship between digital marketing and marketing strategy by studying the best practices and strategies of digital marketing within Oman.

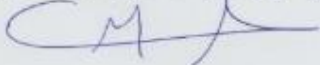
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Your entry is optional and there is no penalty if you do not participate, and you can withdraw at any time.

Participant name Signature date

Hind Al Balushi, Coventry University

Name of researcher Date of signature

Abdullah Mohamed Bamaikhlef


Thank you!

NNNNNNNN

<hsh.baluch@gmail.com> HSH



أسئلة المقابلة (البحث) هند

13 مايو 2019 5:49 ص

<mohamed@mirrorsoman.com> **Mohamed Shebani**
<hsh.baluch@gmail.com> Um Naser

Dear Hind,

Please find attached the answers of the questions as requested.
I would like to visit you and your team after Ramadan and see if we can work together on a marketing project.

Best Regards,
Mohamed

[إلغاء التوقيع]

Mohamed Shebani
Head of Communications



T: +9661 34504423 F: 02260507

Arabic (Saudi Arabia)
Arabic (101 keyboard)
To switch input methods, press
Windows key+Space.



Mr. Mohamed Ashebani, counter code (8)

00000000

Counter Code # 9

Letter of approval

Dear interviewer

I would like to thank you for participating in the research "**A Study to Improve Brand Image of Ministry of Sport Affairs through Development of Digital Marketing Strategy**".

The aim of this research to study the marketing strategies and their importance in raising the brand and also to understand the relationship between digital marketing and marketing strategy by studying the best practices and strategies of digital marketing within Oman.

I highly appreciate your feedback and time to complete the interview. I think all your inputs and ideas will be valuable and useful to research.

Your entry is optional and there is no penalty if you do not participate, and you can withdraw at any time.

Participant name, Signature, date

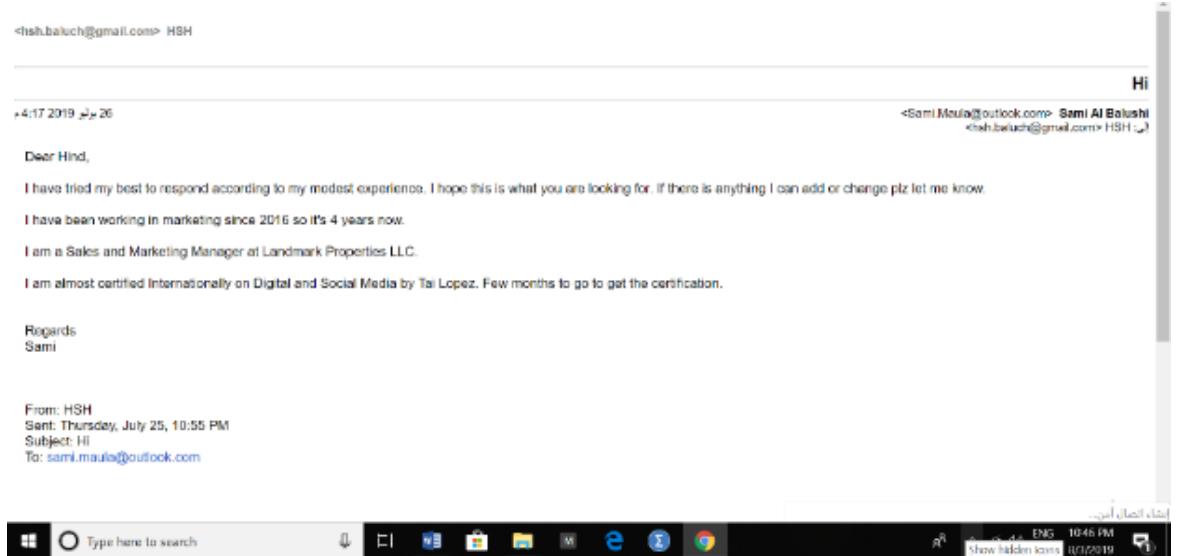
Mohsin Alhabshi , May 28, 2019

Hind Al Balushi, Coventry University

Name of researcher Date of signature

Thank you!

PPPPPPPP



Mr. Sami Mula, counter code (10)

QQQQQQQQ

(NOC letters)



Sultanate of Oman
Ministry of Sports Affairs

سلطنة عُمان
وزارة الشؤون الرياضية

التاريخ: ٧ رمضان ١٤٤٠ هـ
الموافق: ١٣ مايو ٢٠١٩ م

إلى من يهمه الأمر

نود إفاذتكم بأن وزارة الشؤون الرياضية لا مانع لديها من قيام الفاضلة/ هند بنت سعيد البلوشية المقيمة ضمن طلبتكم الدارسين في برنامج ماجستير إدارة الأعمال في تقنية المعلومات خلال الفصل الثاني من العام الأكاديمي ٢٠١٨/٢٠١٩ م والتي بصدد تحضير رسالة الماجستير بعنوان
(A study to improve Brand Image of Ministry of Sports Affairs Through Development of Digital Marketing Strategy)
بجمع ما تود من معلومات والتي من شأنها أن تخدم البحث المزمع عمله.

وعليه، فقد أعطيت لها هذه الشهادة دون تحمل الوزارة أية تبعات مالية أو إدارية أو قانونية.

وتفضلوا بقبول فائق الاحترام والتقدير،،،


فهد بن عبد الله الرئيسي
مدير عام الرعاية والتطوير الرياضي

ص.ب. ٢١١ مسقط، الرمز البريدي: ١٠٠ - سلطنة عُمان - هاتف: ٢٤٧٥٥٤٦٦ / ٢٤٧٥٥٤٨٨ - فاكس: ٢٤٧٠٣٤٠٨
P.O. Box :211 Muscat , Postal Code : 100, Sultanate of Oman Tel : 24755466/ 24755488 - Fax : 24703408

MOSAs Form To whom it concerns

RRRRRRRR



كلية الشرق الأوسط
Middle East College

Date: 09/04/2019.
MEC/REG/2019/ 297

To: Whom It May Concern

This is to inform you that, **HIND SAID HASSAN AL BALUSHI (PG17F1746)** is a student enrolled on our MBA (IT) programme and she is currently doing her Dissertation with a title (**A Study to Improve Brand Image of Ministry of Sport Affairs Through Development of Digital Marketing Strategy**).

In this regard, we request you to kindly permit her to collect relevant data from your organisation. Kindly note that these data is being collected for academic purposes only and the information contained therein will not be made available on the public domain. Hard/soft copies will be used only for the mandatory processes of evaluation and quality assurance.

Should you require any further information in this regard, please do not hesitate to contact the under signed and shall be more than happy to provide you the same.

Thanking you

Yours sincerely


Prasad Pillai
Head of Registration and Assessments

كلية الشرق الأوسط - مسقط
واحة المعرفة مسقط
ص.ب. ٧٩، الرمز البريدي: ١٢٤
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MECs Form To whom it concerns

SSSSSSSS

Appendix C.1: Research Proposal

MBA (IT) / Research Proposal Form

Details

Student Name	Hind Said Hassan
Course	Dissertation Phase I
Email	PG17F1746@mec.edu.om
First Supervisor	Dr. Deena R
2 nd Assessor	

Project Details

Project Title:

A Critical Study to improve Brand Image of the Ministry of Sports Affairs (MOSA) Through Development of Digital Marketing Strategies.

Abstract/ Summary:

This paper aims to find successful digital marketing strategies and branding together with the development of technology in government institutions and to keep up with the rapid development and progress around the globe. The marketing approaches in the global scenario are evolving in tandem with technology, which changes in consumer behaviour so there is a need of rethinking in marketing strategies and transforming them into the digital domain (Tiago and Veríssimo 2014). Government institutions usually adopt their marketing style and strategies to build impacts with clients and thus contribute to the financial growth and development of the sport sector. Digital Marketing is an eventual monitor on how e-channels and tools can be used to outspread the government's brand image,

TTTTTTTT

outreach and accomplish a measurable return on investment (Edmiston 2019). So far, only traditional marketing strategies is deployed by the Ministry of Sports Affairs MOSA, and hence there is a need to digitalize and update their strategic plan.

The objectives of the paper are to study an overview of digital marketing. Then, finding the current marketing strategy of MOSA to search for radical solutions and build a brand image for itself. Also, investigating the impact of digital marketing on the brand image and suggesting the best practises that can be adopt. The methodology that will be adopted in this research are descriptive, analytical, qualitative and quantitative. The research method will be through primary and secondary data. Basic information from the ministry, will derive from records on their statistics, conferences and studies during the past few years, as well as interviews with general managers and the survey will conduct by distributing questionnaires. After that, the results are reviewed and analysed in order to understand the problem and choose a model for comparison. The analysis will also supported by evidences from the study of literary articles. Finally, research concludes with appropriate recommendations.

Key Words: Marketing Strategy, Digital Marketing, Brand Image, Branding Sport.

-
- Edmiston, D. (2019) Strategic Digital Marketing | Journal Of Product & Brand Management | Vol 24, No 1 [online] available from <<https://www.emeraldinsight.com/doi/abs/10.1108/JPBM-06-2014-0625>> [22 April 2019]
 - Tiago, M. and Veríssimo, J. (2014) "Digital Marketing And Social Media: Why Bother?". Business Horizons 57 (6), 703-708

Objectives

Objective of this research:

- An overview of digital marketing strategy.
- To understand the current marketing strategy of MOSA.
- To investigate the impact of digital marketing on the brand image.
- To suggest the best practices that can be adopted in developing a digital

marketing strategy to support the brand name.

Project Outcomes:

- Better understanding in digital marketing strategies.
- An evaluation and analysis of existing marketing strategies in MOSA.
- Provide the best model for a successful digital marketing strategy to be applied in MOSA.
- Facilitate the marketing process and accelerate advertising and promotion services.
- Build a reputation for the ministry among government institutions.
- Adopting digital marketing applications.
- Suggesting couple of future plans in digitalization.

Why are you interested in the project?

The interesting thing about this research is to identify the marketing strategies gaps and to find essential digital solutions to the strategy. It is an interesting challenge because it is difficult to build a brand name for any organization so the research will be challenging and the results would be promising. This study will be beneficial for government institutions, Target group of citizens, residents and athletes, as well Information Technology Authority (ITA) in e-government project and organizations that invest in sport sectors.

What are key questions the project attempts to answer?

- What are the marketing strategies that are adopted in digital marketing?
- What are the current marketing strategies employed by the Ministry of Sports Affairs (MOSA)?
- What is the relation between digital marketing and building a brand name?
- What are the best practices that can be adopted in developing a digital

marketing strategy to strength the brand image?

What research methods do you intend to use?

Analytical methodology will be accomplished in this study. Therefore, objectives 1, 2 and 3 sets to identify the qualitative aspects that answering descriptive and empirical research questions based on the digital marketing overview, marketing strategies of the MOSA and investigate the impact of digital marketing in building the brand name. In addition, to achieve objective 4 which based on an understanding of the success impact between digital marketing and building a brand name to achieve this correctly through a real case study of an institution that has implemented digital marketing. Some tools which drive the research: Questionnaire/ Survey, Interview, Secondary report, Literature Review.

What primary and/or secondary data sources do you intend to use?

Mixed Methods (combination of the above) (Figure 1)

Primary sources are derived from interviews, questionnaires.

Secondary sources are taken from MOSAs statistical records, ministry documents, articles, books and journals.

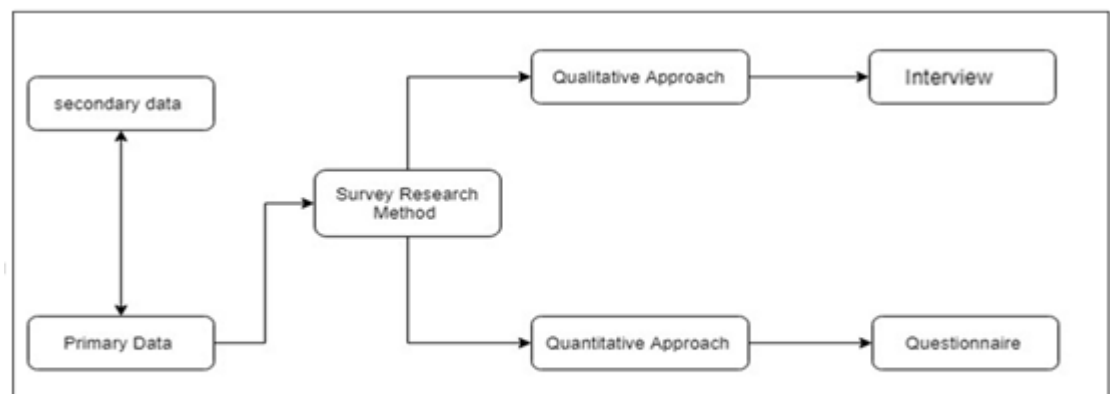


Figure 1: Research Methodology

Provide draft chapter headings for your report

1. Abstract

2. Declaration of Originality
3. Acknowledgements of Contents
4. List of Tables
5. List of Figures
6. Chapter1: Introduction to dissertation
7. Chapter2:Review of related literature taken from varies research articles and books
8. Chapter3: Research Methodology(mixed methodology tools)
9. Chapter4: Presentation and analysis of data
10. Chapter5: Conclusion, Recommendations and reflection on the study
11. References
12. Appendices

Gantt chart

XXXXXXXX

ID	Task Mode	Task Name	Duration	Start	Finish	9	M	A	M	J	J	A	S	O
1		MBA Dissertation Phase 1	1 day?	Mon 3/18/19	Mon 3/18/19	75%								
2		Dissertation proposal	25 days	Wed 3/20/19	Wed 4/24/19	100%								
3		Searching the topic	1 day	Wed 3/20/19	Wed 3/20/19	100%								
4		Set Research Object	2 days	Sat 3/23/19	Tue 3/26/19	100%								
5		Prepare the proposal	2 days	Fri 3/29/19	Mon 4/1/19	100%								
6		Prepare draft proposal	1 day	Tue 4/2/19	Tue 4/2/19	100%								
7		Rework on proposal	5 days	Wed 4/3/19	Tue 4/9/19	100%								
8		Submit final Proposal	0 days	Wed 4/24/19	Wed 4/24/19	4/24								
9		MBA Dissertation Phase 2	75 days	Wed 4/24/19	Tue 8/6/19	0%								
10		Review of Related Literature	5 days	Wed 4/24/19	Tue 4/30/19	0%								
11		Marketing strategy	2 days	Wed 5/1/19	Thu 5/2/19	0%								
12		Digital Marketing strategy	2 days	Fri 5/3/19	Mon 5/6/19	0%								
13		Understanding the market	6 days	Tue 5/7/19	Tue 5/14/19	0%								
14		L.R.	3 days	Wed 5/15/19	Fri 5/17/19	0%								
15		Methodology	7 days	Mon 5/20/19	Tue 5/28/19	0%								
16		Defining main questions	3 days	Wed 5/29/19	Fri 5/31/19	0%								
17		Planning the case study	4 days	Mon 6/3/19	Thu 6/6/19	0%								
18		Planning the interview	3 days	Fri 6/7/19	Tue 6/11/19	0%								
19		Methodology final	2 days	Wed 6/12/19	Thu 6/13/19	0%								
20		Presentation and Analysis	4 days	Fri 6/14/19	Wed 6/19/19	0%								
21		Finding	5 days	Thu 6/20/19	Wed 6/26/19	0%								
22		Discussion	2 days	Thu 6/27/19	Fri 6/28/19	0%								
23		Critical evaluation	3 days	Mon 7/1/19	Wed 7/3/19	0%								
24		Presentation and Analysis	4 days	Thu 7/4/19	Tue 7/9/19	0%								
25		Conclusions	3 days	Wed 7/10/19	Fri 7/12/19	0%								
26		Conclusions	3 days	Mon 7/15/19	Wed 7/17/19	0%								
27		Recommendations	2 days	Thu 7/18/19	Fri 7/19/19	0%								
28		Reflection	3 days	Mon 7/22/19	Wed 7/24/19	0%								
29		Finalizing the Report	3 days	Thu 7/25/19	Mon 7/29/19	0%								
30		Report Collected data	2 days	Tue 7/30/19	Wed 7/31/19	0%								
31		Review the language	3 days	Thu 8/1/19	Mon 8/5/19	0%								
32		Final Report	1 day	Tue 8/6/19	Tue 8/6/19	0%								
33		Final Submission	0 days	Mon 8/12/19	Mon 8/12/19	8/12								
34		Presentation/Viva	1 day	Mon 9/9/19	Mon 9/9/19	0%								

YYYYYYYY

Reviewed

First Supervisor		Date
2 nd Assessor signature		Date
Student		Date

Return of form to University

Thank you for completing the form.

The following is for Office use only

Date received:

Comments by checker:

Appendix C.2: Research Ethical Approval
Form

RESEARCH ETHICS AND BIO SAFETY APPROVAL FORM

You should use this checklist only if you are carrying out a research project through Middle East College. This normally applies to:

Undergraduate students

Postgraduate students

All faculty members

Research Ethics and Biosafety Approval Checklist

Applicant Details

Name: Hind Said Hassan	E-mail: pg17f1746@mec.edu.om
Department: MBA-IT	Date:15 March2019
Course Name: MBA Dissertation Phase 1	Title of Project: A Critical Study to Improve Brand Image of Ministry of Sports Affairs (MOSA) Through Development of Digital Marketing Strategies.

AAAAAAAAA

Project Details

The aim of this research is to study the marketing mechanism in the Ministry of Sports Affairs and finding the gap with good advice in digital solutions by studying the strategy of digital marketing and building the brand name and mentioning the best practices that can be used and develop digital marketing in the ministry. In addition, this research use descriptive to find the research questions, literary articles with both methods of combining survey data and interviewing expert sports figures. For the success of this research, will build a questionnaire for 100 people within the ministry, athletes and young people. In adding, to have more evidence to identify interview for five general managers who have a great experience in sport. Moreover, to obtain statistics for the past years information be collect from the ministry.

Participants in your research

Will the project involve human participants?	Yes	No
2. Will this project involve animals or plants?	Yes	No

Risk to Participants

3. Will the project involve human patients/clients, health professionals, and/or patient (client) data and/or health professional data?	Yes	No
Is there a risk of physical discomfort to those taking part?	Yes	No
Is there a risk of psychological or emotional distress to those taking part?	Yes	No
Is there a risk of challenging the deeply held beliefs of those taking part?	Yes	No
Is there a risk that previous, current or proposed criminal or illegal acts will be revealed by those taking part?	Yes	No
Will the project involve giving any form of professional, medical or legal advice, either directly or indirectly to those taking part?	Yes	No
9. Is there any possibility that this project put humans, animals and plants at risk of their health and survival?	Yes	No
10. Is there any risk of toxic/infectious agents in conjunction with animals or plants that could harm participants and/or environment?	Yes	No

Risk to Researcher

CCCCCCCC

11. Will this project put you or others at risk of physical harm, injury or death?	Yes	No
Will this project put you or others at risk of abduction, physical, mental or sexual abuse?	Yes	No
Will this project involve participating in acts that may cause psychological or emotional distress to you or to others?	Yes	No
Will this project involve observing acts which may cause psychological or emotional distress to you or to others?	Yes	No
Will this project involve reading about, listening to or viewing materials that may cause psychological or emotional distress to you or to others?	Yes	No
Will this project involve you disclosing personal data to the participants other than your name and the University as your contact and e-mail address?	Yes	No
Will this project involve you in unsupervised private discussion with people who are not already known to you?	Yes	No
Will this project potentially place you in the situation where you may receive unwelcome media attention?	Yes	No
Could the topic or results of this project be seen as illegal or attract the attention of the security services or other agencies?	Yes	No
Could the topic or results of this project be viewed as	Yes	No

controversial by anyone?		
21. Does your project involve the use of biohazardous material or produce biohazardous waste that may put you or others at risk of diseases?	Yes	No

Informed Consent of the Participant

22. Are any of the participants unable mentally or physically to give consent?	Yes	No
Do you intend to observe the activities of individuals or groups without their knowledge and/or informed consent from each participant (or from his or her parent or guardian)?	Yes	No

Participant Confidentiality and Data Protection

Will the project involve collecting data and information from human participants who will be identifiable in the final report?	Yes	No
Will information not already in the public domain about specific individuals or institutions be identifiable through data published or otherwise made available?	Yes	No
Do you intend to record, photograph or film individuals or groups without their knowledge or informed consent?	Yes	No
Do you intend to use the confidential information, knowledge or trade secrets gathered for any purpose other than this research project?	Yes	No

Gatekeeper Risk

Will this project involve collecting data outside the buildings of MEC?	Yes	No
Do you intend to collect data in shopping centres or other public places?	Yes	No
Do you intend to gather data within nurseries, schools, colleges, any organization or ministries?	Yes	No

Other Ethical Issues

Is there any other risk like ethical, moral, legal or issue not covered above that may pose a risk to you or any of the participants?	Yes	No
---	-----	----

****** If you have answered **Yes** to any of these questions (18, 20, 25, 28, 29,30) it is mandatory to get an No Objection Certificate from the concerned organization or participants either to do the research in their premises or to use and publish the data pertaining to their organization or the participant.

In the absence of the No Objection Certificate the project will be treated as a high risk project and will have to be approved by the institutional Research Ethics and Biosafety Committee.

****** If you have answered **Yes** to any other questions mentioned above(1,2,3,4,5,6,7,8,9,10,11,12,13,14,15,16,17,19,21,22,23,24,26,27,31) it is

mandatory to refer that project to the institutional Research Ethics and Biosafety Committee.

Principal Investigator Certification

If you answered **No** to **all** of the above questions, then you have described a low risk project. Please complete the following declaration to certify your project.

Agreed restrictions to project to allow Principal Investigator Certification

Please identify any restrictions to the project, agreed with your Supervisor or any concerned stakeholder related to the project to allow you to sign the Principal Investigator Certification declaration.

--




Principal Investigator's Declaration

Please ensure that you:

Tick all the boxes below and sign this checklist.

Principal investigator must get their Supervisor and Department Research co-ordinator to countersign this declaration.

GGGGGGGGG

I believe that this project does not require research ethics and biosafety approval . I have completed the checklist and kept a copy for my own records. I realise I may be asked to provide a copy of this checklist at any time.	
I confirm that I have answered all relevant questions in this checklist honestly.	
I confirm that I will carry out the project in the ways described in this checklist. I will immediately suspend research and request a new ethical and biosafety approval if the project subsequently changes the information I have given in this checklist.	

Principal Investigator

Signed  (Principal Investigator)

Date : 5th May 2019

Supervisor and Research Co-ordinator

I have read this checklist and confirm that it covers all the ethical and biosafety issues raised by this project. I also confirm that these issues have been discussed with the principal investigator and will continue to review in the course of supervision.

Countersigned.....(Supervisor)

Date

Countersigned.....(Department Research Co-ordinator)

Date

HHHHHHHHH

**Appendix C.3: Midterm Review
presentation – Status Report**

MBA (IT) PROGRAMME

Masters Dissertation-Midterm Review Presentation-Status Report

(Fall / Spring / Summer 2019)

Student ID	PG17F1746
Student Name	HIND SIAD HASSAN ALBALUSHI
Programme	MBA-IT
Dissertation title	A Critical Study to improve Brand Image of the Ministry of Sports Affairs (MOSA) Through Development of Digital Marketing Strategies.
Date and Time of Presentation	26 May 2019(12.00-1.30 pm)

Checklists	Remarks by Supervisor
Sufficient literature review is conducted	

Research methodology is framed and justified including methods of data collection and aimed sample size.	
Questionnaires/interview questions are framed and they are aligned to research objectives (the same should be approved by supervisor)	
Student is ready/started collecting data	
<p>A. Status of work undertaken so far filled by student (Introduction, Literature Review, Research Methodology, Data Collection etc.)</p> <ul style="list-style-type: none"> • Introduction: finished this chapter in early stages • Literature Review: done well in this chapter and finalizing the writing. • Research Methodology: selected the research method and started working on it. • Data Collection: ongoing collecting data and making interviews. 	

<p>B. Remarks by the supervisor regarding the status of work</p>	
<p>I have seen the comments of the supervisor. Signature of Student: Date:</p>	<p>Signature of Supervisor: Date:</p>

*This progress report form has to be posted on Moodle. The Supervisor shall give the comments back to you.

Appendix C.4: Midterm Review
presentation – Poster Presentation

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Introduction

The era of technology has forced many institutions to reestablish their goals and strategies for survival. Today, no marketing strategy is complete if it does not incorporate digital strategy and execution (Miles 2008). A global trend for technology and digital advertising by China is always keen to adopt new ideas and keep up with the Fourth Industrial Revolution (Miles 2010-11). The main objective of this research is to contribute awareness of the importance of digital marketing in the Ministry of Sports Affairs. In addition, the brand building of the Ministry begins with the development of the strategy of digital marketing and study of its variables. Best practices and strategies in the field of digital marketing and their impact on raising the brand name.

Key Words: Marketing Strategies, Digital Marketing , Digital Marketing Strategies, Brand Name.

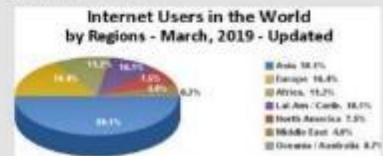


Literature Review

Digital marketing strategies and branding area in parallel with the development of technology. These strategies applicability means to sustain market earnings today. In the modern world of technology, there are many developing techniques under development which more parallel to their entrance in the market. To a great extent, creating a brand image helps in recognition of the organization by the target audience (Al-Bousaki, Scott & Moyle, 2016).

The creation of online presence has been a goal for almost every government or private organization (Parvati-Bates 2018). Through the use of three digital marketing strategies, the organization is able to build and evolve its entire brand image. Their tend to use multidisciplinary approaches that brings together content, paid and earned media in a perfectly coordinated, digital environment made of public relations, search, social and other factors (Bridley, Anderson & Birnie 2013).

There are many scholars who have elaborated on the importance of creating and nurturing brand image (Chaffey & Ellis-Chadwick, 2009; Dubé, 2014; Muller, 2011; Levin 2017). Besides, there are the technology platforms and environment in order to have an effective digital marketing approach (Garcias 2017).



Objectives

1. An overview of digital marketing strategy.
2. To understand the current marketing strategy of MOSA.
3. To investigate the impact of digital marketing on the brand image.
4. To suggest the best practices that can be adopted in developing a digital marketing strategy to support the brand name.

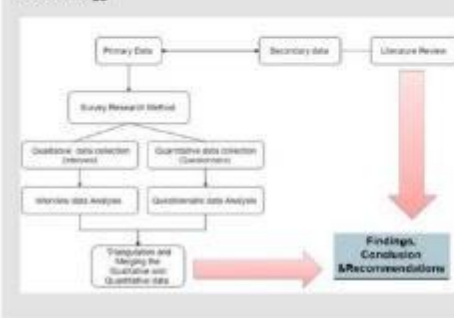
Research Questions

1. What are the marketing strategies that are adopted in digital marketing?
2. What are the current marketing strategies employed by the Ministry of Sports Affairs (MOSA)?
3. What is the relation between digital marketing and building a brand name?
4. What are the best practices that can be adopted in developing a digital marketing strategy to strengthen the brand image?

Expected Deliverables

Chapter 1	• Introduction
Chapter 2	• Review of Related Literature
Chapter 3	• Research Methodology
Chapter 4	• Presentation and Analysis of Data
Chapter 5	• Conclusions, Recommendations and Student Reflection
	• References
	• Appendix

Methodology



2nd Phase work plan



References

1. Al-Faraj, A., Saad, H., Jassir, Moyle, S. (2018). "Brand meaning and brand image: A conceptualization". CAUTHE 2018, 3rd Smart Practices with Possibilities Towards Quality and Brand Localization (Papers 13).
2. Hering, T., Trautwein, C. P., Kopp, Bruce, M. (2016). "Brand management: Research theory and practice". London.
3. KOTLER, P. & (2017). "Digital marketing: a framework, review and research agenda". International Journal of Research in Marketing, 34(1), 24-49.
4. Parvati-Bates, . (2018). "The Role of Digital Marketing in Business Communication". 30th Proceedings of the Science, 11(1), 195-205.
5. Prabhu, P. (2017). "Understanding Digital Marketing Strategy". International Journal of Knowledge Innovation and Management.
6. Shikha, R. (2018). "Marketing: Life and a Quick understanding". Pp:1-44.

Appendix C.5: Student Dissertation Diaries

Document Name & Type	MBA (IT) Dissertation Diary	Author/Department	Head, Centre for Postgraduate Studies
Approval Date	20/03/2017	Effective Date	20/03/2017
Review Date	17/01/2019	Next Review Date	16/01/2020

Diary – Spring / Summer / Fall 2019 -

Name of Student: Hind Said Hassan	Week: 1
Name of Supervisor: Dr. Deena R.	
Dissertation Topic: A Study to Improve Brand Image of Ministry of Sport Affairs Through Development of Digital Marketing Strategy.	

Date/ Day: 24 March	Time: 4:30 pm	Venue: B1C
---------------------	---------------	------------


Tasks as per project plan	Actual tasks taken up / completed
<ul style="list-style-type: none"> Discussion in the topic chosen. Find resources. Start writing the Proposal. 	<ul style="list-style-type: none"> The topic is proven to work on it. Searching the resources.

Comments / observations / remarks by the Student

- All tasks has been completed On week 1

Remarks / Comments by the Supervisor

There was a very serious discussion on the topic that the student wanted to choose.

Signature of Student: 	Signature of Supervisor: 
Date:	Date:

MMMMMMMMMM

Document Name & Type	MBA (IT) Dissertation Diary	Author/Department	Head, Centre for Postgraduate Studies
Approval Date	20/03/2017	Effective Date	20/03/2017
Review Date	17/01/2019	Next Review Date	16/01/2020

Diary – Spring / Summer / Fall – 2019

Name of Student: Hind Said Hassan	Week: 2
Name of Supervisor: Dr. Deena R.	
Dissertation Topic: A Study to Improve Brand Image of Ministry of Sport Affairs Through Development of Digital Marketing Strategy.	

Date/ Day: 31 March	Time: 12:00 Am	Venue: IBK
---------------------	----------------	------------

Tasks as per project plan	Actual tasks taken up / completed
<ul style="list-style-type: none"> Setting the objectives. Set Research Questions. Design the Gantt Chart 	<ul style="list-style-type: none"> The objectives has been pointed. Questions listed. Started the Gantt chart.

Comments / observations / remarks by the Student

- All tasks has been completed On week 2

Remarks / Comments by the Supervisor

The student has finalised the topic and is starting to work on the proposal. She has made quite a lot of research even to finalise the topic

Signature of Student:
Date:



Signature of Supervisor:
Date:



NNNNNNNNNN

Document Name & Type	MBA (IT) Dissertation Diary	Author/Department	Head, Centre for Postgraduate Studies
Approval Date	20/03/2017	Effective Date	20/03/2017
Review Date	17/01/2019	Next Review Date	16/01/2020

Diary – Spring / Summer / Fall 2019



Name of Student: Hind Said Hassan	Week: 3
Name of Supervisor: Dr. Deena R.	
Dissertation Topic: A Study to Improve Brand Image of Ministry of Sport Affairs Through Development of Digital Marketing Strategy.	

Date/ Day: 7 April	Time: 2:00 p.m	Venue: IBK
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Tasks as per project plan	Actual tasks taken up / completed
<ul style="list-style-type: none"> Organizing the questioner questions. Setting the interview questions and the interviewee list. 	<ul style="list-style-type: none"> Listing the questions which related the objectives. The interviewee names are listed. The date of the distributing the questioner are set.

Comments / observations / remarks by the Student
<ul style="list-style-type: none"> All tasks has been completed On week 3

Remarks / Comments by the Supervisor
The research is going in the right path and is working towards the submission of proposal.

Signature of Student: 	Signature of Supervisor: 
Date:	Date:

Document Name & Type	MBA (IT) Dissertation Diary	Author/Department	Head, Centre for Postgraduate Studies
Approval Date	20/03/2017	Effective Date	20/03/2017
Review Date	17/01/2019	Next Review Date	16/01/2020

Diary – Spring / Summer / Fall 2019

Name of Student: Hind Said Hassan	Week: 4
Name of Supervisor: Dr. Deena R.	
Dissertation Topic: A Study to Improve Brand Image of Ministry of Sport Affairs Through Development of Digital Marketing Strategy.	

Date/ Day: 24 April	Time: 3:00 pm	Venue: IBK
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Tasks as per project plan	Actual tasks taken up / completed
<ul style="list-style-type: none"> The proposal review. Submitting the proposal. 	All tasks are done on time.

Comments / observations / remarks by the Student

- All tasks has been completed On week 4

Remarks / Comments by the Supervisor

The proposal is in the submission stage and is being cross checked for correction & verification

Signature of Student:	Signature of Supervisor:
Date:	Date: 26/4/19

Diary – Spring / Summer / Fall

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Document Name & Type	MBA (IT) Dissertation Diary	Author/Department	Head, Centre for Postgraduate Studies
Approval Date	20/03/2017	Effective Date	20/03/2017
Review Date	17/01/2019	Next Review Date	16/01/2020

Name of Student: Hind Said Hassan	Week: 4
Name of Supervisor: Dr. Deena R.	
Dissertation Topic: A Study to Improve Brand Image of Ministry of Sport Affairs Through Development of Digital Marketing Strategy.	

Date/ Day: 30 April	Time: 4:00 p.m	Venue: IBF
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Tasks as per project plan	Actual tasks taken up / completed
<ul style="list-style-type: none"> • Desiccation on the research methods • Have workshop in designing the questioner. 	<ul style="list-style-type: none"> • Partly finished interviewing all managers and experts. • Started writing the questioner.

Comments / observations / remarks by the Student
<ul style="list-style-type: none"> • All tasks has been completed On week ...

Remarks / Comments by the Supervisor
The student is working on identifying different methodologies for her research. She is simultaneously working on the review of literature

Signature of Student:	Signature of Supervisor:
Date:	Date: 2/5/19

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Document Name & Type	MBA (IT) Dissertation Diary	Author/Department	Head, Centre for Postgraduate Studies
Approval Date	20/03/2017	Effective Date	20/03/2017
Review Date	17/01/2019	Next Review Date	16/01/2020

Diary – Spring / Summer / Fall

Name of Student: Hind Said Hassan	Week: 6
Name of Supervisor: Dr.Deena R.	
Dissertation Topic: A Study to Improve Brand Image of Ministry of Sport Affairs Through Development of Digital Marketing Strategy.	

Date/ Day: 15 May	Time: 12:00 PM	Venue: 1Bk
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Tasks as per project plan	Actual tasks taken up / completed
Poster designing	All done in good format.

Comments / observations / remarks by the Student

- All tasks has been completed On week ...

Remarks / Comments by the Supervisor

The student is currently designing her poster, to proceed to the next stage of her research.

Signature of Student:	Signature of Supervisor:
Date:	Date: 16/5/19

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Document Name & Type	MBA (IT) Dissertation Diary	Author/Department	Head, Centre for Postgraduate Studies
Approval Date	20/03/2017	Effective Date	20/03/2017
Review Date	17/01/2019	Next Review Date	16/01/2020

Diary – Spring / Summer / Fall

Name of Student: Hind Said Hassan	Week: 7
Name of Supervisor: Dr. Deena R.	
Dissertation Topic: A Study to Improve Brand Image of Ministry of Sport Affairs Through Development of Digital Marketing Strategy.	

Date/ Day: 26 May	Time: 1:30 pm	Venue: IBK
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Tasks as per project plan	Actual tasks taken up / completed
Presenting Poster	Poster was presented and had excellent on designing.

Comments / observations / remarks by the Student

- All tasks has been completed On week ...

Remarks / Comments by the Supervisor

The poster has been presented and the student has proceeded to the next stage of her research.

Signature of Student:
Date:



Signature of Supervisor:
Date: 26/5/19



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Document Name & Type	MBA (IT) Dissertation Diary	Author/Department	Head, Centre for Postgraduate Studies
Approval Date	20/03/2017	Effective Date	20/03/2017
Review Date	17/01/2019	Next Review Date	16/01/2020

Diary – Spring / Summer / Fall



Name of Student: Hind Said Hassan	Week: 9
Name of Supervisor: Dr. Deena R.	
Dissertation Topic: A Study to Improve Brand Image of Ministry of Sport Affairs Through Development of Digital Marketing Strategy.	

Date/ Day: 17Jun	Time: 4:00 pm	Venue: 1BK
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Tasks as per project plan	Actual tasks taken up / completed
<ul style="list-style-type: none"> Reviewing the interview results. Work gowning on questioner. 	<ul style="list-style-type: none"> All comments were taken and all on right track. Draft1 of the Questioner.

Comments / observations / remarks by the Student
<ul style="list-style-type: none"> All tasks has been completed On week ...

Remarks / Comments by the Supervisor
The questionnaire/ interview schedule has been prepared by the student. After a very serious discussion, it has been approved after initiating some changes

Signature of Student: 	Signature of Supervisor: 
Date:	Date: 18/6/19

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Document Name & Type	MBA (IT) Dissertation Diary	Author/Department	Head, Centre for Postgraduate Studies
Approval Date	20/03/2017	Effective Date	20/03/2017
Review Date	17/01/2019	Next Review Date	16/01/2020

Diary – Spring / Summer / Fall


Name of Student: Hind Said Hassan	Week: 9
Name of Supervisor: Dr. Deena R.	
Dissertation Topic: A Study to Improve Brand Image of Ministry of Sport Affairs Through Development of Digital Marketing Strategy.	

Date/ Day 21 Jun	Time: 4:30	Venue: IBK
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Tasks as per project plan	Actual tasks taken up / completed
<ul style="list-style-type: none"> Questioner is designed and reviewed. 	<ul style="list-style-type: none"> The questioner is ready to distribute. <ul style="list-style-type: none"> Chapter 3 almost is done. Stating an interviews in the report.

Comments / observations / remarks by the Student <ul style="list-style-type: none"> All tasks has been completed On week ...
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Remarks / Comments by the Supervisor The Questionnaire has been finalised. The researcher has been directed to start the survey.

Signature of Student:  Date:	Signature of Supervisor:  Date:
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Document Name & Type	MBA (IT) Dissertation Diary	Author/Department	Head, Centre for Postgraduate Studies
Approval Date	20/03/2017	Effective Date	20/03/2017
Review Date	17/01/2019	Next Review Date	16/01/2020

Diary – Summer / 2019

Name of Student: Hind Said Hassan	Week: 15
Name of Supervisor: Dr. Deena R.	
Dissertation Topic: A Study to Improve Brand Image of Ministry of Sports Affairs Through Development of Digital Marketing Strategy.	

Date/ Day 30 July	Time: 5:15 pm	Venue: IBK
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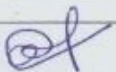
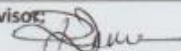
Tasks as per project plan	Actual tasks taken up / completed
<ul style="list-style-type: none"> Questioner's distribution. Collecting the results. Start writing chapter 4 	<ul style="list-style-type: none"> The questioners were distributed. <ul style="list-style-type: none"> Chapter 3 is done. Stating the results of the questioner's.

Comments / observations / remarks by the Student

- All tasks has been completed On week ...

Remarks / Comments by the Supervisor

The student is simultaneously working on preparing the draft of the report and also collecting the data for her research.

Signature of Student: 	Signature of Supervisor: 
Date:	Date:

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|----------------------|-----------------------------|-------------------|---------------------------------------|
| Document Name & Type | MBA (IT) Dissertation Diary | Author/Department | Head, Centre for Postgraduate Studies |
| Approval Date        | 20/03/2017                  | Effective Date    | 20/03/2017                            |
| Review Date          | 17/01/2019                  | Next Review Date  | 16/01/2020                            |

Diary – Summer / 2019

|                                                                                                                                       |          |
|---------------------------------------------------------------------------------------------------------------------------------------|----------|
| Name of Student: Hind Said Hassan                                                                                                     | Week: 16 |
| Name of Supervisor: Dr. Deena R.                                                                                                      |          |
| Dissertation Topic:<br>A Study to Improve Brand Image of Ministry of Sport Affairs Through Development of Digital Marketing Strategy. |          |

|                    |               |            |
|--------------------|---------------|------------|
| Date/ Day 4 August | Time: 5:30 pm | Venue: IBK |
|--------------------|---------------|------------|

| Tasks as per project plan                                                                                                                                                          | Actual tasks taken up / completed                                          |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------|
| Chapter 4: Finding and analysis                                                                                                                                                    | <ul style="list-style-type: none"> <li>Complete draft chapter 4</li> </ul> |
| Comments / observations / remarks by the Student                                                                                                                                   |                                                                            |
| <ul style="list-style-type: none"> <li>All tasks has been completed On week ...</li> <li>Completed draft Chapter 4</li> <li>Overall review will be carried out later on</li> </ul> |                                                                            |
| Remarks / Comments by the Supervisor                                                                                                                                               |                                                                            |
| chapter 4 is being completed. Analysis is complete.<br>Needs to be corrected.                                                                                                      |                                                                            |

|                                                                                                           |                                                                                                                |
|-----------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------|
| Signature of Student:  | Signature of Supervisor:  |
| Date:                                                                                                     | Date:                                                                                                          |

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|----------------------|-----------------------------|-------------------|---------------------------------------|
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| Review Date          | 17/01/2019                  | Next Review Date  | 16/01/2020                            |

Diary – Summer / 2019

|                                                                                                                                       |          |
|---------------------------------------------------------------------------------------------------------------------------------------|----------|
| Name of Student: Hind Said Hassan                                                                                                     | Week: 17 |
| Name of Supervisor: Dr. Deena R.                                                                                                      |          |
| Dissertation Topic:<br>A Study to Improve Brand Image of Ministry of Sport Affairs Through Development of Digital Marketing Strategy. |          |

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|---------------------|---------------|-------------|
| Date/ Day 11 August | Time: 6:00 pm | Venue: 1B/K |
|---------------------|---------------|-------------|


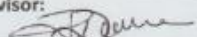
| Tasks as per project plan              | Actual tasks taken up / completed                      |
|----------------------------------------|--------------------------------------------------------|
| Chapter 5: Conclusion & Recommendation | • Complete draft chapter 5 Conclusion & Recommendation |

Comments / observations / remarks by the Student

- All tasks has been completed On week ...
- Completed draft Chapter 5 o Summary of finding and Conclusion
- o Recommendations
- Reflection >> next
- Overall review will be carried out later on

Remarks / Comments by the Supervisor

The student has drafted the fifth chapter. She is on time with her work and has completed the analysis as well.

|                                                                                                           |                                                                                                                |
|-----------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------|
| Signature of Student:  | Signature of Supervisor:  |
| Date:                                                                                                     | Date:                                                                                                          |

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| Approval Date        | 20/03/2017                  | Effective Date    | 20/03/2017                            |
| Review Date          | 17/01/2019                  | Next Review Date  | 16/01/2020                            |

Diary – Summer / 2019

|                                                                                                                                       |          |
|---------------------------------------------------------------------------------------------------------------------------------------|----------|
| Name of Student: Hind Said Hassan                                                                                                     | Week: 18 |
| Name of Supervisor: Dr. Deena R.                                                                                                      |          |
| Dissertation Topic:<br>A Study to Improve Brand Image of Ministry of Sport Affairs Through Development of Digital Marketing Strategy. |          |

|                     |                |            |
|---------------------|----------------|------------|
| Date/ Day 18 August | Time: 11.30 am | Venue: IBK |
|---------------------|----------------|------------|

| Tasks as per project plan                                                                                                                                                                            | Actual tasks taken up / completed                 |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------|
| Sustainability concept highlight                                                                                                                                                                     | • Expanded- as per feedback in the previous dairy |
| Comments / observations / remarks by the Student <ul style="list-style-type: none"> <li>• All tasks has been completed On week ...</li> <li>• Overall review will be carried out later on</li> </ul> |                                                   |
| Remarks / Comments by the Supervisor<br>work is on track. Review and revision is going on.                                                                                                           |                                                   |

|                                                                                                           |                                                                                                                |
|-----------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------|
| Signature of Student:  | Signature of Supervisor:  |
| Date:                                                                                                     | Date:                                                                                                          |

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|----------------------|-----------------------------|-------------------|---------------------------------------|
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| Approval Date        | 20/03/2017                  | Effective Date    | 20/03/2017                            |
| Review Date          | 17/01/2019                  | Next Review Date  | 16/01/2020                            |

Diary – Summer / 2019

|                                                                                                                                       |          |
|---------------------------------------------------------------------------------------------------------------------------------------|----------|
| Name of Student: Hind Said Hassan                                                                                                     | Week: 19 |
| Name of Supervisor: Dr. Deena R.                                                                                                      |          |
| Dissertation Topic:<br>A Study to Improve Brand Image of Ministry of Sport Affairs Through Development of Digital Marketing Strategy. |          |

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|---------------------|----------------|------------|
| Date/ Day 20 August | Time: 10:30 am | Venue: IBC |
|---------------------|----------------|------------|


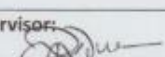
| Tasks as per project plan | Actual tasks taken up / completed |
|---------------------------|-----------------------------------|
| Thesis Abstract review    | Abstract                          |

Comments / observations / remarks by the Student

- All tasks has been completed On week ...

Remarks / Comments by the Supervisor

Review is being done and is going on for final submission

|                                                                                                           |                                                                                                                |
|-----------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------|
| Signature of Student:  | Signature of Supervisor:  |
| Date:                                                                                                     | Date:                                                                                                          |

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|----------------------|-----------------------------|-------------------|---------------------------------------|
| Document Name & Type | MBA (IT) Dissertation Diary | Author/Department | Head, Centre for Postgraduate Studies |
| Approval Date        | 20/03/2017                  | Effective Date    | 20/03/2017                            |
| Review Date          | 17/01/2019                  | Next Review Date  | 16/01/2020                            |

Diary – Summer / 2019

|                                                                                                                                       |          |
|---------------------------------------------------------------------------------------------------------------------------------------|----------|
| Name of Student: Hind Said Hassan                                                                                                     | Week: 20 |
| Name of Supervisor: Dr. Deena R.                                                                                                      |          |
| Dissertation Topic:<br>A Study to Improve Brand Image of Ministry of Sport Affairs Through Development of Digital Marketing Strategy. |          |

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|---------------------|---------------|------------|
| Date/ Day 29 August | Time: 3:00 pm | Venue: IBK |
|---------------------|---------------|------------|

| Tasks as per project plan | Actual tasks taken up / completed |
|---------------------------|-----------------------------------|
| Final Dissertation Report | Final Dissertation Report         |

Comments / observations / remarks by the Student

- All tasks has been completed On week ...
- Full Language Review, Grammar proof reading, done
- Organised report structure
- Considered Abstract Diary feedback
- Considered all chapters feedback
- Appendix added
- Similarity index checked

Remarks / Comments by the Supervisor

The final draft is ready for submission.

|                       |                          |
|-----------------------|--------------------------|
| Signature of Student: | Signature of Supervisor: |
| Date:                 | Date:                    |

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