

(Digital Transformation of Marketing and Its Impact on Improving Customer Experience: A Survey Study in Some Sales Centers of Residential Complexes in Baghdad)

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ABSTRACT: As a result of the widespread use of digital information, digital marketing is witnessing a radical change in the nature of customer behavior, which requires sales centers to develop work tools and increase the role of e-marketing to understand customer expectations and provide excellent services. Currently, Baghdad sales centers are facing problems in knowing the expectations of customers and fulfilling them. The purpose of this research is to identify the digital transformation in e-marketing programs and its impact on improving customer experience. This research employed a descriptive analytical method by survey as follows. In terms of the problem, the research problem is summarized by a single question. The question here is, "What is the impact of the digital transformation in e-marketing on improving customer experience?" Most of the research related to this issue in Iraq is exploratory in nature, and research related to the Iraqi environment is almost nonexistent. Data analysis showed that the digital transformation in all e-marketing programs has a great impact on improving the customer experience in the sales centers in the residential complexes in Baghdad and that these results are applicable to a general environment. Considering the results of the statistical analysis and the analysis of the information form distributed to (40) individuals from the targeted sample of the research, we find that all differences are significant, which means that the use of electronic marketing methods is very effective in the process of selling residential units.

KEYWORDS: digital transformation, marketing strategies, customer experience, sales centers, Baghdad.

I. INTRODUCTION

The role of marketing is increasingly associated with meeting the needs of the customer and increasing customer satisfaction and loyalty through improving customer experience. Marketers no longer focus on advertising and promotion activities alone, but they utilize their innovative strategies and technologies in line with the customer's desire to provide appropriate products and services. The marketer no longer acts as a seller of products or services, but as a partner in long-term partnerships with customers. Therefore, all marketing activities, including the concept of the customer journey and all customer interactions with the company, play a critical role in extracting a competitive advantage that can scarcely be imitated by the competition.

The concept of digital transformation has been the main focus as the fourth industrial revolution appeared, where marketing is part. As companies begin to launch more digital marketing initiatives and migrate to more digital media, however, these efforts are little more than a digital skin covering the traditional core. Often the transformation process occurs sporadically throughout the company, and in many cases, it all revolves around the customer experience. However, by not considering how and why interaction should occur, a disconnect between the presentation and the message can arise and reduce customer lifetime value. Organizations need to consider the function of each touchpoint in relationship development because different levels of value occur at each stage of the customer interaction and depend on the service relationship that drives health and profit for the company.

1.2. Background and Rationale

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1.2. Background and Rationale Digital marketing has seen a significant transformation, both in social interaction and in consumer-to-business information exchange methods, enabling organizations to connect with their many clients at a low cost. Automation of the digital marketing procedures has resulted in the creation of high-quality leads. Through genuine digital marketing comes an ability to shift from a power structure where the consumer is subject to different levels of influence to one that recognizes individuals as participants in the marketing process. Digital marketing is creating new customer acquisition opportunities by increasing its sales activities and providing a more advanced consumer experience in a complex micro-market caused by lower commerce costs.

Organizations are deploying new ICT investments mainly aimed at improving customer service. The creation of an engaging and personalized omnichannel experience is viewed as an important means by which organizations can distinguish themselves in today's competitive economy. The people in virtual channels, through the combination of knowledge in different areas, including commerce, interaction, customer, and the environment, contribute to operating more efficiently and effectively in communication, promoting transformation to multi-service organizations better positioned to respond to consumer needs. Indeed, technology has become both a change agent and an ally for companies that base their strategies on understanding their market, clients, needs, and trends, their drive to be innovative, and the mission of delighting clients today by exceeding their expectations.

1.3. Research Objectives

The main objective of the research is to identify the concept of digital transformation of marketing practices and its dimensions, in addition to discovering the impact of digital transformation of marketing practices on improving customer experience in sales centers of residential complexes. In order to achieve these goals, a questionnaire was developed to measure the digital transformation of marketing practices that the sales center uses to provide suitable information to the customers about their products and services. The subsequent questionnaire should identify practices that the sales center employs to improve the service quality provided to customers. Another questionnaire should be adopted in order to measure customer experience improvement practices that the sales center usually employs to enhance customer experience and exceed their expectations.

Research objectives: 1. Explaining the concept of the digital transformation of marketing practices. 2. Identifying the impact of the digital transformation of marketing practices. 3. Recognizing the important role that the digital transformation of marketing practices can generate in developing customer experience. 4. Evaluating the effect of each dimension of the digital transformation of marketing practices on improving customer experience.

2. LITERATURE REVIEW

Digital transformation is the change associated with the application of digital technology in all major components of marketing: business model, culture, customer experience, and the process, as well as in the value proposition.

Nowadays, most organizations try to make adjustments in marketing strategies to win market share and improve the customer experience by using digital transactions and associations to provide well-timed and beneficial value to customers.

Marketing strategies become more reliant on technologies that allow advanced data analysis of the customer's actions, and it is advanced and online to offline and vice versa communications. The change in digital media is a delivery for an established customer's decision and guides a long life after that pledge has been made. There are several examples of digital transformation in marketing. For example, a laundry app that connects last-mile delivery services to customers on demand, enabling customers to plan rough times for the delivery after receiving. A retail company that provides digital services through its stores to enhance customer relationships, enabling better customer information and a quicker refilling process, customized for each customer offer in stores.

In conclusion, digital transformation in marketing is typically concerned with digital customers who use the EM model actively. They reside in a purely digital environment that allows companies to gain a lot of user data and generated content during each relationship, including their digital relationship data, metadata between product/service/electronic interaction, usage material, and reviews for pros and cons of organizations, their competitive offers, and their capabilities in production, launching, maintaining, and monetizing value products or services related to the power company. [1]

2.1. Digital Transformation in Marketing

The last two decades have witnessed the speed of change very quickly in the global marketing environment. These changes were especially caused by the development of the internet and information technology, and the specific change process is known as digital transformation. During the last integration of the economy and social movement, digital transformation achieved many directions, and during the last expertise, digital transformation has an influence and effect on such economic and social sectors,

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including industrial and media. It enhances production efficiency by improving labor and business management. Digital transformation is the new strategy of a modern enterprise, especially in enterprise management. Companies can improve performance, networks, and upgrade industrial systems through digital transformation.

Digital transformation, focusing on the business, is the discovery, analysis, and simulation system of marketing business goals, opportunities for market leadership, and operational superiority, as well as the ultimate realization of the marketing value chain. After that, the discovery, analysis, and proposed system are combined for marketing solutions, and finally, employed to lead business value idea generation and realization. From the above definition, since it is based on business, digital transformation is the system project of system marketing.

It is necessary to reveal the marketing nature in marketing strategies. Digital transformation marketing should be called web marketing, cloud marketing, internet marketing, or WCM. WCM, referred to as Web Customer Management, is derived from strategic marketing. It is a new idea about customer management in the e-commerce era, as a marketing philosophy. Under the guidance of this marketing concept, we should pay attention to customer alliances, find resources, design products, establish relationships, and then acquire more customers. As time goes on, we strive to improve customer value and meet user needs. WCM obeys customer needs and customization. Not only does it consider the customer's value, but it also delves deeper into custom business processes and technologies, including product alliances, channel alliances, and sales alliances. Types of alliances, supply chain alliances, etc. These alliance activities should be achieved at any time and place to gain competitive advantages and have a strong foundation to achieve the transformation process. Web-based customer relationship management has a web effect, web speed, and web scale that pervades the entire business chain, enabling businesses to expand interactions with customers and create long-term relationships with them. [2]

2.2. Customer Experience in Marketing

The customer's experience in the marketing concept depends on direct communication, especially through the effective use of digital channels. This concept began to spread widely across various sectors and became an area of concern for researchers. The current competitive age forces companies to increase interest in customer experience as a point of differentiation and encouragement for customers to stay longer and increase their loyalty. It utilizes information systems and technology, innovating customer relationships by featuring new marketing trends to manage direct relationships with customers. The internet and smartphones have facilitated direct communication with customers by supporting personalized care through more effective and efficient marketing strategies. The spread of social media has further intensified relationships with customers, allowing the diffusion of messages, creating competent content, and participating in conversations on platforms.

The shifting turbulent environment toward the digital world and reliance on sales funnels at the initial sales stage of residential complexes compel firms to adopt a digitally transformed customer experience. This enables current and potential customers to have valuable and time-limited interactions that are essential for satisfying and delighting customer expectations, to have product-specific experiences that resonate with customer needs, and to enhance the consumer's journey from purchase stage to post-purchase, ultimately widening the portfolio for customer retention. The experience must embrace the digital transformation of marketing for positive impacts on customer loyalty and maximized long-term customer lifetime value. [3]

3. RESEARCH METHODOLOGY

A questionnaire was used for the purpose of this research to obtain data from a sample of employees in residential complex sales centers. Two residential complex sales centers were addressed in this study, Al-Hayat and Royal Heights. This choice was made because of the different digital structures between the two sales centers. The first center, Al-Hayat, uses technology in its marketing system, which includes many methods such as social media, videoconferencing, website services including virtual tours, electronic contracts, and the official portal website. The second center, Royal Heights, suffers from using traditional marketing tools and lacks the integration of advanced digital tools that the first sales center depends on. It uses interactive maps, selling buildings, and public sales events for some units in buildings.

The participants were mostly employees who work in the sales centers (72, whereas only 20 respondents answered the questionnaire. This was due to potential participants not being present over the weekend, taking leave, or refusing to answer the questionnaire) who deal with buyers and their potential customers. Data were collected in Baghdad during February 2021, using face-to-face interviews in the library, reading room, assembly hall, and waiting room. Participants were enthusiastic while answering the questionnaire. However, we encountered a few challenges in accessing the facilities of the sales center and the managers who worked in these centers. Before conducting the main survey, the questionnaire was already tested to assess its effectiveness and appropriateness for the Iraqi context. [4]

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3.1. Research Design

The research sample included the sales department managers of many residential complexes who primarily use both traditional and digital marketing in the marketing of the residential complexes, including the commercial, technical, and administrative sales representatives and direct internet sales offices. Accordingly, the research sample consisted of 52 individuals. The research used the questionnaire instrument as a major method of data collection. The Likert scale was used to measure the satisfaction of the responses to the research questions and individuals' responses to survey questions. In addition, in order to achieve the goals of the study, the research questions addressed to the individuals participating in various sectors of the sales department of residential complexes, and the quantitative statistical methods adopted a simple descriptive analysis. This study used the questionnaire instrument as a major method of data collection by presenting the questionnaires to the respondents in their residential complexes.

The questionnaire primarily included the survey questions addressing the sales sector of the residential complexes about the concept and components of digital transformation in the marketing of the residential complexes. The questionnaire used in this research consisted of 33 survey questions to achieve the objective of the study, as well as some modifications that relate to the concept and components of digital marketing in the residential complexes. The questionnaire was also based on the specialized nature of the sales department, such as selling prices, facilities, location, access to roads, and commercial and administrative services. [5]

3.2. Data Collection Methods

The data was gathered from two main sources: the first source is the authors, who generated a set of survey instruments in the form of a questionnaire to measure the effectiveness of electronic transaction marketing (ETRM) elements. The questionnaire had two parts, of which Part One was used to determine demographic data related to age, qualification, title, experience, and employment duration of respondents. Meanwhile, Part Two addressed items pertaining to the gathered practices related to ECRM that concern enhancing the marketing function accomplished by sales employees. The effort was exerted by sales representatives and their rendering services, for example, collecting customer information, providing customers with necessary information, and the implementation of a guideline program dealing with their relationships with customers in retailing.

The main background for the electronic transaction marketing present study was based on the survey of traditional marketing examining the marketing mix and the use of sophisticated technology in finance, production, transportation, and customer service, as well as relationship focus.

A structured questionnaire developed based on the construct was designed for data collection. The structured measurements were then tested in pre-survey sessions with several subject matter experts and suppliers in the real estate field in order to assess the level of understanding of the constructs. After evaluating the pre-survey results, modifications in the wordings of the constructs were made. Thirty-three subject matter experts and representatives in the real estate field provided comments and suggestions towards the improvement of the instrument. This structured questionnaire entailed a 5-point Likert scale type 1, applied to a sample of 13 active real estate consultants in 13 leading residential complex sales centers. The validity of the proposed measurements was supported by face validity, content validity, convergent validity, and discriminant validity, which have been fully confirmed. [6]

3.3. Sampling Techniques

It is the method of selecting a sample from a large sector of the community or population in which one is interested in collecting the research data. There are several techniques that can be used to collect the necessary data to achieve the desired objective. The most important of these techniques and the most used are:

3.3.1. Random Sampling This method depends on the principle of equal opportunity for the whole community or research population to enter the sample. This method has a great advantage because the researcher can obtain a sample that is truly representative of the studied community. Therefore, there are no risks that the sample contains an excessive number of specific directions or that the common characteristics among them dominate. The most important means by which the researcher can use this method is the method of random selection of the sample units from the research community. However, it is not advisable to use the random method for organizing a sample that does not include the entire population first. When the cost of collecting information is high, the process of confirming its accuracy is low to the unit of the sample.

3.3.2. Objective-Based Sampling This method is used primarily by focusing. It follows the goals and objectives of the study. Once the researcher has decided on the research goals and study, after which the units to be studied are determined, the researcher begins to allocate a sufficient amount of sample coverage to a sufficient extent that allows the goals of the study to be achieved. The selection of the sample units is random and depends on the possibility of the elements in the study. [7]

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3.4 Research Instruments and Tools

In order to measure the association among digital marketing transformation, improvement of customer experience, and sales increase in residential centers, and to analyze the hypotheses, a multiple regression analysis method was used. In this regard, it is necessary to develop and validate a questionnaire. In this study, the research variables were drawn, built, and adapted from studies in the fields of management, marketing, and private centers, public sectors, and marketing domains around the world, which used multiple regression analyses. In this research, these variables were measured by 62 questions used practically by questionnaires. Firstly, the original English questions were tested and a first pilot study was done in the years 2017, 2018, and 2019 to check their accuracy for the study purpose.

Second Pilot Study: This questionnaire was given to some research experts who are experienced in the fields, and based on the recommendations and stipulations, which revolved around the styling of the questionnaire.

Third Pilot Study: Questionnaires were given out to two specific groups of senior managers and customers in nine different sales centers and five residential centers in the capital, and they were required to express their opinions and give input on word choice, language, and clarity of the questions, and whether it was easy to understand in order to translate these questions. Based on the suggestions provided and the minor changes made in the English and Arabic questions after the processing of the questionnaires, an Arabic linguist did the Arabic translation and adaptation of these English questions aimed at the staff of these centers. Based on the opposing recommendations, it has been possible to adapt a group of questions to concern them with marketing-related work and to state questions with generalized subjects. [8]

4. DATA ANALYSIS

The data analysis was conducted using a statistical package for social sciences. The data was collected from 250 participants working in some residential complexes in Baghdad. The data was provided in the form of 35 questions that were answered by all the participants to measure each variable construct. Then, the answers were coded and analyzed to provide descriptive statistics such as means, standard deviation, and the reliability test for each construct. The partial least squares structural equation modeling was also used to test the research model paths and hypotheses.

The results show that the impact of digital transformation of marketing on improving customer experience was high and significant. The results of each path coefficient proved that all the main hypotheses were supported. The results of this study also showed that the two most significant dimensions of the digital transformation of marketing were Marketing Information Management and Digital Marketing Operations, while Business Model Facilitation had the least significance. According to the results of this study, academic research papers recommend that all salespersons in the residential complexes departments should be provided with regular training about the digital transformation of marketing to fully understand its use in creating value for customers and transforming the customer experience. [9]

4.1. Quantitative Analysis Techniques

Multiple variable tests such as analysis of variance or regression can be applied. Analysis of variance is a multiple group test that is commonly used in the comparative concept. Within groups, recognized as an independent variable or source of variance. Analysis of variance is used to test the equality of means in more than two independent and characteristic variables.

For testing and determining this conceptual model's involvement in customer satisfaction during the sale, we use analysis of variance to evaluate the impact of demographic factors, such as age, gender, income, and education, as independent variables. The regression test is used to determine the existence of a cause-effect relationship (significant relationship between independent and dependent variables). Data modeling techniques such as structural equation modeling, path analysis, conjoint analysis, cluster analysis, logistic regression, discriminant analysis, and factor analysis are also commonly used in marketing research.

Structural equation modeling is a very useful tool for conducting marketing research. The usefulness of regression analysis is reduced when the model contains causal variables that simulate qualitative dependent variables. Logistic regression is useful in these situations. Four standard marketing problems are identified, accompanied by examples of application. These are all research problems that can be framed using a causal model. Factor analysis demonstrates preference relations between products derived from consumer preference data. It avoids the pitfalls of methods such as conjoint analysis. Conjoint analysis avoids the bias that the treatment of individual elements presents to other methods. The use of each of these six methods is described, together with an example of how they can be effectively represented in various applications. [10]

4.2. Qualitative Analysis Techniques

It attempts to describe the basic steps of the approach, as well as the most important techniques and illustrations of their application, which are especially useful when it comes to determining the depth of qualitative data. The qualitative method is

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characterized by the fact that instead of reducing and quantifying researchers, they deepen and interpret complex relationships. Qualitative analysis does not convert the relationship into numbers and constructs the relationship through an additive scale. Of course, not every variable can be measured with the same depth and richness, and in some cases, more quantitative questions are sufficient – e.g., about socio-demographic composition, some beliefs, and preferences. In all other cases, in-depth qualitative studies are necessary. The qualitative methods use non-statistical sampling and the informer in which complex stimuli are often linked today through openness to questions that can be interesting. Strategies for designing a data collection plan are often characterized by modification. One modification is the emphasis on “density data” and the use of extended interviews, discussions, and/or limited observations. The aim is to obtain as much information as possible on this topic of interest, then verify and extend this information through other data collection methods or through additional depth data. [11]

4.3 Visualizing Data Insights and Interpretive Techniques

Nowadays, data visualization is an important field of research in data science, which aims to present data insights with a comprehensible representation through interactive and complex graphics.

Business organizations should interactively develop their visualization capacities, which translate complex analytical models into graphical representations that support identifying insights. The interpretation of visual models is an important aspect of model interpretation and represents an exciting phase in the pipeline of machine learning, promoting the alignment between machine learning models and business expertise. The machine learning models may lead to various deep learning classifications, for instance, convolutional networks that detect customer emotions from images and videos, illustrating that machine learning technologies provide authentication and support the improvement of customer sentiment analysis.

The organization is capable of using deep learning classifications to convert citizen workers' voice calls into text, to identify specific keywords, and to assess negative or positive moods, which helps to develop customer satisfaction metrics. Furthermore, principal component analysis techniques were able to identify structure and analyze the dimensions inherent in qualitative data, according to their ability to tackle qualitative data. This paper employed graph-based simulations to provide more complete customer satisfaction information, delivering various interpretability and satisfactory levels, which interpretable supervised machine learning models provide to banks that use sensory image data preprocessing for consumer facial recognition. In combination, the interpretability provides insights into facial identification during the survey when the shared interpretation of the partition threshold values is considered. [12]

4.4 Data Visualization and Interpretation Techniques

The job of the data analyst doesn't stop at just executing methods and algorithms to uncover patterns. Instead, it is the data analyst's job to use data visualization and interpretation techniques to effectively present the results of their analysis. Although visualization techniques and tools are common in helping with data understanding, they face challenges in supporting more advanced analytics. Data mining and machine learning techniques, in contrast, generally produce opaque analytical results, meaning that interpreting, explaining, and presenting the results to the end users can be both more complex and more important. When interpreting results, the data analyst must consider how the results may affect decision-making, and consequently, the need for accuracy and reliability of results is crucial. Furthermore, without a full understanding of these limitations, end users may misinterpret the results, with potentially disastrous consequences.

Interpretation generally relies on some combination of contextual, exploratory, and functional knowledge. Contextual knowledge refers to understanding the nature and origin of the data, such as how the data was collected and in what manner it is stored, as well as any pre-processing that has taken place. Data analysts often know far too little about the context from which the data has been generated. Proper interpretation also requires a sound understanding of the process or interest, particularly when that process or interest is an integral part of the analytical method itself. This is the realm of subject domain expertise, knowledge of the business implications and analytical methods being used. Advanced analytical methods such as data mining and machine learning, which automatically uncover relationships in the data, may require particularly strong subject domain expertise for proper interpretation. [13]

Introduction:

This study presents the fieldwork, its tools, methodologies, implementation, and analysis of the collected data. After data collection, the focus shifts to interpreting and analyzing the results, culminating in a comprehensive conclusion of the study.

Research Methodology:

The methodology involves describing a specific phenomenon and presenting it critically to derive findings or identify the underlying causes that led to its occurrence. Consequently, the descriptive approach was adopted, which is among the most

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significant methods in scientific research. The importance of employing the descriptive-analytical methodology lies in the difficulty of subjecting human phenomena to direct experimentation. This approach clarifies relationships among various phenomena related to the research topic, such as the relationship between the whole and its parts, or cause-and-effect relationships. This deepens the understanding of the phenomenon under study.

Population and Sample:

A questionnaire titled "Digital Transformation in Marketing and Its Impact on Enhancing Customer Experience: An Exploratory Study in Selected Sales Centers of Residential Complexes in Baghdad" was distributed among a sample of 40 residents living in residential complexes.

The aim was to measure the effect of digital marketing on residents, using a questionnaire comprising 10 questions that facilitate a clear depiction of this impact.

Steps in Developing the Research Instrument:

The research instrument, a closed-ended questionnaire, was designed based on clearly defined objectives aligned with the research topic and problem. Data and information needed for analysis were identified, then translated into a series of specific questions and inquiries. The questionnaire was initially piloted on a small group to assess clarity, comprehensiveness, relevance, and adequacy in capturing the necessary data. Feedback from this pilot phase was considered, ensuring face validity as defined by Gay (2012), which measures how well the instrument appears to assess what it intends to.

Reliability and Validity Testing:

To ensure the validity of the questionnaire, Cronbach's alpha coefficient was employed. The results of the pilot study are summarized in Table 1:

Table 1: Cronbach's Alpha Coefficient for the Pilot Study on Residents in Residential Complexes

Pilot Study (Residents)	
Reliability Test	
Number of Items	Cronbach's Alpha
20	0.637

The table indicates that the questionnaire contained 20 items distributed across two main dimensions relevant to the study. The obtained Cronbach's alpha value of 0.637 suggests acceptable reliability, considering the feedback received from the pilot sample.

Distribution of the Research Instrument:

The questionnaire was randomly distributed among residents living in the complexes, with a total of 40 completed and valid responses. The instrument's two main dimensions were carefully formulated to cover all relevant aspects of the research topic, with clear wording to ensure understanding among participants.

Reliability (Cronbach's Alpha):

Reliability refers to the consistency of results obtained using the same measurement tool across different instances. It was assessed by calculating Cronbach's alpha for each dimension to ensure the instrument's stability over time. A minimum threshold of 0.65 is generally acceptable (Goforth, 2015), though some researchers suggest values above 0.70 are preferable for greater accuracy.

Results of Cronbach's alpha for each dimension are detailed in Table 2:

Table 2: Cronbach's Alpha Results for the Main Dimensions

Dimension	Number of Questions	ronbach's Alpha
Independent Variable	10	0.636
Dependent Variable	10	0.861

The overall reliability of the instrument is deemed appropriate, with the first dimension showing a Cronbach's alpha of 0.636, and the second dimension exhibiting a high reliability of 0.861. Consequently, the sample is suitable for representing the population and addressing the research problem.

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Statistical Data Analysis Methods:

The primary objective of this research is to derive accurate scientific results through data collection, organization, analysis, and interpretation. This process aims to answer the research questions and test the hypotheses concerning the relationship between human resource management and achieving superior organizational performance.

Data analysis was performed using the Statistical Package for Social Sciences (SPSS).

Statistical Concepts Applied:

Data were coded for electronic input, with the Likert scale (The five-point measure) defined as follows (see Table 4):

Degree of agreement	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Weighted Score	1	2	3	4	5

The following statistical tests were utilized to analyze the relationships among variables:

1. **Descriptive Statistics:** To describe, organize, classify, and summarize the data, presenting results in tables or charts, and calculating various statistical measures to characterize the variables.
2. **Reliability Testing:** To assess the internal consistency of the measurement instrument through Cronbach's alpha coefficient, ensuring the stability and consistency of the instrument.
3. **Mean (Average):** To determine the average responses of participants to each questionnaire item, indicating the general tendency of the responses.
4. **Standard Deviation:** To measure the variability of responses around the mean, providing insight into the degree of consensus or divergence among participants.
5. **Hypothesis Testing:** To evaluate the relationships between variables using appropriate statistical tests, such as the t-test, based on the nature of the data and sample size, ensuring the validity of the findings.

Implementation of Hypothesis Testing: Using the available information from the sample of 40 participants and the sample distribution (t-test), a decision is made to either accept or reject the null hypothesis.

When conducting a study, we should use statistical analysis methods, as this is the scientific method used by various sciences to analyze data and generalize results. To conduct a statistical test, we must follow these steps:

1. After understanding the research objectives, the objectives are formulated into two theories: the null hypothesis and the alternative theory.
2. A specific probability called a Type I error is then determined, and it is determined in advance before beginning the testing process. A Type I error represents the amount of error we would be exposed to if we rejected the null hypothesis, even though it is correct. It is often equal to 0.05 or 0.01. In this study, we chose a 0.05 error rate.
3. The experiment is then conducted, and data is collected from the sample (n=40).
4. Using probability theory, we find the random variable. Here, the sample is small and in one direction. We choose a t-test.

The t-test is based on calculating the ratio of the deviation of the difference between any two means of the statistical distribution to the standard error associated with the sample. 5. We use the information available from the study sample, which is (40) and from the sample distribution (t-test) to make a specific decision, either to accept or reject the null hypothesis.

Following a clear understanding of the research objectives, hypotheses (null and alternative) are formulated. The significance level (α) is set at 0.05. The data collection involves the sample of 40 respondents, and the analysis employs probability theory and appropriate tests like the t-test to examine differences or correlations between variables.

First Dimension: Items of the Independent Variable (Digital Transformation in Marketing)

Table 5 presents the mean, standard deviation, and t-test results for the items in the first dimension (Digital Transformation in Marketing):

No.	Items of the First Dimension	μ (Mean)	S (Standard Deviation)	t-value	Lower Confidence Interval	Upper Confidence Interval
1	Digital marketing provides sufficient data to customers about the residential project and its services	4.05	0.62	41.08	3.83	4.22

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No.	Items of the First Dimension	μ (Mean)	S (Standard Deviation)	t-value	Lower Confidence Interval	Upper Confidence Interval
2	Digital advertising offered by the project provides sufficient clarification to customers about its products	2.45	0.50	48.31	3.66	3.99
3	Online digital advertisements aim to attract prospective buyers for the residential project	3.43	0.48	47.79	3.50	3.80
4	The sales department uses user-friendly applications to learn about the project's products and services	2.55	0.58	41.39	3.59	3.96
5	The sales department offers reservation services for purchases via digital marketing	3.75	0.65	40.26	3.92	4.33
6	The project management offers gifts, discounts, and reductions for buyers through their digital platforms	4.13	0.44	54.08	3.61	3.89
7	The project management aims to provide an electronic follow-up system to meet all purchasing requirements	3.78	1.18	13.72	3.12	3.73
8	The sales department provides blogs and electronic brochures illustrating construction phases and service quality	3.65	0.96	22.62	2.17	2.93
9	Customers believe there is credibility in dealing with the sales department when engaging via e-marketing	3.83	1.60	9.69	1.94	2.96
10	The project management provides all necessary supplies for employees to enhance their capabilities in delivering distinguished customer services	4.03	0.64	40.12	3.85	4.25

From Table 5, the following insights are evident:

- The high average score in this dimension (approximately 4) indicates that e-marketing has a broad impact on the real estate sales sector within residential complexes, which is the focus of this research. The project management's practice of offering gifts, discounts, and reductions via digital platforms has contributed to increased purchase rates and sales ratios within these complexes.
- The lowest average score (2.45) pertains to the use of user-friendly applications by the sales department to learn about the project's products and services, suggesting room for improvement in this area.
- There is minimal deviation in the responses, as indicated by the low standard deviations, and the mean values closely represent the sample's responses.
- The t-test results across all items show no significant differences; all means fall within the confidence interval. This supports the researcher's assertion that electronic promotion in the sales process has yielded better results compared to traditional methods for this sample.

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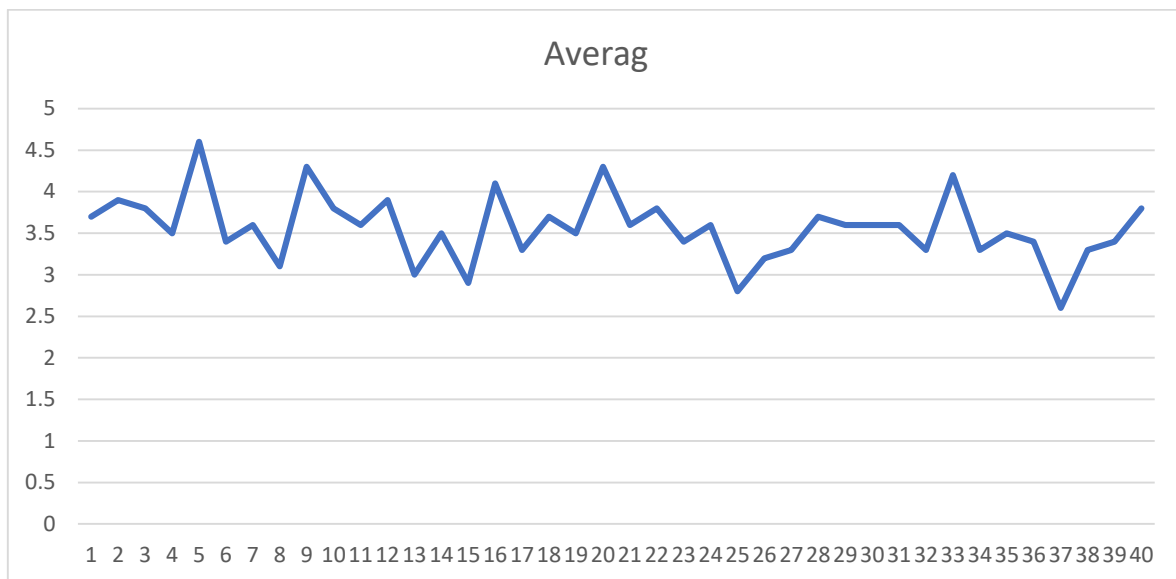


Figure (X) illustrates the mean scores for the items in the first dimension (Digital Transformation in Marketing).

Second Dimension: Items of the Dependent Variable (Customer Experience)

Table 6 presents the mean, standard deviation, and t-test results for the second dimension (Customer Experience):

No.	Items of the Second Dimension	μ (Mean)	S (Standard Deviation)	t-value	Lower Confidence Interval	Upper Confidence Interval
1	The project management provides a suitable electronic environment for customers to cover all services before and after purchase	4.10	0.38	41.00	3.90	4.30
2	Customer service departments respond promptly to inquiries and complaints from project customers	3.90	0.67	38.60	3.89	4.31
3	The project management strives to retain current and prospective customers by offering high-quality products and services	3.99	0.63	65.09	3.78	4.02
4	The sales department continuously updates electronically provided information to customers	3.80	0.46	51.78	3.65	3.95
5	Competitive prices are offered to customers compared to other projects in the market	3.88	0.46	52.89	3.73	4.02
6	The project management aims to capture a larger market share than its competitors	4.13	0.72	36.09	3.89	4.36
7	The sales team investigates customers' motives for choosing the project over others to understand their reactions	3.68	0.47	49.00	3.52	3.83
8	The business performance of sales, customer service, and support teams is evaluated via the website to assess customer satisfaction	3.72	0.51	46.58	3.56	3.89
9	The project management respects customer preferences regarding interior design choices without altering the main features of the building	3.95	0.39	64.23	3.83	4.07

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No.	Items of the Second Dimension	μ (Mean)	S (Standard Deviation)	t-value	Lower Confidence Interval	Upper Confidence Interval
10	The sales and customer service departments highlight the benefits available to customers upon purchase	4.08	0.66	39.30	3.87	4.28

Analysis of Table 6 reveals:

- The high average score (~ 4) in this dimension indicates the project management's efforts to expand its market share relative to competitors. Furthermore, promoting the benefits that customers can receive at the time of purchase significantly enhances the effectiveness of digital marketing strategies.
- The lowest average score (3.68) relates to the sales department's inquiries into customers' motives for choosing the project, indicating a potential area for improving customer understanding and engagement.
- The responses show minimal deviation, with low standard deviations, and the mean scores accurately reflect the responses of the sample.
- The t-test results across all items indicate no significant differences, with all means within the confidence interval. This supports the hypothesis that e-marketing positively influences consumer behavior, particularly in selecting housing units.

Figure (Y) illustrates the mean scores for the items in the second dimension (Customer Experience).

Chapter Conclusion:

This chapter outlined the methodology used for collecting data related to the field study, the statistical tools employed for analyzing the questionnaire data, and the procedures followed to verify the validity and reliability of the measurement instrument. Additionally, the sample utilized in the field study was described.

Based on the results of the statistical analysis of the responses collected from 40 individuals within the target population, it is evident that all differences are statistically significant. This indicates that the use of electronic marketing methods is highly effective in the process of selling residential units.

5. RESULTS AND FINDINGS

The descriptive statistical results show that 80.7% of sales and marketing staff do not think that relying on customer relationship management systems can track customer relationships and help personal marketing. 81.7% of staff describe that the information systems hardly provide comprehensive customer management information and real-time production and management progress information. 86.7% indicate that the information system does not meet the personalized business development objectives. 91.7% point out that the information system does not have the flexibility to develop a personalized relationship with selected customers. 91.7% report that the contact information system is relatively immature and cannot effectively support large-scale personalized business. 93.3% argue that the contact information service system is difficult to guarantee the quality of the service.

The respondents are managing customers with a very small group of people and do not have finance and insurance. Besides, they use few information systems and simply other business applications and basic information systems. Most of the services provided are performed by forwarding and do not have the service demand for the time-consuming service business. With bad treatment of customers, only long-term common services can maintain long-term customer relationships. If these customers ask for help, the respondents use senior relationships or let others handle it easily. More than 31% of respondents use unrelated communication from beginning to end, and many contact tools only maintain regular customers in the form of contact; the more he or she contacts others, the more contact is maintained. [14]

5.1. Overview of Survey Respondents

The universe of the current survey study is the employees working in the sales centers of residential complexes in Baghdad. They are involved in the marketing and sales of residential properties, and these service centers aim to provide comfort to customers in the process of buying or selling, as well as to enhance the brand of the residential complex to customers and the local community. Members mainly work in the marketing department and ask for assistance from other committed members. The focus is on members physically present in the marketing department, doing marketing work and interacting with other marketing staff. The list of members was provided by the residential complex manager. The survey was carried out.

Contact with the members was established both personally and by mail. Informed consent forms were signed by the members who agreed to take part in this study. The survey method has been defined as the most appropriate method for data collection in

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the current study. Members have been surveyed in a cross-sectional survey, a quantitative method, in which data was collected at one point in time from a representation of the population of the study. Among its goals is to evaluate the specific situations in the organization, work, and by population and subgroup strategies. [15]

5.2. Analysis of Key Findings

In this section, we analyze the most relevant demographic and industry findings of our survey. These findings provide a good illustration of our study sample and provide a benchmark of online customer service within the residential complex industry in the commercial capital of a typical emerging market. All numbers are rounded up to the nearest value.

The majority of our respondents are males (57%) and of the age category 46–55 years (39.4%). This is not surprising, as our study focuses on sales in residential complexes, and it is more likely that the senior sales personnel of residential complexes in Baghdad are males of similar age. Furthermore, 65% of respondents are in high-level executive positions. This is also expected due to the nature of the respondents. Most sales are undertaken by sales managers, marketing executives, and business development leaders. Their job requires high communication skills. The handling of matters such as prospect concerns, complaints, and special requirements is normally out of the sales executives' control and is usually referred to their back office support. Thus, the majority of the customers' service needs are catered to via customer service or help desk, and because of this, the majority of the high-level sales executives would not be directly involved in handling online customer service issues. [16]

5.3. Examination of Significant Outcomes

There are two significant factors, namely: Digital MSG and Digital communication, which highly and significantly influenced the digital transformation of marketing. Besides that, there are two significant factors, namely: Big data and Digital automation, which mildly but significantly influenced the digital transformation of marketing. The relationships between Big data and the digital transformation of marketing, and between Digital automation and the digital transformation of marketing, were rejected. The value of Pearson's correlation factor between the four factors and digital transformation of marketing was 0.96 (96%). The correlation was strong. Additionally, the likelihood associated with the various outcomes allowed us to admit that Digital MSG and Digital communication explained 31% and 25% of the variations in the digital transformation of marketing, respectively, whereas the measurement capability variations of Big data and Digital automation were weak at 7% for both factors in digital marketing transformation.

Regarding corporate performance, an aggregate of the four factors together has an overall highly significant effect on corporate performance. These influences were in different factors, whereby Digital MSG dominated most highly in addition to shaping the relationship, which was stronger than the other factors involved in digital marketing transformation. The cross percentage of the influence achieved through the appendix shape indicated that the prediction occasion was probable in nature. A tremendous outcome was identified between these factors. The four factors: Digital MSG, Big data, Digital automation, and Digital communications have high percentage effects on corporate performance with confidence levels of approximately 60.7%, 58.1%, 55.5%, and 53.1%, respectively, and Big data had a phantom of 37.8%, with likelihoods of 37.4% and 35.6%. A partial predictive occasion is somewhat likely; however, they were far from being exactly linked. High accuracy in forecasting corporate performance after accounting for Digital MSG, Big data, Digital automation, and Digital communications reached extensions of 29.8%, 29.0%, 27.9%, and 26.9% for Big data, respectively, with potentialities of 19.0%, 18.1%, and 17.4%. [17]

6. DISCUSSION

In the aspect of intellectual capital in marketing, as one of the dimensions of the digital transformation of marketing, the results implied that there is a lack of awareness of the importance of the marketing manager in adapting and developing according to the knowledge sector in Iraq, particularly the sales managers in the real estate companies operating in the marketing of residential complexes, in addition to the managers at the sales centers of these complexes. Then, the lack of knowledge and ability to use these human skills effectively in exploiting the marketing function of the company in Iraq compared to the criteria in the marketing of real estate complexes is evident.

While their use of technology is according to the level of performance, the application of financing criteria and its impact on the sales strategic process of the company in increasing the expected profits from adopting these digital marketing strategies is crucial for customers.

The results also showed a significant difference in the responses of the research sample according to the criterion of the age of the respondents in assessing the reality of work among the sample of this research. What could be seen is being done by the specialists at the sales centers within the residential complexes working in real estate marketing. This is similar to the results of the study which showed that companies without a digital transformation plan have relied on the basic experience of a specialist

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in this work to overcome the many challenges resulting from these new technologies. It also shows that these services offered by marketing employees at sales centers, such as negotiation skills used by sales directors with customers and customer service skills, work through the Entrepreneurial Customer or Employee Entrepreneurship sectors. [18]

6.1. Interpretation of Results

Interpretation of the results showed the following: most of the participants belong to the age group 26–35, with 66.7% in this category. The majority of the participants, 70%, have been working in the field of marketing for a period of 3–10 years. This indicates that this group is supposed to have realized the changes that are often accompanied by long experience in work and knowledge of the field. Moreover, the respondents showed that most work in the Marketing Department (53.3%) and then in the Department of Public Relations (36.7%). Although marketing has a comprehensive concept, it must contain many disciplines to be successful. The more a company is diversified, the more opportunities there will be to work in the marketing department.

As for the years of work in the private sector among the entire sample, 56.7% of them entered the field through relationships, which indicates that there are no scientific rules to qualify for this sector, which is often based on personal connections.

Therefore, academies should lay appropriate scientific grounds that play a supporting role in this field. More than half of the study participants identified digital marketing tools, pointing to the importance of following and updating the new technology provided by the marketing staff to help their organizations. Thus, it is necessary to be familiar with the features of digital applications in all fields and use them to better serve the product or service. The classification of the grades according to the extent of the device shows that they come at a very high level, with business persons and social networks at 33.3%, tied to the level of 23.3% each. They have a great deal of skill in advancing marketing. [19]

6.2. Comparison with Existing Literature

The findings showed that the response falls within the range of 3 and trend – moderate agreement as strongly indicated toward how organizations interact with customers. The result confirms previous research, offering valuable insights toward the concept of how digital use can improve interactions with customers within service centers. The contribution of the study in this aspect is providing empirical representation within the Iraqi market, particularly within the context of using digital technology to improve customer services. Most current research on analyzing the impact of digital transformation in terms of improving customer experience deals with private industries such as marketing agencies and sales houses, and they are primarily originated from advanced countries, whereas this research is in the context of the real estate residential sector introduced by the elderly industry, that is, selling residential housing within residential complexes, which is considered to be a large industry within Iraq. Ninety-one percent of Iraqi citizens live in Baghdad, and fifty-three percent of them prefer to have housing in the residential complex through the residential complex project, which includes facilities such as hospitals, education, health clubs, soccer fields, premium restaurants, and other amenities.

This study contributes to the body of literature examining the findings of this study in so far as services provided within public organizations, with little literature existing on private organizations, thereby giving a rich empirical representation of the use of digital technology aimed at improving customer service and its contribution to the performance improvement of sales centers. Finally, it makes a contribution toward elderly literature, which has long been overlooked in private sectors, particularly within service centers. As a result, informative results were found when talking to sales center managers who showed eagerness to use digital technology at the time of serving clients. However, in line with previous researchers, it was found that the use of digital technology is unavailable and/or limited. [20][21]

7. CONCLUSION AND IMPLICATIONS

The results of the proposed model of strategies for transforming marketing digitally, in addition to the knowledge management based on the internet for agile projects through extending the values of the agile organization, helped the sales centers to improve their marketing operations effectively and contribute to increasing their importance and their ability to attract customers since adopting a digital marketing strategy and transferring all processes to the electronic environment increases the volume of actors who can be found in the electronic trade from the local market to the Islamic market and to the Arab region, in addition to dealing with people from different commercial markets for various investments. This generates competition between the electronic trade operating companies where the prices of goods and services must be more competitive and the quality should be of a higher level. Also, it will benefit in providing information and services about the products, lowering the cost of searching for the information, increases demand for goods and services and indirectly increases the size of the economic activity. The results showed that there is weak social constant communication between people such as coffee associated with shopping. Therefore, the importance of the center decreases in the retail building so as not to be a souk that exceeds its role; the role can be found within the shopping

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complex or the retail chain, so it does not have cultural investment. In terms of digital sales methods, the existence of a digital sales percentage with different methods of purchase including a cash payment, a digital payment, and the delivery to the doorstep, and also there is support to purchase, which includes identifying points of sale by the required means of delivery, offering different optional offers and opportunities for negotiations, as well as targeting a person in a personal way. These were shown by the results to influence attracting people to enter the sales center, which in turn means the consumer's preference should be linked, but the percentage slightly decreases compared to the first solution. It may generate a snowball effect in the capital cycle towards increasing this investment. This policy means working to increase the benefits through different offices, number of parking and parking equipment, and providing a wider range of the public transport service. This policy creates a competitive advantage in the regional market but to achieve commercial excellence in the Islamic region. The direct employment, whose goal is to employ at least 70% of the working class in all its official, casual and tourism segments in addition to drawing the prospective and appropriability development paths, requires the following: the availability of specialist personnel for the project and prior to the commercial investment calls on the active role of the intellectual property system to determine the competitive penetration prospect and registers the commercial activities on a juridical brand for e-commerce.

7.1. Summary of Key Findings

This study aimed at meeting the goals set in its main research questions. In this chapter, the research team discusses the answers to the main research question based on the findings and the review of the literature of the study. We summarize the main formulation of the problem and the main research questions before tackling the main results of addressing the problem and research implications. The goal was to bridge the gap of unrelated literature on the digital enablement of marketing orientation to identify a set of antecedent digital enablement of the marketing orientation that ensures reorienting its concepts and relationships toward a comprehensive and inclusive vision that can capture the actual digital enablement driven from the business vision free from exclusive technology driving in the environment of increasing digitalization and digital transformation, required to redesign marketing driving the relationship between the brand and the customer.

So, we identified the impact of the digital enablement of digital transformation on the antecedent digital enablement of the marketing orientation and ultimately the responsiveness of the marketing orientation of small and medium-sized companies in the residential complex in Baghdad. Also, this study investigates the mechanisms that underpin the relationship between digital transformation and the two elements that together contribute to the diversification of customer-driven values such as acquiring customer intelligence and creating a differentiated value equation. The impact of digital transformation on both the degree and the elements of customer equity was further investigated. Finally, a number of implications are drawn including the suitability of extending the alliance network between small and medium-sized companies of residential complexes to build an intelligent digitally driven marketing orientation equaling in responsibility, sensitivity, and early adoption for the digital enablement of the sophisticated customer who controls the residential real estate sector in the Iraqi emerging market.

7.2. Theoretical and Practical Implications

The capabilities and responsibilities of individuals and entire teams must adapt to new roles and advance the evolution of digital marketing. Strategies and tactics constantly change, and skilled professionals must learn new techniques and acquire additional expertise. Since the sphere of digital marketing is not only diverse but also continuously changing, knowledge must also be updated, which implies not only constant learning but also the introduction of such processes within organizations. In addition to the introduction of other essential resources, they are not only online or digital. As work processes become more complex and acquire the relevant expertise, not only new tools need to be introduced, but it is also necessary to invest more in the training of people and, consequently, in organizational culture. This involves both the formal introduction of specific additional professional figures and the accentuation of teamwork to build collaborative paths, possibly also through the use of specific technological means, in other words, software that supports both training and teamwork. A more important increase, in particular, is that concerning the formal presence of product managers or qualified people for the definition and supervision of very specific commercial and market strategies, while the introduction of product managers supports the creation of even more articulated and detailed professional figures, thus constituting the strategic commercial core around which digital marketing entrepreneurs can rotate.

8. RECOMMENDATIONS FOR FUTURE RESEARCH

To enrich the results of this study, we have suggested some areas of future research. A larger number of inquiries can be conducted. It is also a strong suggestion to widen the scope of research to include other sales centers not covered in this study and to study other departments of real estate. Another great approach is to seek additional information from other sources,

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including investors or companies that have implemented marketing automation. If possible, institutional and trustworthy organizations can help in providing relevant and necessary data to represent a larger part of the Iraqi audience. Within the topics, the part of digital marketing varies from email to the banners directed to social networks, video streams, and other online media. The stress must be analyzed so that investment is used to achieve sales in real estate. In this line, digital image and immediate response of agents through websites and mobile phones must be analyzed.

Still in the context of email, age, VAT, subject, and title are validated. More specific recommendations and summaries will guide the editors, sending only points of interest that may be more just. Factors showing the utmost importance that must be valued were design, multimedia, and layout. The customers must discover their email preferences, graphics, photos, screenshots, or any illustrative visual aid that contributes to expressing the message and social networks. These are important points in reducing suspicion and increasing the impact on the real estate product. In fact, if the response is promptly given, the investor's doors will be open to commercial communication. The research can use measures of satisfaction and quality improvement, which should be evaluated every time a contact is made during the commercial relationship, showing agents the three tools mentioned. It is appropriate to evaluate all digital tools used in the relationship.

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- **Ministry of Higher Education and Scientific Research.**
- **The Iraqi University/ College of Administration and Economics / Department of Business Administration.**

Research Questionnaire Form

Greetings,

We are pleased to present to you this questionnaire form for the research titled: "**Digital Transformation in Marketing and Its Impact on Enhancing Customer Experience: An Exploratory Study of Selected Sales Centers in Residential Complexes in Baghdad.**" To achieve the objectives of this study, we kindly request your assistance by responding to the items contained within this questionnaire. Your accurate and thoughtful responses are crucial, as the results of this research heavily depend on the information provided. Please rest assured that all data will be handled with strict confidentiality and will be used solely for academic research purposes.

We appreciate your cooperation.

Researchers:

Dr.	Maher	Fadhil	Mohammed
Prof. Dr. Rabi Yasin Saud			

Note:

Omitting your name allows you to freely express your opinions honestly and objectively.

First: Demographic Data

Please kindly answer the following questions by placing a (v) mark in the appropriate box:

1. Gender

- ☐ Male
- ☐ Female

2. Age Group

- ☐ 20 to 30 years
- ☐ 31 to 39 years
- ☐ 40 to 49 years
- ☐ 50 years and above

3. Educational Qualification

- ☐ Doctorate
- ☐ Master's Degree
- ☐ Higher Diploma
- ☐ Bachelor's Degree
- ☐ Secondary Education

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4. Job Title

- Manager or Deputy Manager
- Department Head
- Section or Unit Responsible
- Employee

Second: Questionnaire Items

A. Independent Variable (Digital Transformation in Marketing)

No.	Statement	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
1	Digital marketing provides sufficient information about the residential project and its services to the customer.					
2	The digital advertising presented by the project adequately clarifies the products to customers.					
3	Online digital advertisements aim to attract prospective customers interested in purchasing within the residential project.					
4	The sales department utilizes user-friendly applications for informing customers about the project's products and services.					
5	The sales department presents booking options for purchase through digital marketing channels.					
6	Project management offers gifts, discounts, and special offers to customers via its digital platforms.					
7	The project management seeks to provide an electronic follow-up system to meet all customer purchasing requirements.					
8	The sales department provides electronic blogs and brochures illustrating construction stages and service quality to customers.					
9	Customers perceive credibility when dealing with the sales team through electronic marketing channels.					
10	Project management supplies all necessary resources to enhance employees' capabilities in providing distinguished customer services.					

B. Dependent Variable (Customer Experience)

No.	Statement	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
1	The project management creates an electronic environment that adequately covers all services offered to customers before and after purchase.					
2	Customer service departments respond promptly to customer inquiries and complaints.					
3	The project management endeavors to retain current and prospective customers by offering high-quality products and services.					
4	The sales department continuously updates electronic information provided to customers.					
5	Competitive pricing is offered to customers compared to other residential projects.					

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No.	Statement	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
6	The project management seeks to increase its market share relative to competitors.					
7	The sales department investigates customers' motivations for choosing to purchase within the project and gathers feedback on their reactions.					
8	The performance of sales, customer service, and support teams is evaluated via the electronic platform to assess customer satisfaction with the services provided.					
9	The project management considers customer preferences regarding interior design choices for residential units without altering the building's main features.					
10	The sales and customer service departments highlight the benefits available to customers upon purchase.					