Building effective digital marketing strategies for promoting public services in the tourism sector with application to the National Museum of Egyptian Civilization (NMEC)

بناء استراتيجيات تسويق رقمية فعالة لتعزيز الخدمات العامة في قطاع السياحة مع تطبيقها على المتحف القومي للحضارة المصرية(NMEC)

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Abstract:

While digital marketing is well-known in the private sector, it is still a relatively new notion in the public domain, despite the worldwide transformation wave towards digital governments. Furthermore, as being one of the world's largest and most pervasive businesses, tourism is vulnerable to the forces of change wrought by the unprecedented expansion in the field of Information and Communication Technologies (ICTs). In this context, the principal focus of the present study is to provide a thorough understanding of digital marketing strategies and techniques, especially in the tourism industry. The paper also tries to identify the advantages of using the digital marketing model for image building and promotion of products and services provided by public sectors. In other words, the research aims to put together a general picture regarding this concept, its emergence, types, tools and tactics, benefits and challenges posed by the specific conditions of public administration.

As for the methodology, both deductive and inductive approaches are utilized together in this study. Indeed, it employs a quantitative analysis method in conjunction with a typology of explanatory research design. It uses here a descriptive analytical method for its theoretical intents, whereas empirically the article explores the adoption of public sector's digital marketing methods in the tourism industry in Egypt, among a meaningful sample of customers/ visitors of the National Museum of Egyptian Civilization (NMEC), and then it examines the impact of applying those strategies and techniques on the marketing of services offered by the Museum, from

the perspective of its visitors. Survey-based data was collected by analyzing questionnaires of (400) respondents.

The results show that digital marketing is very important for any public service organization, but it does not completely substitute other traditional communication media; is that a marketing combination strategy is always perfectly preferred. Besides, findings indicate that digital marketing strategies and techniques are already used by NMEC for disseminating branding and promotion information of touristic services, and the Museum is not far from offering the entire framework that is required to encourage digital marketing as a regular and necessary activity of any modern public enterprise. Finally, conclusions and implications to the academia, public executives, and marketers are drawn, specifically in the tourism industry and within the Egyptian scenario. Additionally, future research opportunities are also highlighted.

Keywords: Digital Marketing Strategies & Techniques – Digital Governments – Public Service Promotion – Tourism Industry – National Museum of Egyptian Civilization (NMEC).

المستخلص:

تهدف هذه الدراسة إلى إعطاء فكرة شاملة عن إستراتيجيات وتقنيات التسويق الرقمي بصفة عامة، وبالأخص في قطاع السياحة. حيث تحاول الدراسة تحديد الفوائد المترتبة على استخدام نظام التسويق الرقمي في بناء الصورة العامة والترويج للمنتجات والخدمات العامة التي تقدمها القطاعات الحكومية. بعبارة أخرى، تهدف الدراسة إلى تسليط الضوء على مفهوم التسويق الرقمي، نشأته، أنواعه، أساليبه وتقنياته، وأيضاً استعراض مزاياه وعيوبه التي تطرحها الطبيعة الخاصة للإدارة العامة ومؤسسات القطاع الحكومي.

وقد استخدمت الدراسة الحالية المنهجين الاستنباطي والاستقرائي معاً، كما أنها استعانت في شقها النظري بالأسلوب الوصفي التحليلي، هذا بالإضافة إلى الدراسة الميدانية التي تم إجراؤها للوقوف على مدى تبني القطاع العام المصري لأساليب التسويق الرقمي في صناعة السياحة، وذلك بالتطبيق على عينة مكونة من (400) مبحوث من بين زوار المتحف القومي للحضارة المصرية، ثم البحث في تأثير استخدام تلك الاستراتيجيات والتقنيات على ترويج وتسويق الخدمات السياحية التي يقدمها المتحف من وجهة نظر رواده.

وفي النهاية أوضحت النتائج أن التسويق الرقمي مهم جداً لأية منظمة عامة، ولكنه لا يحل تماماً محل الوسائل التقليدية الأخرى للدعاية والتسويق، إذ سيظل دوماً الجمع ما بين الاستراتيجيتين هو الخيار الأمثل. إلى جانب ذلك، فقد أشارت النتائج إلى أن استراتيجيات وتقنيات التسويق الرقمي مستخدمة بالفعل – وبشكل جيد – من قبل المتحف القومي للحضارة المصرية سواءً في نشر المعلومات اللازمة عن أنشطته أو في الترويج للخدمات السياحية التي يقدمها. وأخيراً... توصلت الدراسة إلى جملة من التوصيات التي يمكن أن تفيد الدارسين والباحثين في الأوساط العلمية والأكاديمية المختلفة من جهة، وكذا التنفيذيين والعاملين بإدارات التسويق أو الإعلام والعلاقات العامة في القطاع الحكومي المصري وخاصة في المجال السياحي من جهة أخرى. هذا، فضلاً عن اقتراح بعض الموضوعات البحثية المستقبلية.

الكلمات المفتاحية: إستراتيجيات وتقنيات التسويق الرقمي – الحكومات الرقمية – ترويج الخدمات العامة – قطاع السياحة – المتحف القومي للحضارة المصرية.

1. Preface: introduction and research importance

At the turn of the twenty-first century, we can see new technologies being acknowledged by individuals, businesses, and governments all across the world. Cloud computing, open big and connected data, social media, and other digital advances are being utilized to improve our quality of life by facilitating access to computing resources, performing tasks, connecting people together, and so on. People's daily behavior and interactions with one other, as well as with corporations and governments are profoundly altered by such technologies. They also change the way institutions work, promote products, deliver goods and services, and collaborate with others (Sandoval-Almazan *et al.*, 2017: v).

Of course, marketing has existed in the public sector, but it has always been a minor component of the delivery of core public goods and services (Serrat, 2010: 3). In the past, public institutions placed a greater emphasis on the manner in which services are delivered, rather than the end consumer. This may have arisen because of the belief that the organization, from a professional standpoint, knows better what the citizens require. In the 1990s, public sectors in a number of European nations began to regard their constituents as customers, and recognized the value of using marketing tactics (Proctor, 2009: 6, 7). According to Walsh (1994); consumerism is the driving force for changes in public services (De Matos *et al.*, 2020: 2).

As the globe grows more competitive, governments are being asked to use strategic marketing management in order to sell policies to citizens and to raise public awareness of their image (Kotler & Gertner, 2002; Page & Hardyman, 1996). Although a variety of traditional marketing approaches can be utilized to achieve this goal, digital marketing has emerged as one of the most popular methods of promotion (Leong *et al.*, 1998). It is the new way of connecting and informing people across the world through the Internet (Mathur, 2016: 721). While the use of digital marketing is a well-known occurrence in the commercial private sector, the phenomenon is still relatively recent in the public sector (Makombe & Kachwamba, 2011: 79). Nonetheless, despite the fact that digital marketing in public administration is in its infancy till now when compared to other constructs, its scope is apparent when considering the number of areas it covers.

On the other hand, tourism is without any doubt the world's greatest civilian sector, with tremendous growth, economic significance, and promise all around the globe. In fact, the nature of tourism and hospitality industry necessitates message transformation efficiency. In this sense, Internet can serve as a salient marketing communication tool. Furthermore, it has been observed that the Internet utilization has shifted from using it as a source of information to a medium for selling travel and tourism products (Malra, 2013: 151). Thus, online tourism is rapidly becoming a hot research issue, and its significance as a future mode of promoting touristic activities and services is expanding by the day (Kumar, 2014: 286).

In Egypt, the overall development poses a great challenge to the government, with the increasing number of population. Digitally-enabled participation and production of services worldwide have changed the Egyptians' expectations about their relationship with the government. The growing number of mobile-phone users proves that to ensure that government reaches to every citizen, it has to exploit these figures. Hence, the bureaucracy has to face a digital transformation that pushes it to radically rethink its services and the manner it communicates with people. In fact, the rapid technological advances and existing infrastructural deficiencies make the task more challenging to the government. However, with the numerous digital initiatives, the current government has drawn the international attention towards the rising development in Egypt. Through the effective use of Internet-enabled technology, websites and applications have been built to connect the Egyptians with public administration.

Unfortunately, practitioners and academics in the field of public administration have generally failed to realize the importance of communication in their job (Stillman, 2012: 255). Consequently, establishing an explanation of the prominence of communication media in public administration theory and practice has received insufficient attention (Miller, Jr., 2017: 53). Furthermore, while some theoretical and empirical studies and publications on marketing have been published in numerous areas of the public sector, this literature is heterogeneous and fragmented. As a result, there is no widely-recognized marketing model or framework that can be used by practitioners in the field as a guide (Butler & Collins, 1995: 84). Therefore, the theoretical framework described here is intended to be used as a starting point for contextual analysis, taking the industry and operational environment into account.

In this respect, the present article addresses the inadequacy of public administration literature to explain why communication media, particularly the latest marketing technologies, are important to its theory and practice. Subsequently, the paper explicates how digital marketing strategies can contribute to the brand image and the promotion and selling of governmental products and services. Thence, a better understanding of the factors contributing to the proposed theoretical framework is reached here by providing an outline of the benefits and challenges of utilizing digital marketing tools and techniques in the tourism industry in the Egyptian scenario, which is demonstrated using a survey applied on a sample of the tourists/ visitors of the National Museum of Egyptian Civilization (NMEC).

Hence, this research adds to the accumulated results in the area of concern until today. Indeed, the study can assist marketing researchers and public managers in the Egyptian bureaucracy to comprehend and obtain an obvious overview of this complex and dynamic construct, and can also help draw implications for future research. Hopefully, it could be a modest step towards elaborating further inclusive research to evaluate the efforts of the Egyptian government to boost public sector efficiency while implementing the sustainable development national strategy, despite the current global spread of Corona Virus all over the world. As well as, assessing the effectiveness of the Egyptian Ministry of Tourism and Antiquities endeavors to market the touristic products and services provided by NMEC during this pandemic through digital platforms, in order to keep up with the latest technological changes in the global tourism sector on the one hand, and to promote the heritage and cultural tourism in Egypt on the other hand.

2. Problem definition: research questions and conceptual model

Actually, public sector marketing can be seen as a subset of the New Public Management (NPM) movement, which aims to import certain private market methods to improve the efficiency of public entities in the face of rising business sector rivalry in the recent decades (Ticlau *et al.*, 2010: 148). In general, the government is frequently faced with the issue of meeting constrained spending plans and timelines while also providing jobs. Furthermore, it is critical to ensure that the community members are kept informed about what is going on, so that they are aware of the projects' eventual results. That is why digital marketing is the ideal solution, allowing government agencies to complete their advertising and communicating tasks in a cost-effective and timely manner. In addition to offering measurable end results, digital marketing strategies may also assist the bureaucracy to fulfill the public's climbing assumptions and expectations of digital experience, reach and engage target groups, save money, and stick to budget plans (Sweeney, 2021).

Undoubtedly, tourism is regarded as one of the world's largest and most diverse industries. It receives increased attention, especially in countries with abundant cultural, historic, and natural attractiveness resources. In the present era, tourism is the primary source of jobs and revenue. Also, tourism's worldwide leading status has created a strategic window for many developing countries to enhance their economies by positioning themselves to capture global market share in it (Kumar, 2014: 286). Notably, digital marketing has become a buzzword in the tourism and hospitality industry; is that it is a fast-paced sector that requires constant updates on new products, events, and innovations (Sharma & Rishi, 2018: 128). As well, the changing needs and desires of customers/ tourists in terms of happiness, satisfaction, safety, and security have fueled the demand for ICTs in the said industry, and so ICTs have led to essential modifications in its pattern and process (Buhalis, 2000). Moreover, the cooperation of social media and traditional marketing can create a greater influence from tourists internally and externally (Malra, 2013: 155).

Indeed, there are several researchers who studied the influence of ICT marketing methods in the international tourism sector in Egypt (e.g. Mohamed, 2015; Abdelhamid, 2010; Shehawy, 2010), but they did not investigate the domestic tourism market in this work (Briez *et al.*, 2021: 28). Therefore, this study sheds light on the impact of digital marketing strategies on the Egyptian tourism in general, and

aims to achieve several specified objectives related to the domestic cultural tourism specifically. In this respect, the research reveals that in spite of valuable tourism resources, Egypt is still unable to attract the hopeful and desired number of tourists internally and externally. This could be enhanced through the effective usage of technology advancement tools in marketing activities. Lack of information related to tourist destinations, missing road maps, images, viability, timing, availability of facilities and transportation, all are few important aspects for any tourist to search for before the visit/ tour. The local people are even not aware about many of the unique tourist destinations in Egypt. Thereby, digital marketing instruments and techniques can offer an innovative solution for all those problems. Additionally, the recent demonetization in the Egyptian economy and the "go cash less" strategy has boosted the utilization of online payment processor.

Since there is a literature gap in terms of extending contemporary ideas and concepts of public administration into a 21st century theoretical framework that explicates the interface between public administration and communication media (Miller, Jr., 2017: 55), along with the limited research in assessing the effectiveness of digital marketing models relative to other tactics and techniques (Makombe & Kachwamba, 2011: 80), as used particularly by governments for public service promotion. Hence, the article fills this gap by providing the basis of a framework that enhances the ability of public executives to utilize modern digital technology in marketing activities in order to better promote products and services, communicate and satisfy customers-citizens, especially in the tourism industry and within the Egyptian setting. Moreover, by using exploratory case analysis, the study intends to answer two purposive research questions. *Firstly, how do digital marketing strategies and techniques help the government/ public sector to promote public services and products in the tourism industry? Secondly, in which aspects do visitors/ customers of the National Museum of Egyptian Civilization (NMEC) perceive digital marketing as an effective instrument relative to other traditional marketing tools employed?*

Consequently, the paper investigates its primary variables as illustrated in figure (1):

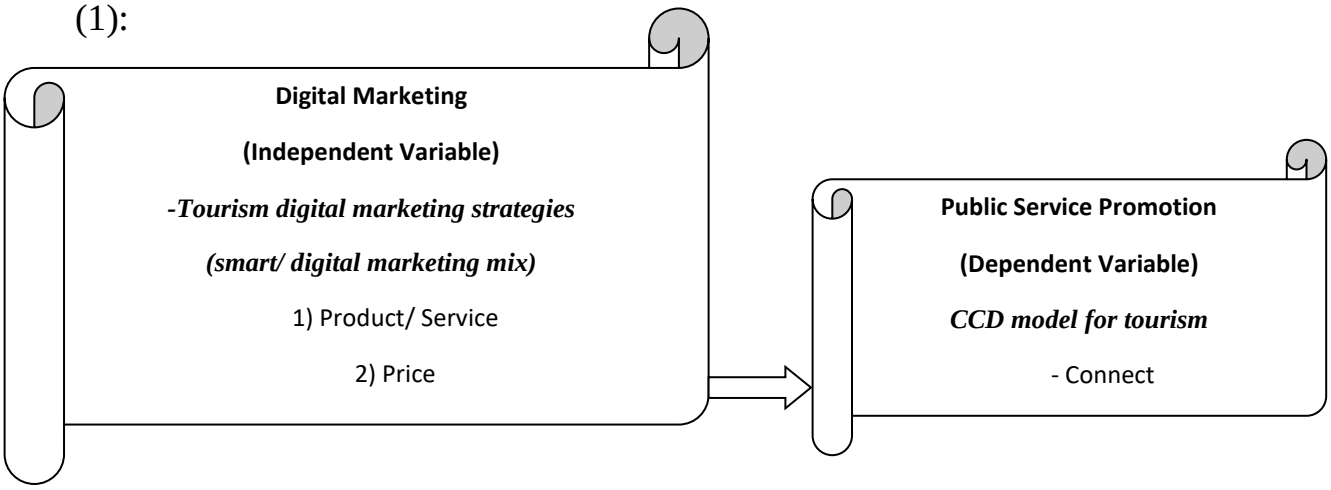

Figure (1)

Research conceptual model

Source: Developed by the researcher depending on previous literature.

Although digital marketing is a broad concept, this research focuses more on NMEC's official website and social media pages as an interactive pamphlet allowing information to visitors, in an attempt to point out the drawbacks and problems with the current tactics and methods, from a customer perspective, and to suggest some applicable solutions for the sake of upholding satisfaction levels towards the performance of the Egyptian bureaucracy overall, represented here in the Ministry of Tourism & Antiquities and NMEC.

3. Literature review: concepts and relationships description

3.1 Digital marketing strategies and techniques:

In accordance with the official definition of the Chartered Institute of Marketing; marketing is "the managerial process which is responsible for identifying, anticipating, and meeting customer requirements in a profitable manner". Despite the point made in marketing literature that these are just two of the numerous marketing activities carried out by organizations, many people think of marketing as just advertising and/or selling of goods and services (MOTI, 2005). Whereas,

marketing practices are those associated with defining the particular needs and wants of customers, and then trying to satisfy them as well as or better than competitors (Proctor, 2009: 1-2). Lately, we have seen the marketing model moving from the traditional format to the new digital one; is that the advent of online technology has transformed marketing operations all over the world (Baird & Parasnis, 2011). In this sense, digital marketing is the product of combining the modern communication means with the age-old marketing principles (Mousavi, 2012: 18). Nowadays, there is a fierce rivalry that gives customers the opportunity to make better choices among the available goods and services. In this competitive environment, businesses must be watchful in order to retain customer loyalty. Reducing the communication gap between the company and clients could be an excellent strategy to build a stronger relationship, and to gain a deeper knowledge of their requirements and desires (Nadda *et al.*, 2015: 359).

Since the year 2000, there has been a rapid growth in online media channels employed for marketing. At that time, the phrase of digital marketing was known by other terms in different regions of the world. For example, it was called online marketing in USA, while in Italy it was referred to as web marketing. After 2013, the term digital marketing has begun to gain popularity overtime and to be used as a common notion worldwide. Digital marketing is an umbrella concept which indicates the online marketing efforts made by the organization. Companies frequently use digital channels, such as Google search engine, e-mails, social media pages, and websites to communicate with and create a customer base by locating relevant prospective customers. The early approaches to digital marketing identified it as “a projection of traditional marketing; its instruments and strategies on the Internet” (Otero & Rolan, 2016). Satya (2015) described it as online marketing, web marketing, or Internet marketing. To put it another way, digital marketing is “the advertising and promotion of products or services supplied through online or digital channels, such as e-mail, social media, mobile apps, and so on” (Star, 2019: 12-13). In the smart era, many researchers have used smart marketing as an alternative synonym of digital marketing (Simoes *et al.*, 2019; Kalra *et al.*, 2017; Daszkiewicz, 2015), which encompasses all digital tools as Internet, social networks, mobile phones, wearable technology, and augmented reality (Briez *et al.*, 2021: 29).

In general, digital marketing refers to “the company’s endeavors to inform and connect with customers, and to advertise and sell its products through the Internet means” (Kotler & Keller, 2009: 785), so that it covers both creative and technical

aspects of Internet including design, development, promotion, and sales (Kumar, 2014: 286). Digital marketing thereby is a medium by which the manufactures/ sellers try to market not only goods, but also services. Digital marketing tools are utilized extensively in many service industries like banking, insurance, tourism, and travel (Sharma & Rishi, 2018: 130). Indeed, digital marketing means more than just online advertising and sales, it rather includes processes such as serving customers and suppliers and managing their relationships, managing all supply activities until products and services are delivered, internal employee communication and external electronic collaboration with other players and partners (Mousavi, 2012: 30). On the other hand, digital marketing is broadly defined by Financial Times as "the marketing of products and services using digital channels in order to reach customers, so digital marketing encompasses channels that do not require the use of Internet". Mobile phones (including SMS and MMS), display advertising, search engine marketing, social media marketing, and any other type of digital media are all involved (Walter, 2015). Digital marketing therefore is the avenue of electronic communication via which marketers can promote goods and services to the public.

Thus, digital marketing is moved as a trending industry around the world. Its ultimate goal is to engage customers and allow them to interact with the product provider through digital media. For years, mobile phones have been a huge trend in marketing, accounting for more than half of all web traffic (Narayanan & Kartheeswaran, 2019: 1). Nowadays, social media is playing a crucial role in this regard. Simply put, social media marketing is "the use of social media channels to promote a firm and its products". This type of marketing is a subset of online marketing activities that complement traditional web-based promotion techniques like e-mails, newsletters, and online advertising campaigns (Barefoot & Szabo, 2010). It is important here to remember that success entails managing and regulating more interaction types than just by e-mails and messages. This could be summarized in the 5Ds that a company needs to assess customer interactions; Digital devices used by customers, Digital platforms where interactions take place, Digital channels for reaching customers, Digital statistics collected by companies, and finally Digital technology used by these firms (Star, 2019: 16).

Actually, digital marketing is divided into two categories; one of which is pull digital marketing. Its goal is to inspire customers to visit the store or respond to a call to action. Websites and other Internet-based platforms are classic instances of pull digital marketing. Pull marketing is often called inbound marketing. Another

sort of digital marketing is push digital marketing. It sends the marketing material directly to customers. SMS, e-mail, and RSS are common instances of customized messages sent to clients. Push marketing can also be known as outbound marketing (Aufray, 2009). In this respect, there are numerous advantages to digital marketing that might be discussed here. Marketers are said to use Internet to improve the transaction efficiency and speed, lower transaction costs owing to disintermediation between the marketer and customers, get wider market access, and reinforce the capacity to overcome time and distance constraints in global marketplaces (Kotler & Gertner, 2002; Quekh & Klein, 1996). Other benefits include better marketing-to-customer communication, lower customer search costs, improved performance, and quick responses to customer questions and inquiries (Makombe & Kachwamba, 2011: 82). Charlesworth (2009: 28) summarized the general objectives of digital marketing as follows (Malra, 2013: 151, 153):

- Brand development: Online actions can complement and amplify offline brand building efforts.
- Revenue generation: Online channels do not only save money on advertising and promotion, but they also help businesses to generate more cash by creating sales and supporting direct marketing initiatives.
- Customer service/ support: Companies have additional ways to engage with customers, learn their interests, and design product or service development strategies that are more accurate thanks to online marketing.
- Cost savings: Staffing, advertising, and distribution of sales materials are all areas where online marketing can reduce costs and save money.

Since the advent of digital marketing, there has been an ongoing discussion about which is preferable; digital marketing or traditional one. In fact, it has become obvious over time that most businesses require strategies incorporate both. Digital marketing strategy is often a part of a larger strategic marketing plan that combines both digital (online) and traditional (offline) tactics. Frederiksen (2021) defined the digital marketing strategy as “a plan for employing digital marketing approaches to attain the firm’s strategic objectives, such as brand building or new business development”. In the emerging digital marketing space, strategies and techniques are frequently used interchangeably. While this practice may be acceptable in the customer market, it ignores crucial distinctions that marketers should be aware of. Digital marketing strategy is the high level planning and strategic options that establish the direction for positioning the firm in the marketplace, and the substantial messages it will transfer to audiences. Strategy is more stable and covers the long

term view. In both digital and offline worlds, the high level strategy should be the same. Whilst, digital marketing techniques are “the certain digital platforms and tactics used to convey messages and engage audiences”. Websites, mobile apps, search engines, social media, webinars, and e-mails are all common digital techniques. The effectiveness of most digital techniques is highly reliant on high quality unique content. As a result, content marketing is at the heart of nearly all digital methods. A content marketing strategy aims generally to increase the visibility of a company’s expertise by creating and sharing entertaining and valuable material. This content can come in many formats, such as articles, white papers, blog posts, videos, and e-books. In many circumstances, the content should be educational, useful or interesting, rather than being promotional or sales-oriented (Frederiksen, 2021).

Thence, it is evident that implementing a successful digital marketing strategy will help organizations to achieve long term success by building one or more competitive advantages. Typically, digital marketing strategies are founded on the same principles that govern traditional offline marketing; namely the well-known 4Ps (Product, Price, Promotion, and Place) that make up the classic and sensible digital marketing mix (Mousavi, 2012: 62-64):

1. E-product strategy: Clients can readily gather information about products and services through Internet without having to go to stores. Companies also can gather information, identify target customers, and better present products or services to satisfy their requirements by utilizing the Internet direct access to them (Kotler, 2009).
2. E-price strategy: Customers can use Internet to compare product prices offered by different vendors. Besides, firms can undertake more effective price discrimination by gathering information about buyers, which leads to reduced pricing owing to increased competition.
3. E-promotion strategy: Companies must adopt promotional techniques that are distinct from those employed in traditional marketing to manage e-brands effectively and efficiently. One strategy is to use Internet to establish a direct connection with customers and to engage in a discourse with them regarding items (one-to-one marketing).
4. E-place strategy: By lowering transaction and distribution costs, the Internet and its related applications’ software have drastically revolutionized the way products and services are provided (Kotler, 2009). Delivering products to clients faster and

more efficiently is one method for businesses to set themselves apart from competitors.

However, many people thought the original 4Ps were overly rigid or outdated, particularly in the service provision field (Ticlau *et al.*, 2010: 155). Other scholars discussed the 7Ps and expanded on the prior paradigm by adding three more variables; People, Physical evidence, and Process. An effective marketing mix will combine these variables in a way that allows the organization to accomplish or exceed its goals. A different perspective developed by Lauterborn (1990), has been presented focusing on the 4Cs. The author claimed that the 4Ps methodology was no longer relevant, and that marketers should instead concentrate on Customer requirements and wants, as well as Cost to the customer, Communication, and Convenience. The 4Cs indicate a more client-focused marketing mindset, which aligns with the principle of a customer-centric marketing approach (Proctor, 2009: 9-10). Here in this research, we will keep to the earlier nomenclature when referring to the marketing mix, while bearing in mind that they can be thought of more from the client-centered approach, as in present times a customer orientation is more appropriate for the public sector.

Eventually, we can conclude that digital marketing like anything else, is not a panacea for marketing. As it develops, there are some difficulties that must be addressed. The one certainty is that digital marketing will attract more users in the future than it does now. This could lead to additional issues and challenges, such as the increase in data volume, proliferation of digital channels, and intensifying competition (Star, 2019: 18).

3.2 Marketing in public administration:

Marketing in public sectors can be defined by using the same definition of the American Marketing Association, which is “an activity or set of institutions and processes for creating, communicating, delivering, and exchanging offerings that have value for customers, partners, and society at large” (De Matos *et al.*, 2020: 2). In this regard, several authors have defined marketing in different ways. The conventional idea is built into the concept of exchange between buyers and sellers. While exchange is the central goal of marketing philosophy (Scrivens, 1991), not all exchanges entail buying and selling transactions. That is why at both the practical and scholarly levels, marketing techniques took some time to gain attraction in non-profit organizations (Scrivens, 1991; Capon & Mauser, 1982). To grasp the concept of marketing as the facilitation of exchange, Kotler (1972) distinguished between

transactional and non-transactional marketing where the former means "a relationship between two or more parties that involves the trade of goods or services in exchange for money", whereas the latter refers to "a relationship of two or more parties that involves the exchange of goods or services but does not need payment as a condition of the exchange". In public sector marketing, exchanges between parties are carried out to meet needs, whereas payment is not a key factor in this (Makombe & Kachwamba, 2011: 80). Governmental marketing, according to Li and Ge (2002), is "a comprehensive process based on public demand that employs a variety of marketing tactics to satisfy the public". Similarly, Pasquier and Villeneuve (2012) stated that public sector marketing aims to articulate and suggest measures in relation to the exchange and interactions that occur between a government agency and individuals, or groups of people, organizations, communities in regards to the promotion and execution of public sector tasks and services (Zaheer & Rashid, 2016).

There is a growing body of literature on public sector marketing, in which governments are seen as marketers while citizens are clients or customers (Makombe & Kachwamba, 2011: 80). Various researchers have highlighted the significance of marketing and the problems associated with applying public sector marketing practices to accomplish societal needs. In this context, numerous experts and specialists have focused on how the field should go to the private sector for experiences on the ways of improving the capability of marketing strategies and endeavors (Zaheer & Rashid, 2016). Nevertheless, the purpose which is not perceived in the public sector as making profit, but rather as reaching citizen satisfaction and seeking the greater good, is the crucial aspect that distinguishes public from private. Whilst most businesses use marketing to promote their own self-interest, public organizations look for societal support to ensure their survival. As a result, variety of differences have existed (Ticlau *et al.*, 2010: 153).

In the public sector, most of the marketing-related activities are concerned with the customer-citizen happiness/ satisfaction, despite the lack of any form of competition. Nonetheless, the idea that the customer is always correct may be compromised in this situation (Proctor, 2007: 7-8). Furthermore, the fact that the public sector does not lose customers because it operates without any competition, sometimes leads to less attention given to citizen opinion when developing and delivering services. Additionally, because public services are occasionally provided for free, customers are frequently obliged to agree that something is better than

nothing. On the same note, the government may sometimes make decisions that are binding for citizens but not accepted by all of them, comparatively with the private sector. Hence, public administration might use marketing to promote certain desired behaviors, which is called social marketing that describes "the design, implementation, and monitoring of programs directed to affect the acceptability of social ideas", and it encompasses considerations of product development, pricing, advertisement, distribution, and marketing research (Kotler & Zaltman, 2001), and so it aims to achieve specific behavioral goals relevant to social good (Proctor, 2009: 3). Finally, accountability is another remarkable element to consider in public marketing. Public institutions are usually subject to a high level of public scrutiny, and their operations could be investigated by the citizens' political representatives (Ticlau *et al.*, 2010: 153).

Indeed, many people believe that public service reform is the dominant political narrative of the era. In order to make the transition to a more consumerist mindset, the quality of public services must be brought in line with market expectations by making improvements wherever necessary (Butler & Collins, 1995: 90). In an age when public service organizations must perform better to respond well to the public interest, marketing can assist. Marketing now should be recognized as a critical component of public sector management, if public services are to be boosted. Many government agencies are realizing that strategic marketing can help to address two challenges; achieving mandates and satisfying stakeholders' expectations in the face of shrinking resources, and meeting specific revenue or cost-recovery targets. With the shift of public sectors to more managerial business-like approaches, the adoption of marketing and related practices can also strengthen operational accountability. Otherwise, one of the most significant barriers to marketing in the public sector is the lack of understanding of the various types of marketing that could be employed there (e.g. marketing of products, services, and policies, social marketing, and demarketing), and how each of them might help to generate relational capital (Serrat, 2017: 116-117).

However, it is worth noting here that public sector marketing is first and foremost directed by basic marketing ideas and principles, while thinking and practice are then modified and adapted to the unique industry, and eventually applied to specific marketing scenarios (Butler & Collins, 1995: 84). In public administration, we have to utilize all the tools of the marketing mix 4Ps (Lee & Kotler, 2008), as agencies operating in the public arena can use a custom combination of them, along with other

marketing strategies and techniques to reshape their interactions with stakeholders, enhance their performance, and to display a positive return on resources (Serrat, 2010: 1). Usefully, Kotler and Lee (2007) outlined in their book eight ways to apply marketing tactics to the public domain. Each one takes on a well-known private marketing precept and demonstrates how to incorporate it into a public sector marketing effort. The precepts are (Serrat, 2010: 6):

- Creating and improving popular programs, products, and services.
- Establishing and maintaining a desired brand image.
- Setting compelling prices, incentives, and disincentives.
- Communicating with key publics in an effective manner.
- Increasing distribution channels' efficiency.
- Enhancing customer service and satisfaction.
- Developing positive public behavioral patterns through social marketing.
- Building strategic partnerships.

In conclusion, the public sector market is extremely diverse in terms of population, structure, demand, and activity. In this regard, the features of particular relevance to marketing are; the status of the customer as a citizen, the unique competitive dynamics and players, and the special nature of demand (Butler & Collins, 1995: 89). Consequently, having a marketing strategy allows public organizations to do their business in a customer-orientated fashion, since identifying priorities is helpful in offering the public what they desire (Proctor, 2009: 6). To put it another way, committing to a marketing strategy makes it easier for public institutions to determine priorities and incorporate citizens' needs into their organizational goals. This is possible if public sector organizations can improve their positioning and segmentation in order to determine the best strategy to reach stakeholders (Kaplan & Haelin, 2009). At the same time, any public entity must take into account at least one of the following limitations when developing a marketing strategy (Bean & Hussey, 1997); political philosophies, legislative constraints, and the lack of resources (Ticlau *et al.*, 2010: 155, 156).

3.3 The transformation into digital governments:

Digital transformation is now a reality for many companies, which is affecting a wide range of areas of their operations. Communication is one of the areas where digital transformation has had the largest impact for two reasons. The first is the plethora of new tools made available to businesses, like social networks. Any

organization must take charge of its social media presence, since it is quickly becoming the primary platform on which retailers must compete and interact with customers. The second element has to do with the fact that customers have grown much more demanding. Customers today are increasingly connected and prepared to carrying out a variety of tasks utilizing their electronic devices. In addition, customers' standards and expectations for performance have risen significantly. Users have been accustomed to a specific style of customer experience; one that is fluid, fast, and personalized thanks to giants like Google, Amazon, and Apple. Users now expect the same type of experience in any service or product they seek. For all those reasons, public administration needs to exploit digital transformation in order to guarantee better services to citizens; is that digital communication could be a powerful strategic trick for promoting public products, and therefore for enacting public policies aimed at simplifying and optimizing public administration (Righini, 2019).

Undoubtedly, digital technologies serve as essential tools for the government today. During the last two decades, governments have been leveraging the latest technological advancements to respond to their societies' challenges and to upgrade and modernize their processes. In accordance with the well-known digital government evolution model; such transformations occur in four distinctive phases or stages; 1- digitization stage: deployment of technology to digitize government operations, 2- transformation stage: deep transformation of structures and operations to facilitate administrative reform and improve internal efficiency, 3- engagement stage: participation of citizens and other non-public actors in government decision making, and 4- contextualization stage: establishing better circumstances for the development in justice, healthcare, education, and other sectors and within territories under jurisdiction. Despite overwhelming evidence of digital government progress, many governments throughout the world still lack capacities to benefit from digital technologies, and to address associated risks. Qualified human resources, as well as methodologies, techniques, and guidance for planning, implementing, and sustaining digital government endeavors, all are examples of such capacities (Sandoval-Almazan *et al.*, 2017: vi).

Thereby, the new digital environment may allow for more collaborative and participatory interactions among stakeholders, enabling them to actively define political priorities, contribute in the design of public services, and engage in their delivery. In July 2014, the OECD member countries officially endorsed a

recommendation of which governments should adopt digital strategies to assist them achieve digital transformation. The recommendation stressed the paramount contribution of digital technologies as a strategic factor in setting and implementing digital government strategies, creating open democratic and trustworthy public sectors, introducing together government and non-government actors, boosting social integration and public accountability, and contributing to national development and sustainable growth through advanced approaches. The setting for adopting this important recommendation was that governments in general are searching for fashions to respond to new and higher expectations, address complex issues, and in that regard use digital technologies to revolutionize public services and support a shift to more citizen-centered approaches. Longer term, this digitalization would be required to sustain public sector credibility in terms of efficient and effective delivery of high quality services driven by user requirements, and so fostering public confidence in the government (OECD, 2016: 6-7).

Hence, digital transformation plays a key role in modernizing public services, increasing productivity, reducing labor intensity, reinforcing satisfaction levels, building trust, and boosting the engagement with governments (OECD, 2016: 9). Nevertheless, such transformation is also associated with risks and challenges, not only benefits. Among them are; deepening social divisions between those who can make use of new technologies and those who cannot, in addition to privacy threats as a result of the exposure of personal data on digital platforms, and the manipulation of individuals' feelings through precisely targeted political marketing based on their specific own data. Examples of government challenges also may include classification of government information to determine which data can be made public and which should be kept private due to national security or individual privacy concerns, building organizational capacities to exploit new technologies and to reduce their negative effects, along with countering cyber-security attacks on nations, institutions, and people in general (Sandoval-Almazan *et al.*, 2017: v).

Finally, in order to embrace digital change, government agencies will need to rely on a new set of skills. Data analysts, customer relationship managers, SEO and SEM specialists, and social media managers are just a few of the critical roles that will be required. Acquiring these talents needs significant expenditure for public administration departments that they do not presently have (Righini, 2019). According to Mathur (2016: 723-724) and derived from the Digital India Initiative; various aspects must be addressed with the introduction of nation-wide

digitalization, including phased project execution, robust security measures, masses education, permitting free SMSs, and introducing low cost cell-phones.

3.4 Applying digital marketing in the public sector:

We live in a fast-paced world where massive amounts of data are generated every second. Customers have benefited from web 2.0's technical infrastructure, which has provided them with richer information and a wider assortment of products. On the top of that, customers are no longer merely recipients of marketing messages and activities. From branding to product design, customers are becoming more involved in the co-creation process. They use Internet and digital media to find products and services, communicate with the companies they buy from, and learn about other customers who have had similar experiences (Narayanan & Kartheeswaran, 2019: 3). In the public sector, citizens are not clients in the usual sense.

Within the digital transformation of government, digital marketing can play a significant role in fulfilling citizens' needs and expectations. Given the enormous online clutter, public agencies must use digital and social channels to market their services, especially if their work is promotional in nature (Walter, 2015). As digital platforms become a more common way for the public to access and use government solutions, digital marketing can be utilized to advertise and direct individuals to the suitable online services. Online services alone are useless if people do not know about them. Governments can employ digital marketing activities to route people to the appropriate services at the right time, resulting in cost-savings for the government and better outcomes for citizens. These efforts do not only assist government departments to boost trust and connection in between the masses, as well as the services that their tax money is paid for, however they also enable them to accomplish their intended goals of raising understanding and enhancing involvement and participation (Sweeney, 2021).

Indeed, digital marketing in the public sector is a marathon, not just a sprint. Satisfying and delighting customers-citizens is never going to be a simple task. The only way to do so is to continue investing in better designed websites, stronger e-services, increased social media engagement, and improved educational resources. Of course, there will be room for development. With such a large percentage of the population constantly checking their smart phones and tablets, the need for responsive and mobile-friendly websites is appearing to be the biggest elephant in

the room right now. Furthermore, it makes sense for the public sector to develop apps that are compatible with both iOS and Android devices to optimize citizen convenience. Additionally, with almost everyone on Facebook these days, it appears that any public agency should have a Facebook page on the Internet. As well, Twitter is a wonderful tool to swiftly publish and share information to a larger audience. Twitter can also be used as a citizen-service channel. It allows public organizations to collect feedback and to take actions accordingly. On the other hand, as producers of widely available content spanning the entire scope of public life, government institutions are well-positioned to take advantage of infographics or Information graphics, which are "graphic portrayals of data intended to present complex information clearly and quickly" (Walter, 2015).

From websites to social media outlets, digital platforms are expanding and individuals are spending more time on the Internet. This serves as an example for government divisions to use electronic technologies in all aspects of their advertising activities, whether online studies, educational write-ups, or digital marketing. Not only will this let the government keep the general population informed, it likewise will allow them to communicate with the government using whichever digital tool they prefer. Moreover, digital advertising campaigns can save money for public sectors by applying tried and evaluated methods. Compared to traditional forms of advertising such as print and television, which have high production costs, digital marketing is a considerably more cost-effective way for the government to reach many people. The ability to focus advertising messages depending on geographic locations is an added benefit of digital and social media marketing (geo-targeting) (Sweeney, 2021). In accordance with the report issued by the UNCTAD; some key elements like awareness, access infrastructure, financial, legal, electronic, and logistic issues, trade facilitation, economic policies, and e-governments have been introduced as the common elements that may affect digital marketing strategies and e-commerce in different countries (Mousavi, 2012: 102).

4 Digital marketing for effective service promotion in the tourism industry, with a special reference to the Egyptian case:

Exponential developments in computing power, the evolution of high speed networks, and the expanding mobile revolution which makes the Internet at our fingertips, have produced new industries, modified existing ones, and unleashed new ideas. In this context, digital marketing is becoming increasingly vital for any company in this environment, regardless of its size or activity. It can assist the

business to make a substantial leap forward by designing digital marketing strategies that set it apart from its competitors. On the other hand, public organizations are largely concerned in the first place with providing mainly services, which leads to a different marketing approach compared to goods. Cowell (1984) argued that the relative dominance of intangible attributes is more significant about services. As a consequence, services may require special marketing efforts. For instance, the people who offer the service are just as important as the service itself, and the relationship between the service provider and the persons who receive it is crucial (Ticlau *et al.*, 2010: 152-153).

Tourism is regarded as the largest industry worldwide. People with a wide range of demands, personalities, habits, expectations, and positions make up the tourism industry's customers/ tourists. The nature of products and services is the most obvious distinction between tourism and other sectors. Knowing that touristic products are "all goods and services that can suit the needs of tourists" (Ylmaz & Tekeli, 2021). Intangibility, heterogeneity, perishability, inseparability, labor intensity, high fixed costs, inelasticity of supply, and elasticity of demand for tourism and hospitality products are some of the service characteristics clarified by Vallas and Bechamel (1999). Many countries have strategies and plans to uphold tourism infrastructures, along with their market and brand (Mousavi, 2012: 2-3). Thereby, tourism marketing can be seen as "the process of building and developing a tourism offering that provides tourists with a memorable and satisfying experience, while also achieving the host community's social, economic, and ecological development objectives" (Mousavi, 2012: 32).

Tourism marketing has witnessed paramount changes as a result of the technological revolution. The proper use of ICTs is critical since information is the lifeblood of the tourism sector. Intangible tourism services unlike tangible goods, cannot be physically displayed or inspected prior to purchase. They are purchased ahead of time and away from the point of consumption. Therefore, their ability to attract customers is solely reliant on descriptions provided by the travel agent. Tourists' pleasure is frequently dependent on timely and accurate data relevant to their demands (Kumar, 2014: 288). Herein, the Internet does not only provide information, but rather it is a better way to acquire pre-satisfaction in the minds of potential tourists, to identify their needs and desires, and to enable them to book online. Electronic information systems, computerized reservation systems, electronic money transfer, digital telephone networks, mobile communication, e-

mails, videos, and smart cards are all examples of ICTs used in the tourism industry (Sharma & Rishi, 2018: 130). In sum, the tourism sector is interested in digital marketing communication, because travel is an information-based product and the Internet is rich with information (Kumar, 2014: 286).

While applying digital marketing strategies for the promotion of products and services in travel and tourism, one of the vital aspects these days is content marketing. Content marketing serves as the backbone for luring tourists to a specific destination by reflecting important content, such as photos, maps, and main details about the location (Sharma & Rishi, 2018: 131). Additionally, social platforms like Twitter, Facebook, Blogs, and Flickr can play an increasingly substantial role in the tourism sector. Travelers can use their smart phones or tablets to find and share information about their destinations while they are on holiday or business (Malra, 2013: 150). However, social networks like any other media, may present some difficulties, such as violation of user privacy, lack of brand control, aggressive advertising, legal problems, and e-commerce limitations (Nadda *et al.*, 2015: 375).

Overall, Kumar (2014: 288) determined the 6Cs merits of digital marketing in tourism as follows:

1. Cost reduction: Decreasing the need for telephone operators to handle sales and marketing inquiries, as well as the printing and distribution of marketing communication material, which is instead posted on the website.
2. Capability: Internet opens up new possibilities for new products and services, along with new market prospects.
3. Competitive advantage: If a corporation introduces new capabilities ahead of its competitors, it will gain a competitive edge until they do as well.
4. Communication improvement: This encompasses developing communications with customers, employees, distributors, and suppliers.
5. Control: Through the surveillance of customer behavior and the way employees deliver services, internet and intranets may be able to give superior marketing research.
6. Customer service development: Interactive database queries, such as stock availability or customer service questions, provide this functionality.

So, it is obvious that for having useful and effective digital marketing strategies in tourism, many key elements should be active. In order to investigate the impact of all those elements on a digital marketing plan and also to prevent concentrating on one dimension, the current research has prioritized the 3Cs strategy model of Ohmae (1983), which involves Competition and environment, Company, and

Customer (Mousavi, 2012: 98), with a particular focus here on the customer/ tourist perspective (addressing customer requirements, satisfying customer needs with respect to the product or service attributes, customer relationships, and brand image).

In the present era, customers/ tourists – whether local or foreign – do not only seek data and information, rather they would like to feel delighted and satisfied. They wish to be happy and relaxed while visiting or browsing the company website for example, besides they would like to feel safe and secure, which is the core of effective and successful service marketing and promotion. When it comes to foreign tourists, these expectations are even higher. In this respect, Sharma and Rishi (2018) suggested a CCD model (Connect, Communicate, and Deliver) for making tourists informed and delighted through the company's adopted digital marketing strategies and techniques, as shown in figure (2) below. According to the study conducted by Crosby in 1993; delighted or satisfied customers tend to share and recommend their positive experience to others, and such word-of-mouth is the cheapest marketing for the tourism industry. Kumar *et al.* (2010) stated that the result of highly-satisfied customers is retaining a loyal or repetitive behavior.

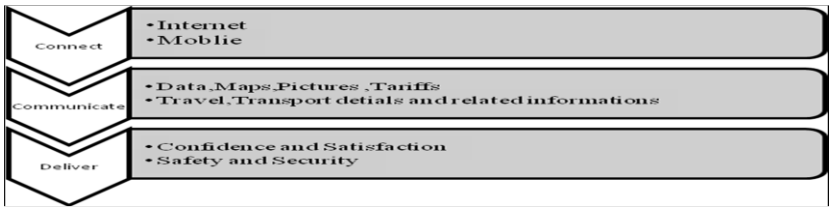

Figure (2)

CCD model for tourism digital marketing methods

Source: Sharma and Rishi (2018: 132).

For many considerations, whether the field of application or the sample of the study, this current research sheds light and gives more attention to domestic cultural tourism in particular. Thus, it is quite important here to know more about these concepts. In this context, the World Tourism Organization (WTO) defined domestic tourism as "the actions of a resident tourist within the nation of reference, either as a part of a domestic trip or an outbound one", whereas cultural tourism is "movements of persons for essentially cultural motivations, such as study tours, visits to sites and monuments, performing arts and cultural tours, traveling to

festivals and other cultural events, traveling to study nature, folklore or art, and pilgrimages" (UNWTO, 2008).

Domestic tourism in Egypt represents a fundamental part of the tourism industry, especially with the drop in international tourist arrivals due to the political instability since 2011 and the pandemic of COVID-19 since 2020. In addition, Egypt has a thriving heritage cultural tourism industry built on the state's complex history, multicultural population, and importance as a regional center. Cultural and heritage tourism are considered the traditional kind of tourism in Egypt. Egypt embraces numerous Pharanoic, Greek, and Roman historic antiquities and museums. Successive Egyptian governments have placed great emphasis on the value of cultural tourism, confident that no other countries could actually compete in this area. Because of the significance of domestic cultural tourism and its essentiality to the Egyptian economy, the government in the meantime has employed many tools to reinforce this kind of tourism in Egypt. In this concern, Atallah (2013) mentioned some prominent strategies adopted by the Egyptian government, including the use of smart and digital channels such as websites, mobile apps, and social media pages to market and increase the touristic awareness for domestic people in particular, and to promote the tourism industry in general (Briez *et al.*, 2021: 32-33).

Furthermore, as announced by the Egyptian Ministry of Tourism; Egypt has developed its advertising methods and promoted its tourism industry through digital platforms and electronic applications to cope with the latest global technological changes in this sector. Tourism information generally enables governments and decision makers to identify new trends, contributing positively and effectively in the development of appropriate strategies and marketing plans to attract more domestic and foreign tourists. Moreover, the Egyptian government has assured that international publications applauded the relative expansion of tourism industry, where Egypt was ranked the fourth country with the highest growth in global performance in the travel and tourism competitiveness index, according to the report of the World Economic Forum for Travel and Tourism 2019 (Asharq Al-Awsat, 2019).

Eventually, despite the global closure during the COVID-19 pandemic, destinations kept marketing themselves differently. Focusing on digital marketing practices performed in this period, the study here examines which digital marketing strategies and techniques have been used by the National Museum of Egyptian Civilization (NMEC), and were most effective from the visitors'/ tourists' point of

view in promoting the touristic products and services provided by the Museum on the one hand, and the domestic heritage and cultural tourism in Egypt on the other hand. Knowing that NMEC is the first of its type in Egypt and the Arab world, as clarified by the Ministry of Tourism and Antiques. It displays the full range of the richness and diversity of the Egyptian civilization over ages from prehistoric times till now, by concentrating on its continuity and stability as articulated by its tangible and intangible heritage. The Museum's exceptional collection includes the royal mummies, which are presented in a new interactive manner using the 21st century cutting-edge technology to go beneath the wrappings and uncover their secrets, along with shedding light on the rituals and religious convictions surrounding mummification in ancient Egypt (Ministry of Tourism & Antiquities, 2022).

4. Application: empirical study analysis and discussion

4.1 Methodology: research tools and procedures:

This paper is explanatory-exploratory-applicable in nature. It was conducted by using both qualitative and quantitative perspectives. For theoretical purposes, it adopted the descriptive analytical method, which is popular in management research, in order to identify the main concepts and to explain the causal relationship between research variables, whereas it used a case study strategy to investigate the correlations through testing hypotheses in the real practice. As a result, in addition to providing a detailed review of relevant literature, a field survey was carried out to capture customers'/ visitors' perceptions about digital marketing activities performed by the National Museum of Egyptian Civilization (NMEC), and to explore the opportunities and challenges of using these methods in promoting touristic services and domestic cultural tourism in Egypt. In sum, it is assumed here that the deductive and inductive approaches were employed together in this study. The deductive approach was followed when reviewing the intellectual framework on this subject and applying that to the research sample, and then the inductive approach was followed when generalizing the results of this sample.

The case study was chosen here because NMEC is considered one of the most prominent and successful national projects serving the tourism field, which is launched lately by the Egyptian government (Ministry of Tourism and Antiques) in its long path for achieving overall development and coping with the global and technical advancements in this sector. The Museum offers a lot of digital services

and its staff exerts extraordinary efforts to attract and satisfy the visitors worldwide, despite its recent opening and the challenges of Corona virus spread. For all those reasons, the researcher thought it is worth studying and evaluating this distinctive emerging case in particular.

For the sake of collecting the required primary data, a structured questionnaire sheet was utilized (Arabic and English versions). The questionnaire was designed based on literature review of previous studies (e.g. Briez *et al.*, 2021; Jafari, 2021; Sully, 2020; Aldehoon, 2014; Abdel Fattah, 2011). It encompasses 28 items other than demographic data, and consists of two sections; determinants of digital marketing (strategies= 12; product – price – promotion – place, and techniques= 2) (independent variable= 14 items), and public service promotion (dependent variable= 14 items) (see research appendix).

Herein, it is worth to be mentioned that data was gathered by using a 5-point Likert scale as the research measurement tool, ranging from 1= strongly disagree to 5= strongly agree. Data collection and analysis throughout the study took approximately two months (February & March 2022). At first, a pilot study was conducted on (10) people to assess the clarity of the questionnaire and to estimate the time needed to fill it in, and then the required adjustments were done. Knowing that the questionnaire was designed into a Google-form, and distributed online across different channels, such as Whats-app, Messenger, Facebook, Instagram, Twitter, and e-mail.

In order to evaluate the reliability of the measures and the stability of the questionnaire, Cronbach's Alpha was calculated here for each variable, and it was noticed that all coefficients exceed 0.70. So, there is evidence that all variables in this research seem to be valid, reliable, consistent, and stable. Note that the highest reliability is for public service promotion (0.914), whilst the least is for price strategy (0.770).

On the other hand, statistical package for social survey (SPSS-*V.23*) was the primary tool for compiling and processing data in the research quantitative part. Moreover, numerous statistical tools were used for data analysis which include; 1- descriptive analysis of demographic variables and created indicators, 2- Pearson correlation to measure the strength and direction of relationships, 3- T-test & ANOVA test to compare the average of created indicators, and 4- finally to test the

effects, simple and multiple linear regressions were employed, in which the multiple one is checked through variance inflation factor (VIF).

4.2 Sample size, type, and characteristics determination:

The target population here includes all actual and potential visitors/ customers of NMEC, mainly those who have experience in using smart technology and visited or intended to visit NMEC. As it is difficult to reach the whole population, therefore the researcher determined the size of the sample according to the simple random sample statistical method that clarifies the size assuming unlimited/ infinite population according to the following formula:

$$n_0 = \frac{z_\alpha^2 * p * (1-p)}{e^2}.$$

Then, the ideal sample size is 384, and to avoid non-response rate, 400 responses/ respondents were targeted as the final sample size here. Due to time and other resource constraints, this sample was accessed using an online survey (online distribution through Google-forms tool).

In this respect, table (1) provides some descriptive statistics of the sample to give a general overview of the main and demographic data of respondents.

Table (1)

Sample description according to the basic characteristics of respondents

Variable	Gender		Age			Education			
Faces	Male	Female	35 Years or Less	36-50 Years	More than 50 Years	University	Post Graduate	Other	Total
Number	126	274	154	133	113	245	134	21	400
Percentage	31.5%	68.5%	38.5%	33.3%	28.2%	61.3%	33.5%	5.2%	100%

Variable	Nationality		Number of Visits			
Faces	Egyptian	Non-Egyptian	Once	More than Once	Other	Total
Number	385	15	176	88	136	400

Percentage	96.3%	3.7%	44%	22%	34%	100%

The previous table indicates that the majority of 68.5% of the sample are females, 71.8% their ages are less than 50 years, and 61.3% of the respondents have a university degree. Also, 96.3% are Egyptians, and 66% of them visited the Museum before.

Note that we had to merge some categories together because of the few observations in them. Concerning the sample ages for example, less than 20 years respondents were merged with the 20-35 years old people in one new category named 35 years or less. As well as, high school was merged in one single category with other, regarding the variable of education.

4.3 Building indicators of the research variables:

Eight indicators were created in this research as shown below. Statistical technique was employed here to combine each group of related questions in one indicator. The indicators were built by using equal-weight method. That is each indicator was calculated by adding the scores of the questions related to it, and hence the sum was divided by the number of these questions. Those created indicators in the row form were used in answering the hypotheses. Table (2) illustrates some descriptive statistics of the research indicators, such as the minimum and maximum values, mean value (average), and standard deviation (variation).

Table (2)

Descriptive statistics of the created indicators

Indicator	Minimum	Maximum	Mean	Std. Deviation
1. Product/ Service	2.3333	5.0000	4.1925	0.7044
2. Price	2.6667	5.0000	4.1583	0.6884
3. Promotion	2.0000	5.0000	3.9567	0.7547
4. Place	2.6667	5.0000	4.2708	0.7042
5. DM Strategies	2.7500	5.0000	4.1446	0.6340
6. DM Techniques	2.3333	3.6667	3.2910	0.3253
7. Digital Marketing	2.3333	3.6667	3.2910	0.3253
8. Public Service Promotion	3.0000	4.1667	3.6733	0.3537

From the previous table, it is obvious that the values of the mean for all indicators are around 3 and 4 (in Likert scale), which clarifies that the respondents sometimes tended to be neutral or agreed to the existence of those indicators at NMEC in general. It is emphatic also that the highest mean is for the one of the place strategy

indicator (4.2708), which reflects the highly-presence of this indicator at the Museum, and this makes sense in light of the online shopping trend recently spread all over the world, especially during the COVID-19 pandemic. Whereas, the least is for both DM techniques indicator and the digital marketing whole indicator (3.2910), which points that there is always a need for something more (development and diversification of NMEC's digital media channels).

Using Pearson correlation coefficient, table (3) below displays the relations between research variables.

Table (3)

Pearson coefficient of indicators' correlations

Indicator		Product/ Service	Price	Promotion	Place	DM Strategies	DM Techniques
Public Service Promotion	Pearson Coefficient	0.688**	0.690**	0.633**	0.740**	0.772**	0.098*

(**) Correlation is significant at the 0.01 level (2-tailed).

(*) Correlation is significant at the 0.05 level (2-tailed).

From the table above, we can conclude that there is a significant (p-value is less than 0.05) strong positive relationship (R is almost around 0.7 except in DM techniques) at significance level α= 0.05 (with confidence level 95%) between public service promotion and all the other sub-indicators. Knowing that the highly-correlated item is DM strategies (0.772) and the least one is DM techniques (0.098), which describes their influence on tourism service promotion at NMEC, putting into consideration that there were only two questions which measure the DM techniques indicator in the questionnaire and they were mainly rank questions.

On the other hand, table (4) shows a comparison between the independent and dependent variables across the different faces of the demographic variables and basic characteristics of respondents (nationality was excluded here because more than 95% of the sample were Egyptians).

Table (4)

Research variables according to the sample basic characteristics

Variable	Faces	Average of DM Strategies	Average of DM Techniques	Average of Public Service Promotion
Gender	Male	4.5	3.4	3.8

	Female	4.0	3.3	3.6
	P-Value of T-test	0.000	0.002	0.001
Age	35 Years or Less	4.44	3.46	3.57
	36-50 Years	4.00	3.25	3.59
	More than 50 Years	4.31	3.33	3.82
	P-Value of ANOVA test	0.001	0.080	0.001
Education	Other	4.7500	3.6333	3.5000
	University	4.3347	3.2898	3.7871
	Post Graduate	3.7973	3.2741	3.4969
	P-Value of ANOVA test	0.0000	0.1780	0.0000
Number of Visits	Other (intend to visit)	3.919	3.315	3.556
	Once	4.149	3.325	3.677
	More than Once	4.483	3.255	3.844
	P-Value of ANOVA test	0.000	0.150	0.000

From table (4), it is clear that:

- ✓ The averages of DM strategies, DM techniques, and public service promotion for males are significantly greater than females (p-value is less than 0.05 for all), which means that men agreed more than women on the existence of the research variables at NMEC.
- ✓ The average of DM strategies is significantly decreasing and the average of public service promotion is significantly increasing with the increasing ages, but the average of DM techniques is not significantly different across age categories (p-value is more than 0.05).
- ✓ The averages of DM strategies and public service promotion are significantly decreasing with high educational levels, at the same time the average of DM techniques is not significantly different across the various education categories.
- ✓ The averages of DM strategies and public service promotion are significantly increasing with the increasing number of visits, while DM techniques are not significantly different.

Eventually, the following table no. (5) clarifies some descriptive statistics of the four rank questions in the questionnaire.

Table (5)

Descriptive statistics for rank questions

Question	Rank (Percentage %)					Mean
	1	2	3	4	5	
Q13- Rank the following digital media channels according to the priority of using them to reach and communicate with the Museum or to learn about its activities/ services:						
-Website.	44.3	16.6	13.3	11.3	14.5	2.350
-Search engines, Google & YouTube Ads.	18.5	42.0	21.3	13.8	4.5	2.438
-Social media pages.	16.8	21.3	38.8	13.3	10.0	2.785
-Mobile applications.	11.0	8.5	21.8	42.8	16.0	3.443
-E-mail.	9.5	11.5	5.0	19.0	55.0	3.985
Q14- Rank the following aspects on the basis of which the quality of the Museum's media channel can be evaluated:						
-The beautiful and attractive design.	48.0	17.5	13.5	6.8	14.3	2.218
-Allowing the required language in displaying and browsing content.	25.3	34.5	15.8	15.5	9.0	2.485
-Clarity, organization, and easy to find what is needed.	9.3	24.0	51.8	9.8	5.3	2.778
-Comprehensiveness, diversity, and credibility of published information.	5.5	14.8	10.8	45.8	23.3	3.665
-Constant updating and continuous interaction with the public.	12.0	9.3	8.3	22.3	48.3	3.855
Q27- Rank the following advantages/ benefits of using digital marketing methods in terms of their importance:						
-Seeing as easy to use in searching for various visiting destinations and providing quick unlimited information.	69.0	11.5	5.0	5.8	8.8	1.738
-Considering as a convenient method to book visits and allowing to compare prices.	14.3	50.5	20.8	9.8	4.8	2.403
-Allowing to customize tours' programs.	5.3	28.0	54.3	9.0	3.5	2.775
-Allowing to communicate with others, especially service providers, write comments, and share customers' reviews.	4.0	7.3	13.5	58.0	17.3	3.773
-Offering a more attractive method comparing to traditional marketing tools, in addition to saving time and effort along with reducing cost and improving service quality.	7.5	2.8	6.5	17.5	65.8	4.313
Q28- Rank the following disadvantages/ problems of using digital marketing methods in terms of their severity:						
-Some of the online information is not updated.	49.8	11.3	14.0	7.8	17.3	2.315

-The large amount of online offers is confusing.	13.8	48.8	10.3	15.8	11.5	2.625
-Sometimes inquiries' responses are late.	11.0	12.5	52.3	11.5	12.8	3.025
-Lack of security and privacy while using these methods, particularly when paying online.	4.3	19.0	17.0	48.5	11.3	3.435
-Using such smart methods often needs readiness and specific technical skills and technological infrastructure.	21.3	8.5	6.5	16.5	47.3	3.600

From the previous table, we can reach that the highest-ranked media channel of NMEC is its website (the highest percentage in rank 1), and the least channel is the e-mail (the highest percentage in rank 5). However, the highest-ranked evaluation aspect of the Museum's media channels is the beautiful and attractive design, and the least one is the constant updating and continuous interaction with the public. Note that these 2 questions (Q13 - Q14) were used for creating the DM techniques indicator by giving weight 5 for the highest rank till 1 for the least rank, then taking the average.

Furthermore, the table above illustrates that the highest-ranked digital marketing advantage is seeing as easy to use in searching for various visiting destinations and providing quick unlimited information about them, and the least benefit is offering a more effective and attractive method comparing to the traditional marketing tools, in addition to saving time and effort along with reducing cost and improving service quality. Whereas, the highest-ranked digital marketing disadvantage is that some of the online information is not updated, and the least problem is that using such smart methods often needs readiness and specific technical skills and technological infrastructure. Indeed, it is noticed that the rank of the sample respondents for all those four questions exactly reflects the statements' order mentioned in the questionnaire for each question, and this could be justified by the fact that most of people are usually, and normally, influenced by the order of what is written before them.

4.4 Answering research hypotheses:

Based on the study problem, purpose, and conceptual framework, the main and sub hypotheses here were set and tested as follows:

H01: There is no statistically significant impact at $\alpha \leq 0.05$ of digital marketing strategies/ digital marketing mix (product – price – promotion – place) on tourism public service promotion at NMEC.

H01.1: There is no statistically significant impact at α≤0.05 of product strategy on touristic service promotion.

H01.2: There is no statistically significant impact at α≤0.05 of price strategy on touristic service promotion.

H01.3: There is no statistically significant impact at α≤0.05 of promotion strategy on touristic service promotion.

H01.4: There is no statistically significant impact at α≤0.05 of place strategy on touristic service promotion.

H02: There is no statistically significant impact at α≤0.05 of digital marketing techniques on tourism public service promotion at NMEC.

H03: There is no statistically significant impact at α≤0.05 of digital marketing on tourism public service promotion at NMEC.

To examine whether the previous hypotheses are acceptable or not, normality was checked at first as shown in table (6) below, and then one multiple and three simple linear regression models were estimated as follows:

$$Tourism\ public\ service\ promotion = \beta_0 + \beta_1 product + \beta_2 price + \beta_3 promotion + \beta_4 place + e_t$$

$$Tourism\ public\ service\ promotion = \beta_0 + \beta_1 DM\ strategies + e_t$$

$$Tourism\ public\ service\ promotion = \beta_0 + \beta_1 DM\ techniques + e_t$$

$$Tourism\ public\ service\ promotion = \beta_0 + \beta_1 digital\ marketing + e_t$$

Table (6)

One-sample Kolmogorov-Smirnov test (Normality test)

		Tourism Public Service Promotion
Normal Parameters[a,b]	Mean	3.67333333333
	Std. Deviation	0.353687264610
Most Extreme Differences	Absolute	0.115
	Positive	0.082
	Negative	-0.115

Test Statistic	0.115
Asymp. Sig. (2-tailed)	0.000[c]

a. Test distribution is normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

The previous table reveals that tourism public service promotion is not normally-distributed because the significance value of this variable is below 0.05. Nevertheless, according to Sekaran (2003); a research sample size which is above 30 to 50 participants can run parametric tests, especially in multivariate research. So, the normality assumption can be violated if the sample size is large or moderate, and the results will still reflect precision and accuracy. Here, in this study the sample is 400 observations, thence we can violate the normality assumption. For that reason, the researcher set out a multiple regression model to test the first hypothesis with its four sub-hypotheses, in addition to three simple regression models to answer again the first hypothesis but in its collective form, and also the second and third hypotheses. The results of these four models are presented in table (7) below. In this regard, it is worth mentioning that multiple linear regression was applied to examine the influence of all determinants of the digital marketing mix on tourism public service promotion (disseminating brand image, satisfying and retaining customers). Otherwise, the simple linear regression three equations were used to check the total effect of strategies, techniques, and the whole digital marketing practices on tourism service promotion at NMEC. Note that any of those hypotheses will be accepted if the significance is greater than 0.05, and vice versa.

Table (7)

Multiple and simple linear regression models of the dependent variable on the independent variables

Model	Dependent Variable	Independent Variable	Beta	Significance	Adjusted R-Squared	VIF
1- Multiple Regression	Tourism Public Service Promotion	Product/ Service	0.095	0.001	0.613	3.023
		Price	0.075	0.015		3.656
		Promotion	0.058	0.015		2.674
		Place	0.211	0.000		2.485
2- Simple Regression		DM Strategies	0.110	0.007	0.875	
		DM Techniques	0.026	0.449	0.080	
		Digital Marketing	1.106	0.000	0.983	

From the multiple regression model, we can conclude that:

- ✓ Each of the product strategy, price strategy, promotion strategy, and place strategy has a significant positive impact on tourism public service promotion

(controlling the other factors is fixed) at confidence level 95% (as their p-values are less than 5%). The highest impact is for the place strategy (0.211), while the least one is for promotion (0.058) at NMEC, and this appears from the value of Beta.

- ✓ From adjusted R-squared, it is noticed that product, price, promotion, and place have the ability to explain about 61.3% from the variation in touristic service promotion at NMEC.
- ✓ There is no multi-collinearity problem, as the VIF values for all variables are less than 10, which assures the linear relation.

From simple regression models, we can confirm that:

- ✓ DM strategies whole indicator has a significant positive impact (Beta= 0.110) on tourism public service promotion at confidence level 95% (as its p-value is less than 5%).
- ✓ DM techniques have no significant impact on tourism service promotion with confidence level 95% cause the significance here is greater than 0.05, which means that DM techniques at the Museum do not affect service promotion at all. This is not surprising, as it is expected considering the result that DM techniques indicator is the least-correlated sub-indicator with public service promotion generally.
- ✓ Digital marketing as a whole has a significant positive impact (Beta= 1.106) on tourism public service promotion at confidence level 95%.
- ✓ From adjusted R-squared, it is clear that DM strategies overall have the ability to explain about 87.5% from the variation in public service promotion at NMEC.
- ✓ From adjusted R-squared, it is emphatic that digital marketing activities have the ability to explain about 98.3% from the variation in the Museum touristic service promotion as well.

To make sure that the results of regression models are reliable, the linearity assumption was checked as illustrated in figure (3). From the graph below, it is obvious that points are random, thus linearity is satisfied/ verified.

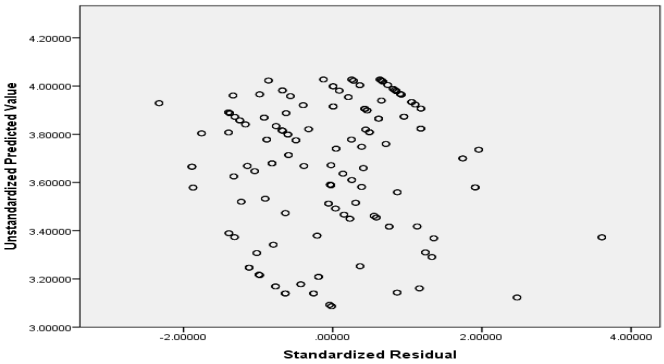

Figure (3)

Linearity assumption for regression models

From all the results above, the study can reach that there is a significant impact at significance level α≤0.05 of the overall digital marketing practices at NMEC on tourism public service promotion, specifically the significant impact of the digital marketing mix on tourism service promotion at the Museum; is that it was proven that DM strategies (product – price – promotion – place), collectively and individually, have significant positive effects on service promotion, whereas DM techniques have insignificant effect on it, *which means the first hypothesis as a whole and its four sub-hypotheses as well, and also the third hypothesis, all are rejected/ refused, whilst the second hypothesis is solely approved*.

5. Conclusion: concluding remarks and policy implications

The incredible combination of cloud computing, ever-smarter mobile devices, and collaborative capabilities that exist today are altering the consumer scene and spilling over into the government as a challenge and an opportunity. Governments must now be prepared to deliver and receive digital services and information at any time, from any location, and via any device. It must do so in a safe and secure manner while using fewer resources. Governments need a digital strategy that embraces the chance to create more with less, and enables entrepreneurs to better exploit government data to improve the quality of goods and services provided to customers-citizens in order to build for the future.

Nowadays, digital marketing has evolved into a new phenomenon that combines customization and mass distribution to achieve marketing objectives. Digital marketing can assist public administration in providing high quality products and

relevant information to all citizens, as well as serving as a critical resource for completing specific public administration activities and facilitating process monitoring and traceability. Notably, there are some successful instances available that demonstrate how public authorities can achieve extraordinary outcomes when they leverage smart technologies and properly implement digital marketing strategies.

The paper here stresses upon the role of government in supporting domestic tourism destinations through adopting digital marketing strategies and techniques in the Egyptian context. Numerous touristic destinations are still unknown even by many of the locals. Through the help of digital marketing instruments, people can get an overview of what is in the region to offer them. Hence, a foot forward by the government and private actors can work wonder for the Egyptian tourism development.

In fact, this research makes a distinct enrichment to the field of study, as it provides leading contributions to the existing literature in the area of concern by expanding on the mounting corpus of knowledge and adding to the evidence proved in earlier work. Indeed, the research pays prime attention to the benefits of utilizing the digital marketing model for the promotion of tourism services rendered by public sectors. At a practical level, this article contributes to boost the applicability and meaningfulness of the notion of digital marketing in the Egyptian scenario. Thus, the research offers a practical directory and serious educational material to executives and decision makers, especially in the National Museum of Egyptian Civilization (NMEC), to guarantee high levels of customer awareness, interaction, satisfaction, and retention.

With regard to limitations of the empirical study, some few points have to be mentioned. First of all, and due to limitations in resources and time, the researcher here was restricted to a limited budget and a relatively short time frame. Moreover, the customers' perceptions are usually sensitive to time, that means results are affected by the situation and conditions of the current measurement moment, which are still quite unstable in light of the international crisis of COVID-19 and its consequences recently. Nonetheless, this present pandemic setting may open up future research opportunities in terms of technological problems addressed within national and international borders. So, we hope this study could be a door-opener for other follow-up research initiatives that will provide expressive data, not only on what is lacking in government digital marketing endeavors but more importantly

what are the reasons for these shortcomings and the possible remedies, specifically in the Egyptian experience.

Eventually, the research has reached some valuable results and recommendations. The findings have displayed a positive pattern of acceptance of digital marketing strategies from NMEC visitors, a real time benefit from the platform, and a recommendation for future improvement.

5.1 Results and findings explanation:

Digitalization is rapidly evolving in order to satisfy clients and their constantly updating needs. With the intensifying number of global Internet users, there has never been a better time than now for governments to seriously consider their digital and social media efforts as means of communicating messages, marketing products and services, engaging with and empowering the massive number of connected citizens. Moreover, the tourism industry has seen a rise in demand for digital marketing tactics and strategies, as a result of the advancements in ICTs. In this respect, the paper claims that public sectors should be aware of the necessity of applying effective digital marketing models to promote their services, because this could impact the customer-citizen experience, and thereby the levels of satisfaction and loyalty. Consequently, the key results here are:

- Marketing is regarded as an essential part of public sector management. Well-designed marketing strategies that take into account characteristics of the public sector can assist its organizations in serving their stakeholders. Whereas, failure to consider the variations in aims, conditions, and duties that set them apart from the private sector would certainly result in ineffective and ill-conceived marketing programs. Thus, the success of any state-owned enterprise in the increasingly competitive environment is relying a lot on its marketing strategies. The challenge then is not having the best strategy, but rather establishing an effective one that suits a defined situation. However, there are still some government managers debating whether marketing should be employed in public administration or not.
- Online communities have been introduced as a new marketing channel in both business and public sectors. Digital marketing has overtaken other communication channels and has become one of the most important instruments for targeting customers thanks to the rapid rise of Internet users. Unlike traditional offline marketing and communication channels that are very expensive and cover a limited targeted market, digital online marketing can reach out to a broad customer-base and communicate with them at a relatively low cost. Besides, Internet can give customers more control over who they interact with, how, and when they

communicate with them. In sum, digitalization has ushered in a new era of interaction making it easier for customers to express themselves, address issues, and complain about unacceptable matters.

- Digital media nowadays play a significant role in various aspects of tourism; is that technology and tourism are going hand in hand together. Touristic agencies often use digital platforms to reach potential tourists for promotional purposes. Analyzing the historical types and advancements brings us to a conclusion that the entire pattern of customer habits and behaviors has shifted. Tourists are becoming increasingly demanding with higher expectations and a desire for a more personalized experience. In order to meet these objectives, tourism service providers must gather and analyze customer data and act accordingly, in addition to making a great use of the latest technological progress.
- As a result of the devoted efforts of the Ministry of Tourism and Antiquities to promote tourism, the big investments that the Egyptian government has injected in all tourism sectors, and the massive developments in tourism infrastructure, touristic products and services have witnessed remarkable improvements in Egypt. Also, the benefits of digitization are obviously affirmative, but in the Egyptian scenario they are so far some way off, despite the fact that the implemented steps are already indicating positive signals of acceptance among the masses. Here, it should be first understood that digital online marketing practices do not substitute other traditional offline marketing techniques, as the study confirmed. For instance, NMEC still uses the traditional instruments, especially advertising through exhibitions, prints, radio, and TV (the live broadcast of the opening ceremony). Each technique of them may have advantages and disadvantages, and thus synergy is achieved by combining approaches. Nevertheless, digital marketing is considered the most widely utilized method because of its unique benefits relative to others, although the fact that the road to complete digital transformation in the public sector in Egypt is still long and it will not happen all at once.
- Practical implications highlight that the presence of digital marketing strategies and tourism public service promotion determinants at NMEC is almost good according to the sample responses, which could be justified in light of the huge technological efforts exerted by the Egyptian government to improve the tourism sector in general, and the domestic cultural tourism in particular. Otherwise, it was proven that digital marketing techniques have the least influence on the service promotion indicator at the Museum (least-correlated sub-indicator), which emphasizes the need for reinforcement through the diversification of NMEC digital media channels and concentrating more on social media platforms for example.
- The results of empirical analysis provide evidence that digital marketing activities overall contributed to tourism public service promotion at NMEC (by 98.3% as a

whole), as demonstrated through the strong positive relationship between the independent and dependent variables. Herein, it was asserted that the perceived levels of DM strategies collectively, along with the product, price, promotion, and place strategies separately, have positive impacts on service promotion and customer satisfaction at NMEC, whilst DM techniques do not affect touristic service promotion at all. This refers to the quite weak compatibility and interdependence between digital marketing tools and techniques on the one hand, and the tourism public service promotion and brand dissemination practices at the Museum on the other hand, and this also could express the existence of some moderating influences in that relation.

5.2 Recommendations and further research:

Actually, the primary goal of digital marketing is not only to efficiently reach individuals to convince them, but also to create successful relationships between the company and its clients by learning how to listen to them in order to meet or even anticipate their needs. Precisely for this reason, a truly effective digital marketing strategy is always a must for both public administration and private businesses. Indeed, the relevance of Internet for tourism has grown significantly in the recent years, as it has had profound impacts on that industry. In this regard, tourism has surpassed all other categories of products and services offered via Internet, and the percentage of business transacted through this medium is steadily increasing. Since a result, policymakers should ensure that Internet costs for people are affordable and rational, as this would allow e-commerce to expand its horizons which will benefit the tourism sector. The state and local authorities should also instill trust in the minds of travel and tour operators, locals, and tourists by advocating for a cashless system and a rise in e-commerce payment options. To attain those objectives, the government definitely must raise the promotional awareness.

Based on what has been mentioned previously, the research has made the following principal recommendations:

- Accepting marketing as a necessary component of any public service organization is the first step. Furthermore, incorporating marketing strategy as part of the overall organizational plan is in accordance with the recent reforms, which emphasize the importance of citizen involvement in the development and delivery of goods and services. Another advantage is that it aids in the achievement of specified revenues and cost-recovery targets. Hence, for a marketing strategy to succeed in the public sector, two basic conditions must be met; leadership acknowledgement of the

significance of marketing as a core aspect of their organization, and the creation of the fundamental organizational structure; is that no funding can be legally apportioned without a marketing bureau/ department on the organizational chart.

- Undoubtedly, the most successful and fastest-growing organizations, whether private or public, always need to apply a combination of digital online and traditional offline marketing strategies and techniques. It is worth noting here that delving deeper with fewer methods usually yields greater outcomes. Consider which approach is most likely to reach the target audiences while choosing the appropriate tools for the situation. In fact, the level of adoption of a digital marketing tactic by the target audience determines its effectiveness. The technique will not function if the audience does not participate. Similarly, if the technique is not used correctly, you might not get the desired results. So, training and expertise are needed, as digital marketing is not immune to inefficiency.
- Any public sector digital platform must be mobile-friendly and secure at the first place. Besides, government websites and social media pages could be improved even more by analyzing data and generating content based on how users engage with them. As a result, without marketing tools that enable the creation of interactive experiences within sites and applications, no digital marketing plan is complete. Thereby, the government must learn how to blend Artificial Intelligence (AI) into its marketing model. AI could be used in digital marketing to create smarter ads, improve search results, and assess what target customers are thinking and feeling about the brand.
- Despite all the remarkable accomplishments, relevant measures still should be taken to allow the Egyptian Ministry of Tourism and Antiques to have successful communication with people, to meet public demands and expectations, and to maintain a positive image of the industry. The Ministry should first reinforce its sense of government marketing, foster professional marketing talents, combine marketing resources, and make use of data at all levels in order to better promote tourism in Egypt. Second, it should learn more from developed countries' marketing experiences to consolidate its use of new digital technology in tourism service advertising. Finally, it may identify the most important touristic national projects to which it will devote the majority of its efforts now and in the future.
- Empirical results recommend that there must be more serious endeavors to link, integrate, and coordinate between the adopted digital marketing techniques (insignificant variable) and the touristic service promotion and customer satisfaction efforts at NMEC, which for sure will eventually impact positively the domestic cultural tourism in Egypt. As social media is a more functional component of digital marketing in terms of cost inputs, customer loyalty, and time frame for businesses, whereas marketing channels like SMS and e-mail have lost their

importance, hence the Museum should give greater attention to its social media channels in order to enhance the influence of digital marketing techniques on public service promotion and branding. Knowing that in choosing a product or service, users often bring facts such as number of likes, popularity, user reviews as a reflex of preference.

- According to analyzed customer needs; it is recommended that visitors of NMEC are in request for new suggested e-services to ensure their gain of added value, since ideas are coming up every day at digital communities. From these ideas for instance; 1- providing online offers for companies, banks, schools, and universities to bring more visitors, 2- offering electronic reservation for transportation means and shuttle buses to and inside the Museum, 3- translating the history of each piece in sign language for the deaf and hard of hearing and recording that for later online display, 4- ensuring digital tours and sometimes virtual visits to some sections of the Museum, 5- supporting e-shopping facilities for quality, flexible, and customized products available for various customer desires, 6- posting more online ads and videos on the internet and increasing their viewing rates, 7- allowing quick pictorial display of the mummies inside the halls through a special electronic application for reservations, and 8- organizing cultural competitions through the numerous digital media of the Museum to attract many visitors internally and externally. In the customer targeting focus also, men need to be targeted more, considering the perspective that men usually have most of the purchasing power. Besides, people over 60 years old need to be attracted, as they rarely use digital platforms or Internet. NMEC as well has to offer incentives for visitors to post reviews, such as bonus points or complementary services; is that a lot of satisfied customers regard posting rating as a waste of time. Finally, the Museum has to work on upholding the repetitive visits of tourists.
- Concerning future work; it may be proposed to conduct further research on the same topic with a broader sample size includes respondents from various countries and nationalities to draw a more realistic picture, and so results could be generalized to a larger population. Moreover, the two main constructs here might be addressed from the point of view of some potential intervening or moderating variables, such as features of tourists in multiple cultures. And eventually, since the nature and scope of this study is to examine the impact of one variable on another, it would be better to replicate it as a longitudinal research to discover the effects over time. In this recent emerging case, it is worth to evaluate the role of digital and social media before, during, and after selling/ purchasing public touristic products in order to enhance the promotional impacts.

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Appendix

Questionnaire

Building effective digital marketing strategies for promoting public services in the tourism sector with application to the National Museum of Egyptian Civilization (NMEC)

Dear Sir/ Madam…

This questionnaire aims at studying the impact of using effective digital marketing strategies and techniques for the promotion of public services in the tourism industry, applying on the National Museum of Egyptian Civilization (NMEC). Hence, it includes a number of items that measure the degree of the Museum's commitment to the application of different digital marketing dimensions, from its visitors' point of view, on the one hand, and others which evaluate/ rate the level of success in promoting the touristic services provided by the Museum, and the extent of satisfaction with digital marketing activities generally on the other hand.

Thank you for your kind response and cooperation which will contribute a lot to this research.

Kindly mark the most appropriate answer in front of each statement.

First/ Demographic Data:

- Gender: male ☐ female ☐
- Age: under 20years ☐ 20-35years ☐ 36-50years ☐ ve 50years ☐
- Education: high school ☐ versity ☐ tgraduate other ☐ ☐
- Nationality: Egyptian ☐ non-Egyptian ☐
- Number of times you have visited the Museum before:
once ☐ more than once ☐ other ☐

Second/ Digital Marketing (Independent Variable):

Sub-Variable		Statement	strongly agree	agree	neutral	disagree	strongly disagree
A) Digital Marketing Strategies							
	1.	The Museum has an official website that is easy to use and browse, as well as permanent					

Product/ Service		pages on social networking sites (social media) that are constantly updated.					
	2.	The Museum designs and displays its activities and services in detail through various digital/ electronic media channels in an attractive, distinctive, and advanced way that meets the needs and requirements of visitors.					
	3.	Accessibility of information and making it available online through the various electronic media channels of the Museum help its visitors to learn about the different activities and services it provides.					
Price	4.	The Museum displays visiting prices through its various electronic media channels, with the possibility of modification/ adjustment as required, which allows viewing and comparing them to other places at any time.					
	5.	The Museum's prices are commensurate with the different activities and services it offers to visitors.					
	6.	The Museum's announcement of the prices and times of visiting via the Internet and through various digital/ electronic media channels encourages people to visit it.					
Promotion	7.	The Museum always advertises itself in an attractive manner and in many languages, and credibly promotes its activities and services through the offers, shows, and useful information that it publishes through various electronic media channels, which contributes to improving its mental image as an important touristic destination and as a distinctive brand.					
	8.	Usually, you receive sufficient attention and prompt responses when communicating electronically via any means/ channel with the Museum.					
	9.	The diversity of advertising and digital promotion activities for the Museum via the Internet makes people enthusiastically and passionately want to visit it.					

Place	10.	The Museum enables visitors to book visiting tickets 24 hours a day and from anywhere in the world through its various digital/ electronic media channels, which contributes in reducing the time and effort required to obtain the service.					
	11.	The Museum provides secure electronic payment tools via credit cards to facilitate visiting procedures.					
	12.	The availability of online booking and electronic payment services through the Internet ensures the efficiency, accuracy, and speed of the reservation process, as well as attracting visitors of different nationalities and countries to visit the Museum.					
B) Digital Marketing Techniques							
	13.	Rank the following digital/ electronic media channels according to the priority you use them to reach the Museum and to learn about its activities and services or to communicate with it (in order from 1 to 5): -Website. -Search engines, Google & YouTube Ads. -Social media pages (Facebook, Instagram, Twitter). -Mobile applications (phone calls, SMSs, watching lives & videos, attending webinars). -E-mail.	1---------- 2---------- 3---------- 4---------- 5----------				
	14.	Rank the following aspects on the basis of which the quality of the Museum's website or social media pages can be rated/ evaluated according to your personal opinion (in order from 1 to 5): -The beautiful and attractive design. -Allowing the language you want in displaying and browsing content. -Clarity, organization, and easy to find what you need.	1---------- 2---------- 3---------- 4----------				

		-Comprehensiveness, diversity, and credibility of the published information. -Constant updating and continuous interaction with the public.	5----------

Third/ Public Service Promotion (Dependent Variable):

	Statement	strongly agree	agree	neutral	disagree	strongly disagree
15.	The presence of multiple electronic media channels and digital platforms for the Museum via the Internet, in addition to smart phone programs and applications, helps you to easily access it and get all the information and services you need.					
16.	The Museum's website and social media pages give you an opportunity to express your opinions and suggestions freely.					
17.	The staff is courteous, well-mannered, and knowledgeable in responding to your electronic inquiries and providing you with the information you need.					
18.	The electronic reservation/ booking and payment mechanism is more convenient, easy, reliable, and safe for you.					
19.	In general, the touristic activities and digital marketing services offered by the Museum satisfy your needs and meet your expectations, desires, and preferences.					
20.	What other services do you need in the future and the Museum does not currently provide through its various electronic media channels? (optional)	----------				
21.	You intend to visit the Museum again in the future, and also you recommend/ advise others to visit it.					
22.	You are willing to use digital platforms again for making reservations with the Museum.					
23.	In your opinion, digital marketing contributes to improving the quality of service, reducing its cost, and giving a chance for the customer to design his/ her own tourism services according to his/ her needs.					
24.	In your opinion, digital marketing contributes to providing better offers, faster services, and lower prices to the customer - due to the reduction in the number of intermediaries - and creating a competitive advantage for tourism services.					
25.	In your opinion, digital marketing contributes to establishing a strong knowledge base and ensuring a solid and continuous					

	interactive relationship between the customer and the touristic agency that he/ she deals with.					
26.	In your opinion, digital marketing contributes to increasing customer satisfaction and loyalty, in addition to strengthening the positive word-of-mouth conveyed about the level of tourism services that he/ she obtains.					
27.	Rank the following advantages/ benefits of using digital marketing methods in terms of their importance from your point of view (in order from 1 to 5): -Seeing as easy to use in searching for various visiting destinations and providing quick unlimited information about them. -Considering as a convenient method to book your visit/ tour and allowing to compare prices. -Allowing to customize your visit/ tour program. -Allowing to communicate with others, especially service providers, write comments, and share customers' reviews on social media pages. -Offering a more effective and attractive method comparing to the traditional marketing tools, in addition to saving time and effort along with reducing the cost of obtaining the service and improving its quality.	1---------- 2---------- 3---------- 4---------- 5----------				
28.	Rank the following disadvantages/ problems of using digital marketing methods in terms of their severity from your point of view (in order from 1 to 5): -Some of the online information is not updated. -The large amount of online offers makes me puzzled or confused. -Sometimes inquiries' responses are late. -Lack of security/ trust and privacy for personal data while using these methods, particularly when paying online. -Using such smart methods often needs readiness and specific technical skills and technological infrastructure.	1---------- 2---------- 3---------- 4---------- 5----------				