

The Impact of Social Media Marketing Adoption on Business Development (The Case of Creative Industries in Jordan)

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Abstract

This study aimed to investigate the impact of Social Media Marketing adoption on business development (the case of Creative Industries in Jordan). The research problem was identified after interviews were conducted with experts representative of the population. From this the hypotheses were developed which aimed to determine the impact of the current Social Media Marketing utilization, readiness of adoption and actual application of social media marketing for business development in the Creative Industries in Jordan. A questionnaire was developed and distributed through internet links and while visiting community areas like Zinc, where 110 responses were collected. The population specifically represented the Jordanian Creative Industries such as designers, photographers, etc and were either individual or small to medium enterprise business practitioners. Results indicated that the adoption of Social Media for Marketing had a significant impact on the business development of the Creative Industries in Jordan. The innovative characteristics of the research population also provided for a meaningful difference in adoption readiness when compared to similar studies where business practitioners from the general business sector were used. This research contributed by describing the status of Social Media adoption readiness among a unique research population, namely from the CI's sector in Jordan and added to the limited literature closet regarding the topic.

Keywords: Creative industry, Social media, adoption, marketing, business development

1. Introduction

It is said that a country can be identified by the contributions from its cultural and creative industries (Creative Industries Federation, 2019). Creative industries are not a new occurrence and are firmly rooted in various expressions of the arts and culture. The cultural aspects of the creative industries are considered a vital part of creative expression and add to the differentiation of societies. This study explored the relationship between the Creative Industries (CI) and the technological revolution as well as the impact of last mentioned on the development and growth of businesses of the Creative Industries. This study will specifically examine the adoption readiness of Social Media for marketing purposes in the attainment of business development and whether this actual application provides a competitive advantage to business owners. Creative Industries is considered one of the most dynamic sectors in world economics and is deemed a powerful transformative force for socio-economic development (Mikic and Rypkema, 2015). It is mentioned as an effective interface between economy, culture, technology and social aspects where

creativity, as the driving component, concentrates around products and services bearing creative content, cultural values and market objectives. The most remarkable factor of the Creative Industries is found in the fact that creative goods and services are resilient in nature because they rely in essence on ideas, knowledge, skills and the ability of entrepreneurs to capitalize on new opportunities (UNITAR, 2019). However, the Creative industries were not always considered a part of the business industry. It was only in 1997 when Creative Industries were recognized in the political arena as a soft power, which significantly contributed to the overall economy of a country (DCMS, 1998).

1.1 The Problem of the study The emergence of technology as marketing tools has made effective and efficient communication with potential local and global audiences and clients a reality. The positive contribution of Social Media's role as a marketing tool for small to medium businesses has without a doubt already been confirmed in countries like the UK and

China (DCMS, 1998; Yang and Černevičiūtė, 2017). However in the Cultural and Creative Industries (CCI) sectors, differentiation of marketing strategies are too wide, and practitioners of creative businesses need to utilize Social Media marketing tools efficiently in order to gain a competitive advantage, which will lead to the growth in the performance of their business and contribute to overall economic growth in their region (Creative Industries Federation, 2019).

1.2 Objectives of the study

This study aimed to determine if there was a significant impact of the independent variable Social Media Marketing adoption on the dependent variable, Business Development in the Creative Industries in Jordan. This was approached by:

- Determining the extent of CI's in Jordan's current utilization of Social Media Marketing to attain business development, starting from the premise that SM is an offspring of the Information and Communication Technologies (ICT) and has led to the creation of new job opportunities (expansion), services and products.
- To determine which features encouraged CI practitioners in Jordan to use Social Media in their marketing strategies, in other words, what determined the adoption readiness among Business Practitioners (BP) of the CI's, which factors drove their willingness to engage with SMM and which factors hindered adoption readiness.
- To measure to what extent Social Media actual application impacts a practitioner's business development when it is used to market the business via these channels or platforms.

2. Theoretical background

In this section, the researchers explored the more important terminologies and definitions that relate to this study in order to shed light on the meaning of Business developments, Creative Industries, Social Media concepts and preferred platforms in Jordan.

2.1 Business Developments (BD)

For the sake of this study, the definitions of Duke (2011) and Davis and Sun (2005) was adopted as a framework where Business Development (BD) represents a set of routines and skills which serves to stimulate economic growth, while concurrently referring to the identification and analysis of current and potential business practices to ensure economic advantages through customer satisfaction in order to ensure expansion of products and services.

BD comprises many activities and is said to be at the heart of individuals, teams, organizations and economics. It contains a concept of growth, yet it is not only about return on investments or achieving more goals (Nair, 2017). It is also understood to be a full strategy (Business Development Strategy BDS) which supports the entire process of the business product and the service. Frederiksen (2019) points out that this strategy is a description of the strategy a business will utilize to accomplish its business goals. He continues to say that a BDS should be able to meet the challenges of rapid global changes, be concise yet detail the marketing plan for effective sales, how to enhance client relationships and include communication channels and media approaches. In short,

2.3 Creative Industries (CI)

For the purposes of this study, the Creative Industries will refer to industries, which have their origins in individual creativity, skills and talents, and has the potential for job and wealth creation through the generation and exploitation of intellectual property (DCMS, 2012). The Creative Industries Federation (2017) have identified several sub-sectors that resorts or relates to types of creative industries (See Table 1 for a summary). Four main categories have been recognized and under them the various categories.

Table 1: Creative Industries by Segments

Creative Industries			
HERITAGE	ARTS	MEDIA	FUNCTIONAL CREATIONS
Traditional cultural expressions	Visual arts	Publishing and printing media	Design
Art crafts	Paintings	Books	Interior
Festivals	Sculpture	Newspapers	Graphic
Celebrations	Antique	Press and other publications	Fashion
	Photography, etc.		Jewellery
			Toys
Cultural sites	Performing arts	Audio-visuals	Creativity services
Historical monuments	Live music	Film	Architecture
Museums	Theater	Television & radio	Advertising
Libraries	Dance	Broadcasting	Creative R&D
Archives, etc.	Opera	New media	Cultural services
	Puppetry	Digitized content	Digital services, etc
	Circus, etc.	Software	
		Video games	
		Animations, etc.	

Source: UNCTAD, 2008.

The second category, Arts, is seen as a way where individuals and a community express their thoughts, ideas and beliefs. UNCTAD (2008) divides it into Visual and Performing Arts, where it can represent the heritage of that society through events and festivals. The performing arts are in particular aimed at the communication of their ideas with their audiences (Maqin and Hendri, 2017). Davies (2012) points out that, although there is no set definition of the Arts, it ranges on a continuum from either being described as an item of beauty to be admired or desired to a skill which produces such an item, and it should also include the principle that it can be produced by an individual or be mass-produced, while remaining visually attractive and comprehensible to outsiders (Thomas, 2018). The technological revolution, i.e. the internet and the use of social media, has increased the possibility for arts to retain and increase its economic value. Artists have a choice of local, regional and global markets, and buyers need not be necessarily based in Jordan.

The third segmentation, Media, is furthermore divided into three subgroups namely publishing and printing media, audiovisual and new media such as software and video games. The publishing and printing media is seen as the most important economic source and includes other categories such as heritage and culture (Thomas, 2018). Publishing and printed media have of course benefitted from the technological revolution where online material is now available anywhere in the world because of internet and social media channels. It is clear how the Press has capitulated on the advancement of technology and serve to bring economic value to the CI while simultaneously advancing heritage and arts components. In Jordan, The Royal Film Commission's (2019) main objective was to reach the widest possible local audience in order to expand their cinematic knowledge and meet different cultures from all over the world. They also aim at advocating Jordan's scenery and stable political environment as a popular destination for filmmakers (The

Royal Film Commission Jordan, 2019). It is stated that over 110 feature films have been filmed in Jordan generating an estimated \$230 million for the country (Freij, 2018).

Finally, the category of Creative Design focusses on the appearance of products, from luxury items such as jewelry to functional services such as architectural designs and interior decoration objects. The design fits into the Functional Creations category of UNCTAD (2008) and is understood to be “the result of human creativity expressed as knowledge-based economic activities, with creative content, cultural value and market objectives”. Product designers envision, create and make things people use or need. They blend the components of art, business and engineering to create or solve problems, add value to our lives and humanizes the objects, processes and services used by businesses and consumers every day. Steve Gustavson, (2017) executive creative director at Adobe, reported that 50% of companies they surveyed claimed that design played an enormous role in how they achieved success. Companies who neglected the influence design had on consumers’ behaviour run the risk of losing these potential clients (Adobe Creative Cloud, 2017).

2.4 Social Media (SM)

Social media have undoubtedly risen to become one of the most popular tools yielding the highest influence on human behaviour, media, communication, education and business models (Abukar and Bernhard, 2012). Social media is defined by the Cambridge Dictionary (n.d) as “websites and computer programs that allow people to communicate and share information on the internet using a computer or mobile phone”. More advanced definitions developed by Miner and Uhrman (2015) includes the interactions that people create by sharing and exchanging information and ideas in a virtual community and through networks. They stress that Social Media should not be regarded as “media” per se, but as a platform for interaction and networking of online communications.

2.5 Social Media Marketing (SMM)

It is said that all good businesses need good marketing. With SM already established as one of the fastest ways to spread information, it therefore, makes sense to join these two concepts to create Social Media Marketing (SMM) – a tool most employers are looking for. A question that is frequently asked by Creative Industries Practitioners in Jordan, whether they are individuals or from SME, is “Can I utilize social media to really make a difference for my business and How?” It is a question which can be answered by SMM where strategic social media marketing plans for businesses can be created which, focusses on the business reaching the best target audience in pursuit of top business goals.

With a definition of social media already established, an accurate definition of Social Media Marketing can be determined. Authors Barefoot, & Szabo (2010) define it as the use of Social Media platforms to promote business products while others like Weinberg (in Abukar and Bernhard, 2012) expands the definition to include a “process that empowers individuals to promote their websites, products or services through online social channels and to communicate with and tap into much larger communities which may not have been available via traditional advertising channels”.

Using Facebook for SMM adoption should, therefore, be encouraged and business owners must explore and exploit the benefits for their companies, brands and services. In fact, eMarketer reports (2013) that about 96% of marketers consider Facebook currently as the most effective social media advertising platform (see Figure 1)

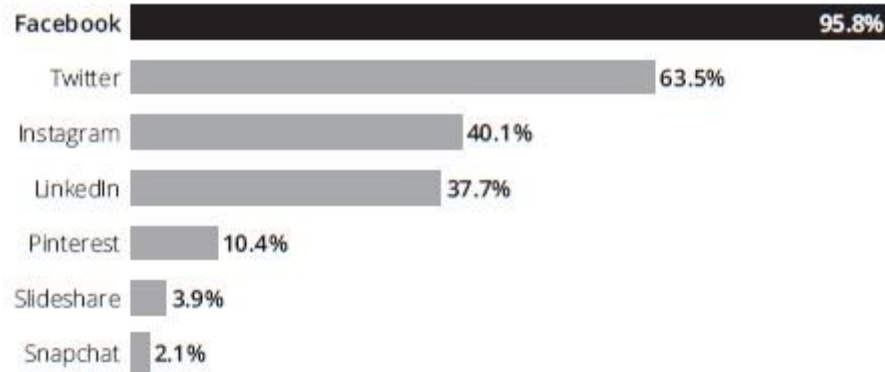


Figure 1: Social Media platforms that produce the best ROI (Return on Investment)(source

To conclude then Facebook seems to be the answer to building brand awareness, increasing sales and can assist in stimulating BD and reaching business goals (Nielsen, 2012). Moreover, many tools and sub-apps (see the inserted screenshot Figure (2) below for an indication of the many facilities on the dashboard of Facebook) allow inexperienced and experienced business owners to setup their Facebook pages, understand and analyze the marketing campaigns and apply the results to benefit the overall performance of the product or service. This study will try to reflect on the impact that SM, especially Facebook as one of the main platforms, have on the development of the CI in Jordan.

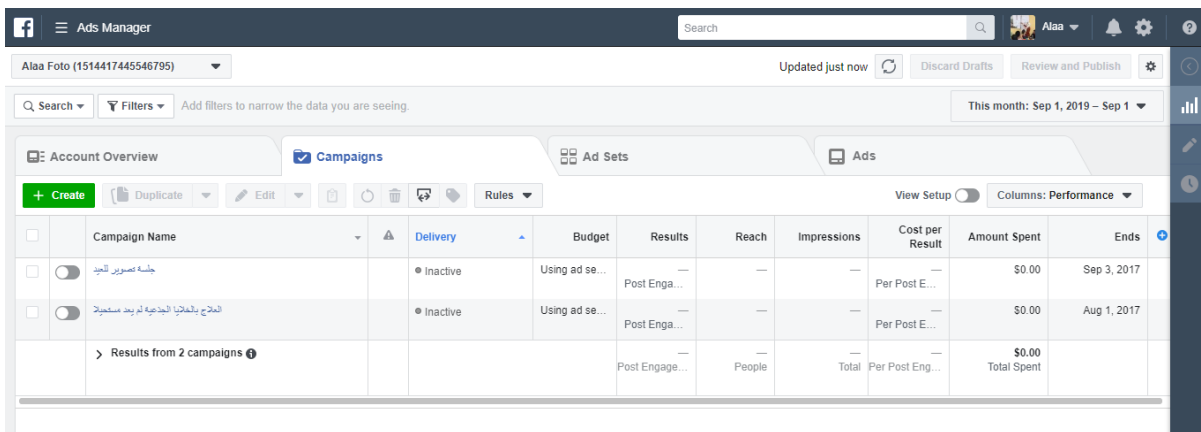


Figure 2: Facebook Ad manager Dashboard
Source: (Facebook.com, 2019)

2.6 Previous Studies

Creativity and innovation are currently trendy topics where researchers try to solve and analyze the enigma of the creative industries. However, despite the increasing popularity and recognized value in brand development and organizational visibility, research on social media adoption by organizations are still in its infancy. Only a limited amount of studies exploring social media potential for marketing from an organizational approach exist (Anderson, Potocnik and Zhou, 2014; Emarketer, 2013). The limited literature mostly elaborated on the usage, barriers and metrics of social media marketing and its influence on business development. Little information on the factors that influence social media adoption by organizations exists (Michaelidou, Siamagka and Christodoulides, 2011). Even fewer studies have been undertaken which records the relationship between social media utilization and the Creative Industries (MedCulture, 2019; Nair, 2017) and most findings relates the relationship between customers and social media and not how business owners utilize social media as a marketing strategy (Dumcke, 2015). A substantial amount of the articles available are conceptual in nature where the definitional boundaries and clarity of the CCI concepts are unpacked (Anderson, Potocnik and Zhou, 2014), while a small pocket of

the research focus is on factors influencing the CI such as team composition and team climate as well as individual motivation and networking ability of business owners (Baer, 2012, 2008). In this study, the author will formulate an understanding of the various concepts from the findings of the following articles, extract relevant findings regarding the use of SM to enhance BD for the Creative Industries and identify gaps in the current research cupboard.

Putting Creativity to Work: The Implementation of Creative Ideas in Organizations, is a study which belongs to Markus Baer (2012) where he aimed to identify the gap that exists between the production of creative ideas and the implementation thereof. The author tries to determine whether the implementation of creative ideas is influenced by individual's motivation and their ability to maintain social networks and strong relationships. This informed the researcher about the possible influence of specific characteristics for adoption readiness, but his research was limited inasmuch that the research population were obtained from one type of employment sector, i.e. agricultural sector (Baer, 2012).

In their article *Cultural and Creative Industries and Sustainable Development: China's Cultural Industries Clusters*, authors Yang and Černevičiūtė (2017) investigate the Cluster Development Strategies of the Chinese Cultural Industries and recognizes that national economies arranged in clusters can produce creative goods and services for local and international markets. Their research regarding cultural and creative industries confirms the important role of culture in the development of the economy, but how to develop sustainability for cluster industries were identified as the main challenge. The phenomenon of clustering of economic activity as described by Michael Porter in his "cluster theory" was implemented as a theoretical framework in their research paper

(Yang and Černevičiūtė, 2017). Clustering, in short, implies the effect of proximity or geographical closeness to other firms and social networking, which promotes cooperation and information sharing. Porter (in Yang and Černevičiūtė, 2017) posits out that there are three advantages of clustering, namely productivity, opportunities for innovation and new business coalitions. Cultural Cluster Industries in Beijing, such as TV, design, film, animation and music enterprises were identified by Yang and Černevičiūtė (2017) in their study as they tried to investigate the reasons for lack of sustainability of cluster industries from a managerial perspective. They identified that infrastructure, public services, clustering effect and outside conditions were the basic components needed to maintain sustainable development of cluster creative industries in China. From their survey of a hundred cultural enterprises in cultural industries in Beijing one of the recommendations they suggested which bears relevance to this study, is that cluster industries in China could be enhanced with the use of information technology and social media. This confirms what Yusuf (2014) suggested that clustering in Jordan's CI sector will encourage the emergence of positive creativity spillovers. The article by Yang and

Černevičiūtė (2017) highlighted that the Chinese Government advocates their main strategy as "Internet +" and it suggests that all Chinese industries should improve their Internet connection to enhance their business activities. A direct correlation between the two is implied.

In their paper about social media marketing via social media, such as Facebook, Twitter and LinkedIn, Karami and Naghibi (2014) tried to establish the effectiveness of these sites to reach consumers in innovative ways. Their study aimed to understand how owners of small to medium enterprises (SME), recognized for using social media to enhance their businesses, uses social media to engage customers. The importance of social media in marketing and maintenance of relationships with customers forms the starting point for their research and it provides insight into marketing opportunities and challenges for the business owner to engage customers with. Their research aimed at providing a synthesis of the literature available on the topic and **it provided valuable information** regarding the definitions of SME's, reasons for consumers adoption of social media platforms, marketing challenges and opportunities and how to use Social media marketing in a manner which will benefit the SME's (Karamin and Naghibi, 2014).

Confirming results similar to that of Ciprian (2012) examined the social media habits of the five largest restaurants owners in Latvia in order to determine the impact of their purposeful use of SM on their respective business developments. Results from their study indicated that social media had an impact on the restaurant business and customers' habits, but none of the assessed restaurants had gained maximum

benefit from social media marketing and had, therefore, missed the opportunity to connect with their existing and potential customers in a beneficial way

In Egypt a study was undertaken by Morsy (2016) to measure the impact of Social Media adoption on businesses after it was noticed that the Social Media use at SME level in Egypt seemed unorganized and largely undocumented. The researcher conducted a quantitative research through a paper-based questionnaire with 150 SME business practitioners from Benha City in Egypt. The research population represented the general business sector and the main research results indicated a hesitant SM adoption rate in Egypt due to perspectives that held SM mainly to be useful for socialization purposes, lack of computer skills and connectivity issues. The study highlights that Social Media adoption readiness was influenced by SME maturity, individual intention levels and by the innovation characteristics of the user. With this last-mentioned fact in mind, Morsy's (2016) findings stimulated the researcher to choose a specific business population, namely BP's from the Creative Industries in Jordan. After carefully reviewing the fore mentioned articles, it can be concluded that the use of social media as a marketing strategy is a non-negotiable in our technology-driven society.

SM should therefore be effectively used for marketing purposes, but technological challenges related to using of these platforms should be managed and that successful use requires constant trend checking because business environments and social media users are dynamic. Furthermore, the researcher also identified that research regarding this topic had mostly included the general business sectors and had not specifically homed in on the Creative Industries as a population focus.

2.7 Study Model

The aim of the study model is to establish the theoretical base for the research and draw the research model upon which the hypotheses will be tested.

2.8 Operational definitions

As indicated in Figure (3), two types of variables will form part of the discussion in this paper, namely independent and dependent variables

2.8.1 Dependent Variable

Sekaran and Bougie (2016) describe it as the variable, which is of primary interest to the researcher. For the purposes of this research paper, *the CI Business Development* is the dependent variable and the impact of the use of social media by business owners as a marketing tool, will be measured.

2.8.2 Independent Variables

Sekaran and Bougie (2016) describes the independent variable as the variable that influences the dependent variable in either a positive or a negative way. In this study, Social Media Utilization will be the independent variable.

3.2 Population and Sample

The sample size for this study was (110) individual or small business owners from the creative Industries in Jordan, 71% came from Amman, who uses social media in one way or another. The sample for this study was selected by using the probability sampling technique, where a sample from a large population (in this case the Business Practitioners from the Creative Industries in Jordan) were chosen by using a method based on the theory of probability. Sekaran and Bougie (2016) mention that the most important requirement of probability sampling is that everyone in the research population stands an equal chance of being selected.

3.3 Variables of the study

In this study, Social Media Utilization will be the independent variable where it includes the current utilization, readiness for utilization and actual application.

Demographical factors are also present in this study namely age, gender and education levels as well as geographical expansion engagement levels and environmental factors. A summary of the variables measured in this research can be found in Table (2).

Table 2: Variables in the Questionnaire

Variables	Questionnaire
<u>Environmental characteristics:</u> Business characteristics (business size, business relations with technology)	Q1- Q9
Practitioners personal: characteristics (Age, Gender, Education)	Q20 – Q24
General features about SM tools usage that represent the actual application	Q16 – Q19
<u>SM current utilization:</u> SMM relations to BD as Marketing tools that represent the utilization Social customers relation Social stakeholders’ communications. Social technology. Social responsiveness.	Q 11 Q12 Q13
<u>SM adoption readiness:</u> Social engagements. Social presence. Social commitment.	Q9 Q14
<u>SM actual application:</u> Sources of profits. Creation of growth and expansion, building and sustaining work relations Promotional activities. Investment in capital and time.	Q10 Q15

3.4 Data Sources

Lastly, data collection also concerns the screening and utilizing the collected data, namely Primary and Secondary data. In order to reach the objectives of this study, both primary and secondary data collection methods were used.

In this research, the primary procedure of data collection was conducted through online Questionnaires constructed for this purpose and made available through Survey Monkey tools and through Interviews. These methods were used to collect data in order to gain an understanding of the creative industries and their use of social media within Jordan.

The questionnaires used in this research comprised of closed-ended questions using the Likert scale to measure the responses. It was made available as a web-based questionnaire through various social media platforms like Facebook, email and WhatsApp to artists, designers, photographers, architects and musicians. All respondents were Jordanians, and although their ability to use and understand the English language varied, the researcher used a translated copy of the questionnaire to Arabic to minimize misunderstanding. The translation contributed to the study and ensured participants fully comprehended the questions and answers.

3.6 Hypotheses of the study

The purpose of hypothesis testing is, therefore, to determine accurately if the null hypothesis can be rejected in favor of the alternate hypothesis. Based on the sample data a researcher can reject the null hypothesis. The following hypotheses were tested:

H1: Social Media Marketing current utilization for marketing purposes in creative industries have NO significant impact on business development.

H2: Social Media Marketing adoption readiness has NO significant impact on creative industries business development efforts.

H3: Social Media Marketing actual application has NO significant Impact on Business Development. Below is a summary of the hypotheses in a diagram format.

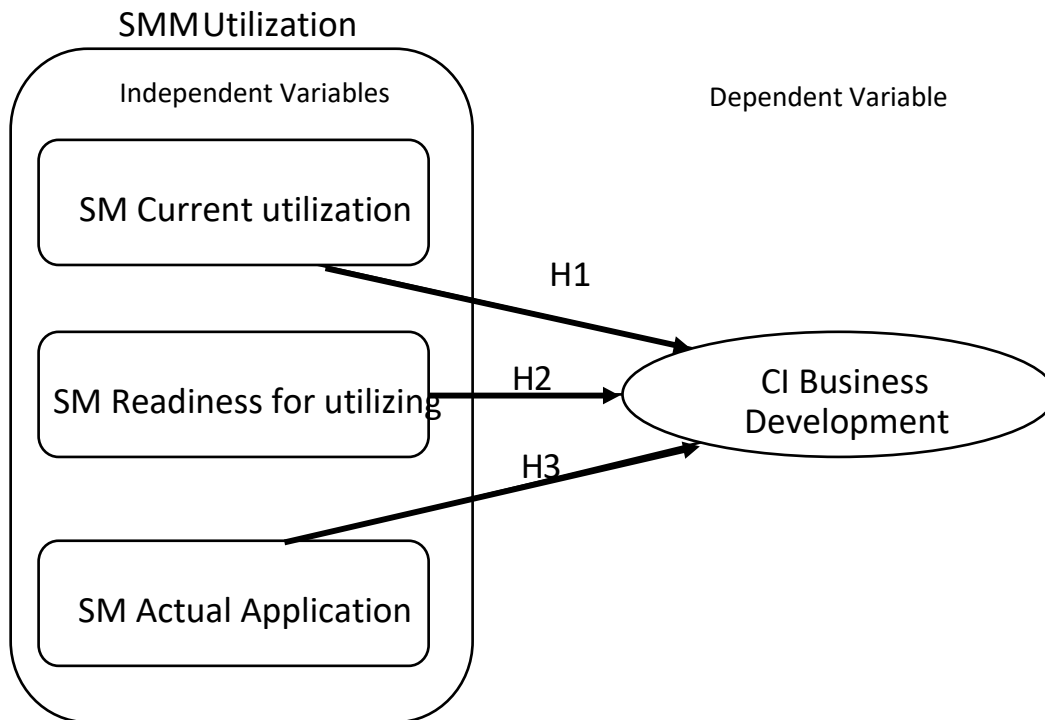


Figure 3: Social Media Utilization Model: Developed by the researcher from Innovation Diffusion Theory (Rogers, 2006)

3.7 Statistical Tools for Testing the hypotheses

In the analysis of the data, this study made use of the Statistical Package for Social Sciences Software (SPSS)

Multiple Regression analysis, which was applied in this research, is indicated for use in a situation where one or more metric independent variables are hypothesized to affect a metric dependent variable (Sekaran and Bougie, 2016). This was applied to test H1, H2 and H3. The questions were structured according to the Likert scale, which was used to measure attitudes and perceptions. For this study, a five-point Likert scale was constructed to present a series of statements in order to determine the attitudes of participants for the various SM tools for actual use and future use as well as to determine the effect of this adoption on business development.

4.2 Finding

In this section descriptive analysis is used to present a general profile of the research population and their Social Media behaviour and characteristics (question-based), whilst simultaneously providing adequate statistical support and interpretation for the findings. This will be followed by analyses and interpretation of the findings for the three research aims, which will be presented and interpreted in a similar manner.

As mentioned, the results have already indicated that all three null hypotheses were rejected and that the use of SM tools for marketing positively contributes towards BD in the Jordanian CI.

4.4 Model goodness of fit

This section is about the model summary and includes the ANOVA table which indicates whether the model is fit for testing the hypotheses or not.

4.4.1 Model Summary

In this research Table (3) indicates the R-square (0.799) and represents the strength of the relationship between the study model and the dependent variable. It shows that (.799) which means that (79.9%) of the variation is explained by the model.

Table 3: The test of regression model (R square) resulted by IBM SPSS V25.0

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.894 ^a	.799	.792	.23723

Predictors: (Constant), SM Utilization Actual Application, Social Media Adoption Readiness, Social Media Current Utilization.

4.4.2 ANOVA table

The F-ratio in an ANOVA tests whether the overall regression model is a goodness of fit for the data. Table (4) indicated that the independent variables significantly predicted the dependent variable, F (3, 87) = 115.103, sig (000) < .05. It can be concluded that the regression model for this research was a good fit for testing the hypotheses.

Table 4: ANOVA Table

		ANOVA				
		Sum of Squares	Df	Mean Square		
Model				F	Sig.	
1	Regression	19.434	3	6.478	115.103	.000 ^b
	Residual	4.896	87	.056		
	Total	24.330	90			

a. Dependent Variable: Business Development

b. Predictors: (Constant), SM actual application, SM Adoption Readiness, SM Current Utilization

4.5 Hypotheses testing

The findings as indicated in Table (5), provided the necessary information to determine whether the independent variables contributed statistically significantly to the model (by looking at the "Sig." column in Table (5)).

The results of the multiple linear regression of the variables according to the linear formula

$$Y = a + b_1x_1 + b_2x_2 + b_3x_3$$

Table 5: The Regression Coefficients for the linear Relationship

Coefficients

Model		Unstandardized Coefficients B	Std. Error	Standardized Coefficients	T	Sig.
				Beta		
1	(Constant)	-.063	.097		-.647	.519
	Social Media Current Utilization (X1)	.221	.085	.183	2.592	.011
	Social Media Adoption Readiness(X2)	.459	.058	.489	7.930	.000
	SM Actual Application (X3)	.321	.064	.357	5.028	.000

a. Dependent Variable: Business Development (Y)

4.5.1 Hypothesis (1)

As shown in Table (5), Social Media Current Utilization (X1) had a significant impact on the dependent variable where ($t = 2.595$ and $sig = 0.011$). So, the level of significant impact was (0.011) which is less than the standard value (0.05) which mean there was a heightened significant impact of this variable on the dependent variable. Moreover, the value of (t) is (2.592), which is more than the standard value of (1.96). As a result, the Null hypothesis for the first variable (H_01) -which stated that there is *no* significant impact of Social Media Current Utilization (X1) on the Business Development (Y) -is rejected.

4.5.2 Hypothesis (2)

Similarly, as shown in Table (5), Social Media Adoption Readiness (X2) had a level of significant impact on the dependent variable ($t = 7.930$ and $sig = 0.000$). Therefore, this independent variable (X2) had a significant impact upon the dependent variable. This is seen where the value of (t) is (7.930) which is more than the standard value of (1.96) resulting that the null hypothesis for the Second variable (H_02) - which said there is *no* significant impact Social Media Adoption Readiness(X2) on the Business Development (Y) – is rejected.

4.5.3 Hypothesis (3)

Lastly, as shown in Table (5), Social Media Actual Application (X3) had a significant on the dependent variable where ($t = 5.028$ and $sig = 0.000$). Therefore, for the third independent variable – Social Media Actual Application (X3), the significant level of impact was (0.000) which is less than the standard value (0.05), which mean there was a significant impact of this variable on the dependent variable. Moreover, the value of (t) is (5.028) which is more than the standard value of (1.96). As a result, the null hypothesis for the third variable (H_03)- which stated there is *no* significant impact of Social Media Actual application (X3) on the Business Development (Y) – is rejected.

5.2 Conclusions

This research aimed to determine how business practitioners from the CI in Jordan developed their businesses, specifically by examining to what extent the utilization of SM tools for marketing purposes had contributed and stimulated growth in their enterprises, to what extent adoption readiness influenced their use of SMM tools and if the actual application of SMM contributed to business development.

The research question was tested through three hypotheses and the findings from the data analyses saw a rejection of all three null hypotheses.

The results from hypothesis (H1) indicated that Current Utilization of Social Media by BP's of the CI's in Jordan had a statistically significant impact on Business Development. The business practitioners from the Creative Industries in Jordan were found to be very active Social Media users. Their

Internet preferences corresponded with regional trends where Facebook and Instagram were preferred SM platforms. The respondents indicated that their current utilization and SM behaviour enhanced their opportunities to connect with current and new customers in order to attain and maintain business development. From the research, it can be said that the expansion of current SM platforms and enhancement of other lesser used platforms to stimulate varied SM use would have an added beneficial impact for BD. Considering these results in the light of the fact that approximately 3 billion people across the globe use Social Media networks and more people follow brands on Social Media than they follow celebrities, social media use has far reaching application possibilities for Business development.

The application can be utilized toward the expansion of the existing SM platforms, upgrading of lesser used platforms and education of SM for BD. Job creation can also be stimulated with increased SM usage in BD, where contracting of SMM specialists can be encouraged.

The results from the second hypothesis (H2) indicated that Social Media Adoption readiness had a statistically significant impact on business development for the CI's in Jordan. Respondents mentioned that their businesses were ready to experiment with new technologies and expressed a desire to stay current with SM trends. An overwhelming portion of the respondents indicated their intention to increase their roles as SM marketers. These positive results differed from similar studies undertaken in the region where adoption hesitancy towards experimentation with SM tools for marketing purposes were centered around fear of low productivity or perceptions of SM's exclusive use for socialization and not for the enhancement of BD. The researcher suggested that a possible reason for the difference in the findings could be attributed to the specific research population used in this research, namely that participants were representative from the Creative Industries Sector from Jordan. Factors hindering adoption readiness pointed to a lack of technological skills and a lack of preparation of young entrepreneurs in Business and art Schools. **These results can be applied to enhance BD by preparation of technological skills in order to stimulate adoption readiness of SM as a marketing tool.**

The results of the hypothesis (3) indicated that the Actual Application of SMM tools had a statistically significant impact on BD. A noteworthy percentage of the participants implemented SM specially for marketing purposes, and for brand or services promotion. The results indicated a high correlation between actual application for marketing purposes and their perception that SMM tools will lead to BD. The participants were mostly individual or small business owners from the CI sector who preferred to manage their SMM themselves. This correlated with the notions from the Maturity Model (Bisson *et al.*, 2017) where inherent characteristics like independence, such as working alone, and motivational qualities influenced the adoption of SMM practices by BP.

Although geographical expansion is seen as an indicator of BD and SM provides easy access to any region in the world, the results indicated that expansion was not prioritized. Two reasons were proposed to clarify this phenomenon, namely that the Creative Industry was not the only source of income for participants and that the CI's as an industry was still considered a developing industry.

The application for BD for the use of SMM tools can focus on identification of marketing strategies to attain growth with exploration of new opportunities in other geographical locations as a goal.

The findings from this research, therefore, showed a rejection of the three null hypotheses. The results indicated that SM current utilization for marketing purposes in the CI sector in Jordan positively impacted their business development. Secondly, a significant correlation between SM adoption readiness and BD in the CI was evident and lastly, SM actual application impacted BD significantly. These findings were confirmed by similar studies and trends on this topic where it was established in the literature review that use of SM tools enabled BP from the various types of enterprises to perform their marketing tasks with ease and cost-efficiently while simultaneously reaching a wide audience in a contemporary way (Gemconsortium, 2016; Morsy, 2016 and Wanyoike, Mukulu, & Waititu, 2012). The innate characteristics of SM assured fast and flexible delivery to actual and potential customers and ease of access to a global market. Innovative use of Social Media by BP will lead to enhanced business performance.

5.3 Discussions of results

The first hypothesis (H1) was to determine the extent of CI's in Jordan's current utilization of Social Media as a marketing tool to attain business development. The results from hypothesis (H1) indicated that Current Utilization of Social Media by BP's of the CI's in Jordan had a statistically significant impact on Business Development.

The majority of business owners in the sample (91%) utilized Social Media tools from a personal perspective which pointed to high comfort levels in their SM engagement. Compared to a similar study administered in Egypt, 77% used social media platforms for personal use (Morsy, 2017). The difference could be attributed to the characteristics of the research populations, where the Egyptian study concentrated on traditional businesses from a small localized location, and this research used BP from the Creative Industries from Jordan. The results implied that the participants in the current study was more active and comfortable with the internet, thus improving their exposure to online marketing tools and willingness to engage with it. A possible reason for this difference can be as a result of the inherent innovative characteristics of the Creative Industries population group.

General research in the region mentioned that most used Social Media sites among Social Media Maturity and Social Media Intention groups were Facebook, where 91% were using it, with Instagram, YouTube, Snapchat and LinkedIn taking the second, third, fourth and fifth places respectively. Although Facebook and Instagram also topped the choice of use in the Egyptian study (Morsy, 2017), Twitter and Google+ were more popular choices in Egypt than in Jordan. The current research results strongly corresponded with results from *We are Social* (2019), where Facebook and Instagram were mentioned as the most popular platforms choices for Jordan. These results furthermore confirmed that the current preference of FB in Jordan also corresponded with eMarketer reports (2013), which specified that about 96% of marketers, in general, considered Facebook as the most effective social media advertising platform.

Furthermore, the results indicated that the evaluation of the expected or actual advantages from the actual or expected engagement with Social Media sites revealed the most significant results for this research. Participants said that the use of Social Media led to a simplification of work routines and almost half mentioned that it improved customer satisfaction. These findings correlated with other research, which indicated that online users were aware that SM was considered a fast, flexible and effective way to reach large audiences - including actual and potential customers (Nekatibebe, 2012; Stankovic-Rice, 2011).

The second hypothesis (2) aimed to determine Social media adoption readiness and its impact on the Creative Industries Business Development. The results from the second hypothesis (2) indicated that Social Media Adoption readiness had a statistically significant impact on business development for the CI's in Jordan Factors that drove BP's readiness to engage with SMM tools and factors which hindered readiness was key in understanding this objective.

5.4 Recommendations for further research

More research on this topic is envisaged before SM for marketing purposes and its effect on business development can be fully understood.

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