

The Impact of Brand Image and Customer Orientation on Customer Loyalty Through Digitalization: An Applied Study of Telecommunications Sector

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Abstract:- This study aimed to investigate the impact of Brand Image and Customer Orientation on Customer Loyalty through Digitalization as a mediator, to achieve the study purpose, the Researcher adopted a Quantitative approach, conducted by using a questionnaire for collecting primary data. For collecting data, the researcher depends on both primary and secondary data, (650) questionnaires were distributed electronically to Customers selected Non-Randomly (Convenient Sample) from all Egyptian Telecommunications Companies after testing validity and reliability tests, and (602) were returned, with a response rate of (92.61%). The data was analyzed using a set of statistical methods using SPSS-V26 and AMOS-V23. The study reached a set of results, the most important of which is: There is a statistically significant impact of Brand Image and Customer Orientation on Customer Loyalty, also Digitalization has a median impact between Brand Image and Customer Orientation on Customer Loyalty. Based on the results of the study, the study concluded with a set of recommendations, the most important of which is that Companies should build a strong Image, on the other and keep a strong relationship between Companies and Customers to gain Customer Loyalty, which leads to a repetitive purchasing for the company products or services, also firms should pay attention for Digitalization activities and tools to get more information about Customers and their needs, desires then gaining their Loyalty.

Keywords: Brand Image - Customer Orientation - Customer Loyalty – Digitalization - Telecommunications.

1. Introduction

In the current business environment, the main objective of all businesses is to create Brand Loyalty to retain their Customers [1] Rapid development of technology, fierce competition, and market changes forced Companies to reposition themselves to survive [2]. Customers are considered the heart of any business, and they are the main driver for the organization's success and survival, to achieve the main objectives of any corporate. Firms now focus on their Customers by building real strong relationships, to reach a loyal consumer who, respects and defends the Brand [3].

When the Customer is more satisfied, it builds the Image of the Brand and makes the Customer loyal to that product or service [4] that is why Organizations seek to meet Customers' demands and expectations to gain profit and competitive advantage [5].

Increasing tough competition among Organizations changed the perspective of Customers from the traditional style to a new market Orientation and a strength in relationship with Customers moving them from satisfied Customers to loyal Customers Because the Customer is the central element of market Orientation research, which also means better understanding of competitors and inter-functional coordination, Customer Orientation and Marketing Orientation are equivalent, it becomes essential for all Organizations for better understanding of Customer's needs, become closer to them, create products and services that are suitable for the Customers taste and styles, through adapting flexible strategy that could generate options to meet the Customers' needs.

Developing a Customer Orientation philosophy has the potential to provide several positive financial performances for service firms that are successful in building a good relationship with their Customers and can generate options to meet the Customer's needs and adapt to the dynamic changes in the world to better serve and deliver continuous value for their loyal Customers [6].

Nowadays, Digital Transformation is regarded as one of the most powerful forces transforming and changing within every dimension of human life, besides, changing enterprises [7].

Creating loyal Customers is the cornerstone of all business, the only value that any organization can create comes from valued Customers, Businesses all around the world succeed by getting, keeping, and growing Customers. Many Companies realized the value of retaining Customers and the benefits of Customer Loyalty [8]. Therefore, the organization needs to build Trust and Commitment with Customers to achieve more Customer Satisfaction and Loyalty at different Customer levels.

Brand Image and Customer Satisfaction, as we recognize these two components have a strong link with each other, Brand Image maximizes Customers' Satisfaction and maintains Customers to gain a higher market share. On the other hand, Customer Satisfaction creates Brand Loyalty that affects profitability and helps Organizations achieve market share and competitive advantages [9].

Brand Image has been taken unmatched concern from both academicians and business researchers, as it is considered one of the most important Brand reputation factors in the marketplace and one of the most precious corporate intangible assets [10]. Brand Image is that reflection that is held in the mind of Customers and it is basically what comes to the mind when a Brand is placed in front of the Customers [11].

The purchasing behavior of the Customer is influenced by the Awareness of the Brand. A strong Brand Image helps to keep the organization in the minds of potential consumers [4]. Without a good Brand Image, Organizations cannot have a greater part of the market share. Thus, this study discusses the relationship between Brand Image, Customer Orientation, Customer Loyalty, and how Brand Image affects Egyptian Telecommunications Companies' Customer Loyalty.

2. Research Problem

The Egyptian Mobile Telecommunications market is almost reaching saturation point with its existing subscriber base. Hence, Commentators have described Egypt's Telecommunications sector as a full liberalization market, with increased competition, lower prices, and a wider range of services on offer to consumers. However, competition between Mobile Operators has changed the Egyptian Mobile Telecommunications market into an almost saturated market. In this competition, intense and network Operators suffer a lack of Customer Loyalty, especially with reducing restrictions and offering more facilities to attract subscribers to change their current Mobile Operators. Alarming, Egyptian Mobile subscribers have grown to consider all Mobile Operators to be 'the same', especially with nearby service prices.

Such market conditions require Egyptian Mobile Operators to shift their focus from increasing their subscriber base to building a strong base of loyal Customers. The main focus of Egyptian Mobile Operators at present should be on creating, and sustaining, Customer Loyalty as a major source of profitability, long-term success, and competitive advantage.

A considerable view underlines, the concept of 'Customer Loyalty' in a multitude of contexts and about different forms of businesses including the Mobile Telecommunications service sector. Several concepts were underlined as antecedents to Customer Loyalty, namely quality of service, Customer Satisfaction, Customer Trust, and Brand Image. Hence, the purpose of this study is to introduce, and empirically test, the impact of Brand Image on Customer Loyalty in the Egyptian Mobile Telecommunications market.

The study aims to investigate the impact of the Brand Image on Customer Loyalty. The purpose of this study can be achieved by answering the following question: "What is the impact of Brand Image and Customer Orientation on Customer Loyalty in Egyptian Telecommunications Companies?"

This question can be answered through the following sub-questions:

1. To What extent do Brand Image effect and Customer Orientation affect Customer Loyalty?
2. What extent do Brand Image effect and Customer Orientation affect Digitalization?
3. What is the impact of Digitalization on Customer Loyalty?
4. What is the impact of Brand Image and Customer Orientation on Customer Loyalty through Digitalization as a mediator in Egyptian Telecommunications Companies?"

3. Literature Review

Relation between Brand Image and Customer Loyalty

Many of the earlier researchers [12; 13; 14; 15; 16; 17] found that there is the relationship between Brand Image and Customer Loyalty.

Brand Image and quality of service positively affect Customer Loyalty and Customer Satisfaction [3]. When a Customer is aware of a particular Brand and believes that this Brand is capable of fulfilling his/ her needs then he/ she decides to purchase that Brand [18].

Many of the researchers showed that there is a good result between the direct connection between the Satisfaction of the Customer and the again purchase which is Loyalty-based. Many of the studies show that the flaw is shown by the Loyalty of the Customers [19].

Brand Image has an optimistic influence on the Brand Image. Loyalty to the buyer's Image of the Brand has a positive impact. When a Customer is satisfied the Image of the Brand becomes strong. That's why on Customer Satisfaction Image of the Brand has a positive impact [20].

Brand Image promotes sustainable relationships with Customers, and it promotes consumer repurchase intentions. Moreover, Brand Image not only interacts with Customers but also depicts its quality and features that support sustainable Associations with Customers [21]. A strong Brand commands consumers' confidence and stimulates Brand Loyalty [22; 23]. Similarly, Shabbir, found that "the success of a firm depends on its Brand Image and Customer Loyalty." Therefore, firms, while developing their Marketing strategies, must also focus on Brand Image and Brand Loyalty

The influence of Brand Image and awareness factors and Customer Satisfaction in increasing Customer Loyalty in Islamic banking in Indonesia and highlighted how Customer Loyalty can affect purchase intention was investigated [24]. This is in line with the study which aimed to investigate the Impact of Brand Image on Customer Loyalty for the students of private Jordanian universities in Amman [25], it also agrees with the study which aimed to investigate the impact of Brand Image on Customer Loyalty with the mediating role of Customer Satisfaction and Brand Awareness [3].

Based on the preceding investigation, the following hypothesis can be predicted

H1: There is an impact of Brand Image on Customer Loyalty.

Relation between Customer Orientation and Customer Loyalty

Customer Orientation is a focus on discovering and meeting Customers' purchase needs while keeping their best interests in mind [26]. The origins of Customer Orientation can be traced to the development of the Marketing concept, which is a business philosophy or policy statement that holds that the ultimate goal of an organization is to fulfill Customer needs to maximize business profits [27].

Customer Orientation is viewed as a set of task-oriented behaviors (e.g., describing products accurately or identifying Customer needs), That will refer to conceptualization as "functional Customer Orientation", as it is limited to behaviors that Customers are likely to expect from the salesperson in the role of a business person [27]. Also, Customer Orientation includes an employee's tendency to build a personal relationship with Customers [28].

Studies have found a significantly positive relation between Customer Orientation and Customer Loyalty [27] and have also listed the suggested measures for evaluating the effect of Customer Orientation on Customer Loyalty.

Based on the preceding investigation, the following hypothesis can be predicted:

H2: There is an impact of Customer Orientation on Customer Loyalty.

Relation between Brand Image and Digitalization

Digital Transformation can enhance Brand Image, where the quality of websites and social media sites may have no direct effects on Brand Image [29].

If there is an influence of Digital Marketing and Brand awareness on increasing Brand Image, the impact shows that: Digital Marketing and Brand awareness have a significant influence on Brand Image, while Digital Marketing, Brand awareness, and Brand Image have a significant influence on Purchasing Decisions [30].

There is a relationship between Brand Image and Digitalization [31].

Based on the preceding investigation, the following hypothesis can be predicted:

H3: There is an impact of Brand Image on Digitalization.

Relation between Customer Orientation and Digitalization

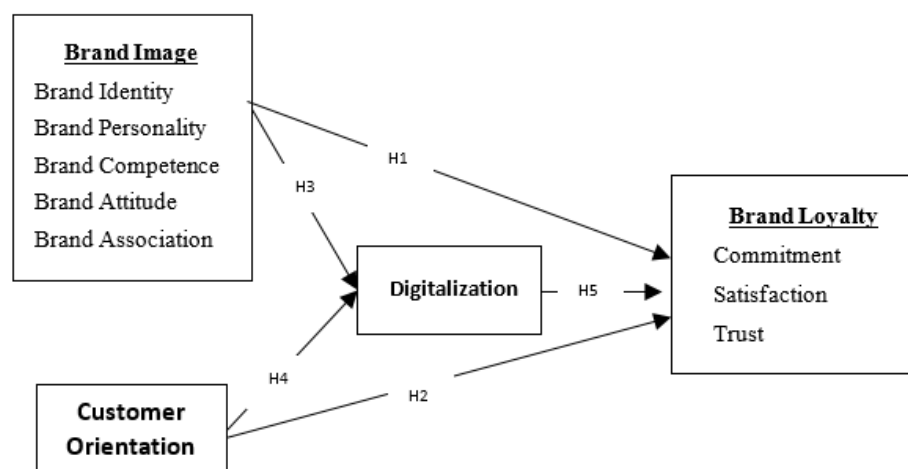
Customer Orientation drives the pursuit of Digital Transformation and Digital Transformation of Organizations, likewise, Digital Transformation enhances the Quality of service that aligns with Customer Orientation.

How Customer Orientation turns to Digital Customer Orientation in the platform ecosystem was explored. The study findings reveal two distinct patterns of Digital Customer Orientation, namely Digital Customer Orientation complement and refinement, a difference that is essentially triggered by differences in the establishment time of focal firms in the platform ecosystem. The study also disentangles the dynamic process of shifting from traditional Customer Orientation to Digital Customer Orientation in platform ecosystems and shows that Digital incentives - incentive orchestration, incentive decentralization, and Digital facilitation - can be instrumental in accelerating this process [32].

Based on the preceding investigation, the following hypothesis can be predicted:

H4: There is an impact of Customer Orientation on Digitalization.

4. Conceptual Framework



5. Study Hypothesis

According to the study problem, which has been referred to and based on the questions that have been identified and pre-approved, the researcher has developed the following hypotheses:

H1: There is a significant impact of Brand Image on Customer Loyalty in Egyptian Telecommunications Companies.

H1.a: There is a significant impact of Brand Identity on Customer Loyalty at the Egyptian Telecommunications Companies.

H1.b: There is a significant impact of Brand Personality on Customer Loyalty at the Egyptian Telecommunications Companies.

H1.c: There is a significant impact of Brand Competence on Customer Loyalty in Egyptian Telecommunications Companies.

H1.d: There is a significant impact of Brand Attitude on Customer Loyalty at Egyptian Telecommunications Companies.

H1.e: There is a significant impact of Brand Association on Customer Loyalty at the Egyptian Telecommunications Companies.

H2: There is a significant impact of Customer Orientation on Customer Loyalty in Egyptian Telecommunications Companies.

H3: There is a significant impact of Brand Image on Digitalization in Egyptian Telecommunications Companies.

H4: There is a significant impact of Customer Orientation on Digitalization in Egyptian Telecommunications Companies.

H5: There is a significant impact of Digitalization on Customer Loyalty in Egyptian Telecommunications Companies.

6. Study Population and Sample

The population of this study consists of all Egyptian Telecommunications Providers (Orange, Vodafone, Etisalat, and Telecom Egypt (We)). For a large population, it could be a percentage of 95% confidence level when sample data is more than 385 [33]. Accordingly, (650) questionnaires were distributed electronically to Customers selected from all Egyptian Telecommunications Companies, and (602) were returned, with a response rate of (92.61%). Customer selection had been based on convenient sampling design technique, as Customers who were easily reached were contacted to respond to the questionnaire. Despite this design is considered as non-random sampling, yet diversification in the sample under study had been considered by selecting Customers with different gender, age groups, education level, and region.

7. Study Tool

To actualize this study, data were collected by the questionnaire which is the main tool for this purpose. The questionnaire is composed of the following sections and is represented in Table (2):

- Section One (Demographic Dimensions): The demographic information was collected with closed-ended questions, through (5) factors (Gender; Age; Education; Quality of service, and region of Customer).
- Section Two (Brand Image) and Customer Orientation: This section measures the Brand Image through (4) dimensions (Brand Identity, Brand Competence, Brand Attitude, and Brand Association); through (20) items.
- And Customer Orientation through (10) Items.
- Section Three (Digitalization): This section measures Digitalization through (10) items.
- Section Four (Customer Loyalty): This section measures Customer Loyalty through (3) dimensions (Trust, Commitment, and Satisfaction); through (27) items.

Table 1: Questionnaire Items

Variable	No of Item	Item Range	Source
Independent Variables:	30		
A- Brand Image:			
Brand Identity	5	1 - 5	(Zhouand Bonaiuto, 2020)
Brand Competence	5	6 - 10	(Wijaya, 2013)
Brand Attitude	5	11 - 15	(Wijaya, 2013)
Brand Association	5	16 - 20	(Ling and Severi, 2013)
B- Customer Orientation	10	21 - 30	(Obeidat, 2011)
Mediating Variable: Digitalization	5	31 - 35	(Awadallah, 2022)
Dependent Variable: Customer Loyalty	27		(Obeidat, 2011)
Trust	10	—4536	
Commitment	6	46 – 51	
Satisfaction	11	52 - 62	

8. Demographic Analysis of the Study Sample

Table (2) shows the demographic dimensions of the study sample (Gender, Age, Education, Region, and Quality of service level).

Table 2: Sample Demographic Analysis

	Demographic Analysis	Frequency	%	Total
Gender	Male	309	51.3	602
	Female	293	48.7	
Age	Less than 25 years	116	19.3	602
	25 to less than 35 years.	220	36.5	
	35 to less than 45 years.	110	18.3	
	more than 45 years.	156	25.9	
Highest level of education	less than a bachelor's degree.	69	11.5	602
	Bachelor degree.	355	59.0	
	Master degree	109	18.1	
	Doctoral degree.	69	11.5	
Region	Alexandria	220	36.5	602
	Cairo	141	23.4	
	Delta	138	22.9	
	Red Seaand Sinai	59	9.8	
	Upper Egypt	44	7.3	

	Demographic Analysis	Frequency	%	Total
Quality of Service	Excellent.	58	9.6	602
	Very Good.	169	28.1	
	Good	314	52.2	
	Fair.	56	9.3	
	Poor.	5	.8	

- It clarifies the gender of the study sample, (51.3%) of the study sample was male, and (48.7%) of the study sample was female. On the other hand, it shows that (19.3%) of the sample range aged less than 25 Years, (36.5%) of the sample range aged between 25 and less than 35 Years, (18.3%) of the sample range aged between 35 – Less than 45 Years. (25.9%) of the sample are more than 45 Years.
- Descriptive analysis for education shows that (11.5%) have less than a bachelor's degree, (59%) of the study sample have a Bachelor's degree, (18.1%) of the study sample have a master's degree, and (11.5%) of the study sample have Doctoral degree.
- The highest number of sample members are for Alexandria region counted (220) person with (36.5%), the next region is Cairo counted (138) person with (22.9%), Red Sea and Sinai (9.8%), and Upper Egypt percentage is (7.3%) sample members.
- Descriptive analysis for Quality of service shows that the (9.6%) of the sample see that Quality of service provided is Excellent, (28.1%) of the sample see that Quality of service provided is very good, (52.2%) of the sample see that Quality of service provided is good, and (0.8%) of the sample see that Quality of service provided is poor.

9. Testing of Research Hypotheses

In this section, the hypotheses under study are tested using Regression analysis in SPSS26 and Path analysis in Amos 26.

Regression analysis is a collection of statistical techniques that serve as a basis for drawing inferences about relationships among interrelated variables. Since these techniques are applicable in almost every field of study, including the social, physical, and biological sciences, business, and engineering, regression analysis is now perhaps the most used of all data analysis methods.

Most models use more than one independent variable to explain the behavior of the dependent variable. The linear additive model can be extended to include any number of independent variables:

$$Y_i = \beta_0 + \beta_1 X_{i1} + \beta_2 X_{i2} + \beta_3 X_{i3} + \dots + \beta_p X_{ip} + i$$

The subscript notation has been extended to include a number on each X and β to identify each independent variable and its regression coefficient. There are p independent variables and, including β_0 , $p = p + 1$ parameters to be estimated.

Multiple linear regression is used to estimate the relationship between two or more independent variables and one dependent variable [34].

The results analysis revealed the following:

First Hypothesis

The first hypothesis states that there is a statistically significant impact of Brand Image on Customer Loyalty in Egyptian Telecommunications Companies. To examine the previous hypothesis, multiple regression analysis was conducted to investigate the impact of the independent variable Brand Image measured by (Brand Identity, Brand Competence, Brand Attitude, and Brand Association) on the dependent variable Customer Loyalty. Table (3) shows mentioned results

Table 3: Multiple Regression Analysis of Brand Image on Customer Loyalty

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	ANOVA Sig
	B	Std. Error	Beta			
(Constant)	.481	.087		5.521	.000	0.000
Brand Identity	.126	.033	.135	3.840	.000	
Brand Competence	.433	.033	.472	13.246	.000	R Squared
Brand Attitude	.097	.035	.102	2.757	.006	0.718
Brand Association	.212	.033	.231	6.422	.000	

It could be observed that the P-value of the whole model is less than 0.05 which stated a significant influence of the model generally on Customer Loyalty. Also, the R square is 0.718 which means that the model explains approximately 72% of the variation in Customer Loyalty. Then, it was found that the P-values of the variables, Brand Identity, Brand Competence, Brand Attitude, and Brand Association are 0.000, 0.000, 0.006, and 0.000, implying a positive significant impact of Brand Identity, Brand Competence, Brand Competence, Brand Attitude and Brand Association on Brand Image.

It also shows that ($\beta = 0.126, 0.433, 0.097$, and 0.212) means, when (Brand Identity) increases (1) unit, Customer Loyalty increases (0.126), when (Brand Competence) increases (1) unit, Customer Loyalty increases (0.433), when (Brand Attitude) increases (1) unit, Customer Loyalty increases (0.097) and when (Brand Association) increases (1) unit, Customer Loyalty increases (0.212).

ANOVA (Analysis of Variance) Significance Coefficient value of 0.000., which means that the overall regression model was a good fit for the data. The results showed that the Brand Image dimensions in the model predicted the dependent variable (Customer Loyalty). The variables were significant; Accordingly, the first hypothesis is accepted.

Second hypothesis

The Second hypothesis states that there is a statistically significant impact of Customer Orientation on Customer Loyalty in Egyptian Telecommunications Companies. To examine the previous hypothesis, simple regression analysis was conducted to investigate the impact of the independent variable Customer Orientation on the dependent variable Customer Loyalty. Table (4) shows mentioned results

Table 4: Simple Regression Analysis of Customer Orientation on Customer Loyalty

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	.693	.072		9.571	.000
Customer Orientation	.817	.019	.869	42.964	.000
	ANOVA Sig	.000	R Squared	0.755	

It could be observed that the P-value of (Customer Orientation) is less than 0.05 which stated a significant influence of Customer Orientation on Customer Loyalty. Also, the R square is 0.755 which means Customer Orientation explains approximately 75% of the variation in Customer Loyalty.

It also shows that ($\beta = 0.817$) means, that when Customer Orientation increases (1) unit, Customer Loyalty increases (0.817).

ANOVA (Analysis of Variance) Significance Coefficient value of 0.000., which means that the overall regression model was a good fit for the data. The results showed that Customer Orientation predicted the dependent variable (Customer Loyalty). Accordingly, the second hypothesis is accepted.

Third hypothesis

The third hypothesis states that there is a statistically significant impact of Brand Image on Digitalization in Egyptian Telecommunications Companies. To examine the previous hypothesis, multiple regression analysis was conducted to investigate the impact of the independent variable Brand Image measured by (Brand Identity, Brand Competence, Brand Attitude, and Brand Association) on the dependent variable Digitalization. Table (5) shows mentioned results

Table 5: Multiple Regression Analysis of Brand Image on Digitalization

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	ANOVA Sig
	B	Std. Error	Beta			
(Constant)	.589	.114		5.173	.000	0.000
Brand Identity	.080	.043	.080	1.870	.062	
Brand Competence	.304	.043	.309	7.111	.000	R Squared
Brand Attitude	.198	.046	.194	4.296	.000	0.581
Brand Association	.266	.043	.270	6.163	.000	

It could be observed that the P-value of the whole model except (Brand Identity) is less than 0.05 which stated a significant influence of the model generally on Digitalization. Also, the R square is 0.581 which means that the model explains approximately 58 % of the variation in Digitalization. Then, it was found that the P-values of the variables, Brand Identity, Brand Competence, Brand Attitude, and Brand Association are 0.062, 0.000, 0.000, and 0.000, implying a positive significant impact of Brand Competence, Brand Competence, Brand Attitude, and Brand Association on Brand Image, but there is no significant impact of Brand Identity on Brand Image as, the P-Value of Brand Identity = 0.062 where is more than 0.05.

It also shows that ($\beta = .080, .304, .198$ and $.266$) means, when (Brand Identity) increases (1) unit, Digitalization increases (0.080), when (Brand Competence) increases (1) unit, Digitalization increases (0.304), when (Brand Attitude) increases (1) unit, Digitalization increases (0.198) and when (Brand Association) increases (1) unit, Digitalization increases (0.266).

ANOVA (Analysis of Variance) Significance Coefficient value of 0.000., which means that the overall regression model was a good fit for the data. The results showed that the Brand Image dimensions in the model predicted the dependent variable (Digitalization). The variables were significant; Accordingly, the third hypothesis is accepted.

Fourth hypothesis

The fourth hypothesis states that there is a statistically significant impact of Customer Orientation on Digitalization in Egyptian Telecommunications Companies. To examine the previous hypothesis, simple regression analysis was conducted to investigate the impact of the independent variable Customer Orientation on the dependent variable Digitalization. Table (6) shows mentioned results.

Table 6: Simple Regression Analysis of Customer Orientation on Digitalization

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	.898	.101		8.905	.000
Customer Orientation	.772	.027	.765	29.113	.000
	ANOVA Sig	.000	R Squared	0.586	

It could be observed that the P-value of (Customer Orientation) is less than 0.05 which states a significant influence of Customer Orientation on Digitalization. Also, the R square is 0.586 which means Customer Orientation explains approximately 58 % of the variation in Digitalization.

It also shows that ($\beta = 0.772$) which means, when Customer Orientation increases (1) unit, Digitalization increases (0.772).

ANOVA (Analysis of Variance) Significance Coefficient value of 0.000., which means that the overall regression model was a good fit for the data. The results showed that Customer Orientation predicted the dependent variable (Digitalization). Accordingly, the fourth hypothesis is accepted.

Fifth hypothesis

The fifth hypothesis states that there is a statistically significant impact of Digitalization on Customer Loyalty in Egyptian Telecommunications Companies. To examine the previous hypothesis, simple regression analysis was conducted to investigate the impact of the independent variable Digitalization on the dependent variable Customer Loyalty. Table (7) shows mentioned results

Table 7: Simple Regression Analysis of Digitalization on Customer Loyalty

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	.925	.088		10.559	.000
Digitalization	.747	.023	.801	32.804	.000
	ANOVA Sig	.000	R Squared	0.642	

It could be observed that the P-value of (Digitalization) is less than 0.05 which states a significant influence of Digitalization on Customer Loyalty. Also, the R square is 0.642 which means Digitalization explains approximately 64% of the variation in Customer Loyalty.

It also shows that ($\beta = 0.747$) means, that when Digitalization increases (1) unit, Customer Loyalty increases (0.747).

ANOVA (Analysis of Variance) Significance Coefficient value of 0.000., which means that the overall regression model was a good fit for the data. The results showed that Digitalization predicted the dependent variable (Customer Loyalty). Accordingly, the fifth hypothesis is accepted.

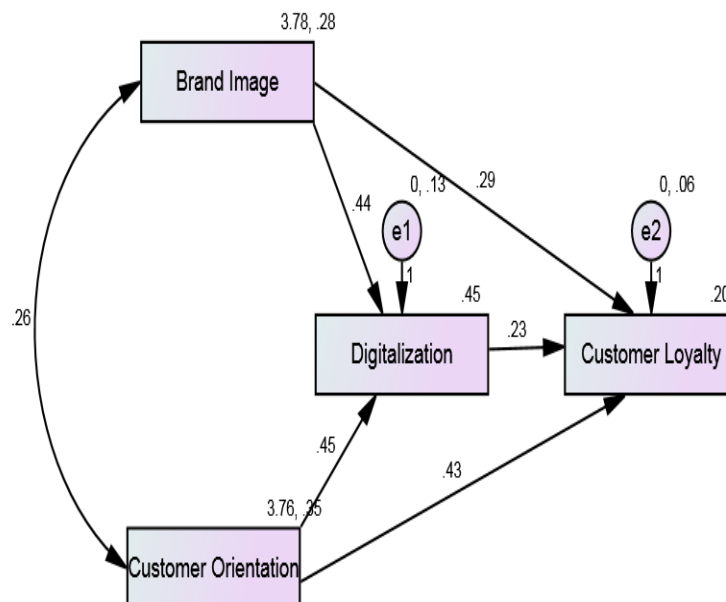
Sixth hypothesis

This hypothesis tests the mediation of Digitalization in the relationship between Brand Image, Customer Orientation, and Customer Loyalty. To test the previous hypothesis, the researcher conducted a path analysis using the Structure Equation modeling (SEM), depending on the AMOS program version (25)

Table 8: Path analysis of the mediating variable (Digitalization)

			Estimate	S.E.	C.R.	P
DIGITALIZATION	<---	BRAND IMAGE	.443	.049	9.115	***
DIGITALIZATION	<---	CUSTOMER ORIENTATION	.445	.044	10.210	***
CUSTOMER LOYALTY	<---	DIGITALIZATION	.228	.027	8.567	***
CUSTOMER LOYALTY	<---	BRAND IMAGE	.287	.034	8.463	***
CUSTOMER LOYALTY	<---	CUSTOMER ORIENTATION	.429	.031	13.899	***

Table (8), illustrates that there is a statistically significant effect of Brand Image and Customer Orientation on Customer Loyalty through Digitalization as a mediating variable. It is clear that the level of statistical significance for all variables (P) is less than 0.05, Also figure (1) shows the impact values of each variable on the other.

**Figure 1: Path Analysis of the Mediating Variable**

To confirm the previous result, the table of model matching indicators (Goodness of model) is reviewed, where the table of the most important standard indicators for the quality of model matching indicators appears. (GFI) The goodness of fit index and Comparative fit index (CFI) should be greater than 0.9, while the root mean square error of Approximation (RMSEA) should be less than 0.8. Table (9) illustrates the current model goodness indices

Table 9: Model Fit Index results

Model Fit Index	Value
Chi-square/df	2.86
GFI	1
CFI	1
RMSEA	0.0901

It appears from Table (9) that the results are statistically significant, and the results indicated that the modified or weighted (chi)² statistic with degrees of freedom is 2.86, in addition to the Goodness of fit index (GFI) of 1 and the Goodness of fit index (GFI) of 1. The Adjusted Goodness of Fit Index 1 and the Comparative Fit Index (CFI) are acceptable indicators because they are good for comparing the quality of the measures with the difference in sample size from one study to another. The Root Mean Square Error of Approximation– (RMSEA) is 0.0901, all indices are acceptable. Accordingly, the sixth hypothesis is accepted.

10. Recommendation

Based on the findings of this study, the researcher suggests the following recommendations:

1. According to the result of the significant impact of Brand Image on Customer Loyalty, firms should build Trust, and Commitment with their Customers to achieve more Customer Satisfaction, which enhances Brand Image to build Loyalty with different Customers.
2. Corporates should implement all Digitalization as possible to facilitate collecting more information about Customers, desires, needs, and how to make successful engagement with Customers.
3. Companies should keep investigating and understanding the Customer needs and tastes to reach maximum Customer value.
4. The researcher recommends that Telecommunications Companies should provide more services that encourage Customers to follow their pages.
5. Implementing flexible strategy and continuously collecting information about Customer needs enable the corporates to compete better in understating Customer needs and enhancing the Companies' Image.
6. Egyptian Telecommunications providers are recommended to enhance their Marketing capabilities to leverage them to maintain their competitive advantage and to create value for their Customers.
7. Egyptian Telecommunications Companies have to raise their Brand strategies to increase Customer Satisfaction.
8. Egyptian Telecommunications Companies are recommended to develop their Brand elements to satisfy Customers.
9. Developing Mobile applications concerned with the level of Satisfaction for Telecommunications Companies Customers' that are user-friendly and easy to use is to be encouraged.
10. Keeping a strong relationship between Companies and Customers creates a strong Customer Loyalty, which leads to repetitive purchasing for the company products or services.
11. Increase the awareness among Companies' staff that are specialized in CRM and train them on using it in the right way, because it will be more helpful for enhancing the relationship between Companies and their Customers.

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