

Tools to Deliver an Outstanding Digital Customer Experience for B2C Organizations in the Age of Uncertainty

أدوات تقديم تجربة عملاء رقمية متميزة لمنظمات B2C في عصر عدم اليقين

Abeer Elsayed Fayed

عبير السيد فايد

Accepted

قبول البحث

2022/10/29

Revised

مراجعة البحث

2022 /10/17

Received

استلام البحث

2022 /9/27

DOI: <https://doi.org/10.31559/GJEB2022.12.6.9>



This file is licensed under a [Creative Commons Attribution 4.0 International](https://creativecommons.org/licenses/by/4.0/)

Tools to Deliver an Outstanding Digital Customer Experience for B2C Organizations in the Age of Uncertainty

أدوات تقديم تجربة عملاء رقمية متميزة لمنظمات B2C في عصر عدم اليقين

Abeer Elsayed Fayed

عبيد السيد فايد

Associate Professor, Marketing Department, University of Tabuk, Kingdom of Saudi Arabia
Academy of Specialized Studies, Egypt.

أستاذ مشارك في قسم التسويق- كلية إدارة الأعمال- جامعة تبوك- المملكة العربية السعودية

أكاديمية الدراسات المتخصصة- مصر

abeerfayed2@gmail.com

Abstract:

The current study dealt with the topic of tools to provide a distinct digital customer experience for B2C organizations in the age of uncertainty. The study aimed to identify the tools through which to provide a distinct digital customer experience. An electronic questionnaire was distributed to the study sample for the purpose of collecting data to test the study hypotheses. The current study focused on the Kingdom of Saudi Arabia. The sample size was 550 individuals. Stepwise analysis was used to test the study's hypotheses. The study concluded that the most important tools for providing a distinct digital customer experience for B2C organizations in the age of uncertainty are the outstanding performance of the online store, the product's value proving, and effective communication with customers. The case study contributes to enriching the knowledge side of the dimensions of the digital customer experience, which have not been adequately addressed by researchers. It will also contribute to informing those responsible for digital marketing in B2C organizations how to enhance the customer's digital experience in a way that they can maintain and increase their loyalty.

keywords: Digital customer experience; Age of uncertainty; Online store performance; Proof of product value; Effective communication with customers.

الملخص:

تناولت الدراسة الحالية موضوع أدوات تقديم تجربة عملاء رقمية متميزة لمنظمات B2C في عصر عدم اليقين، وهدفت الدراسة الى التعرف على الأدوات التي يمكن من خلالها تقديم تجربة عملاء رقمية متميزة. وتم توزيع استبيان إلكتروني على عينة الدراسة بغرض لجمع البيانات لاختبار فروض الدراسة. وركزت الدراسة الحالية على المملكة العربية السعودية، وبلغ حجم العينة 550 مفردة، وقد تم استخدام تحليل معامل الانحدار المتدرج (stepwise) لاختبار فروض الدراسة. وقد خلصت الدراسة إلى أن أهم أدوات تقديم تجربة عملاء رقمية متميزة لمنظمات B2C في عصر عدم اليقين هي الأداء المتميز للمتجر الإلكتروني، وإثبات قيمة المنتج، والتواصل الفعال مع العملاء.

الكلمات المفتاحية: تجربة العملاء الرقمية؛ عصر عدم اليقين؛ أداء المتجر الإلكتروني؛ إثبات قيمة المنتج؛ التواصل الفعال مع العملاء.

1. Introduction

Customer experience is one of the most important mechanisms on which to compete in an era of uncertainty, as this era is characterized by successive crises with fierce competition, which made the customer differentiate between products accurately, and the customer experience contributes to choosing the product and repurchasing again. Therefore, it has become imperative for brands to provide an excellent experience to their customers in order to ensure their loyalty and that they will buy from them again.

Customer experience expresses the way the organization interacts with customers during the purchasing journey starting from marketing to sales and after-sales service. It involves recognizing the customer's feelings about the brand at every point of contact with the customer (Sam, 2020, where it is possible through the customer experience to either develop the customer's feeling towards the brand or destroy this feeling (Anurag, 2021). Therefore, there are many important decisions that the organization must take at one of the points of contact with the customer that affect the extent of the success of the organization's work (Isabella, 2018). Interaction improves the customer experience as they want to communicate effectively with their brand and want the organization to know them (Debra, 2020). These interactions have a cumulative effect on customers' impression and loyalty to the brand, and then increase sales and increase profits. Rather, it has become a very important competitive factor in an era in which competition intensified as a result of the increase in the number of brands. As this era is characterized by uncertainty, this includes conflict in events and crises whether economic, political, or social, which is mainly reflected in marketing. That is why organizations have to find mechanisms that help them in marketing their products in this era (Sang & Lee, 2020), which is considered one of the most important at the present time to improve the customer experience.

Academics have been interested in the topic of digital customer experience, how it affects the brand and how to improve it through several factors such as following up on his journey and points of contact with him, working to improve them, and providing good customer service. The current study contributes to this knowledge by developing mechanisms to improve customer experience through a model that includes a number of main dimensions from which several sub-dimensions branch.

The current study was applied to the Kingdom of Saudi Arabia, as it is concerned with digital marketing and is considered a promising market for it. It is also one of the most emerging countries in digital marketing, in which consumers are connected to the Internet and shopping through it.

1.1. Study Problem:

In an age of uncertainty with fierce competition in the markets, digital organizations no longer have a choice in finding ways in which they try to attract customers and ensure their satisfaction and loyalty to the brand. The digital customer experience is one of the most important of these methods, which is one of the most ways to overcome strong competition and the era of uncertainty. As it allows interaction between electronic stores and customers, which is one of the best things for customers and which makes them attracted to the store greatly. where previous studies did not identify the ways in which digital organizations can provide a distinctive digital experience to the customer that contributes to overcoming the crises of the age of uncertainty. That is why the current study will address this topic as the study attempts to identify the mechanisms and methods for improving the digital customer experience. Hence, the current study attempts to identify the answer to the following question: "What are the mechanisms for improving the digital customer experience to overcome the age of uncertainty."

Several sub-questions emerge from this question:

- Can the performance of the online store provide a distinct digital customer experience for B2C organizations in an age of uncertainty?
- Can product value proving deliver a superior digital customer experience to B2C organizations in an age of uncertainty?
- Can communication with the customer provide a distinct digital customer experience for B2C organizations in an age of uncertainty?

1.2. The Importance of the Study:

The importance of the current study comes in that it deals with an important aspect of marketing that can enhance the brand's position in the markets. It is through this that it is possible to present a better image of the brand, increase customer retention, increase their loyalty, satisfaction and trust in the brand, advocate for it, enhance its competitive position, and then increase its profits in an era of intense competition and uncertainty in all its aspects, especially in the aspect of marketing. The importance of the current study is also due to the fact that it deals with the digital aspect of improving the customer experience, as the transition to digital marketing for most brands, especially after COVID-19. Accordingly, the study will contribute to providing organizations in the form of B2C with the most important dimensions through which they can enhance the customer's digital experience to maintain and gain loyalty.

Also, previous studies did not address the subject in the study with the explanation that the current study dealt with, so this is an addition to the theoretical and cognitive aspect.

1.3. Study Objectives:

The current study aims to:

- Recognize the extent to which the performance of the online store contributes to providing a distinct digital experience to the B2C client in the age of uncertainty.
- Reaching the extent to which the product value proving contributes to providing a distinct digital experience to the B2C client in the age of uncertainty.
- Recognize the importance of communicating with the customer in providing a distinct digital experience to the B2C customer in the age of uncertainty.

1.4. Study Assumptions:

The online store is the brand's performance and market over the Internet, and from this standpoint, it must be given priority in dealing, and the online store must be credible and contain all types of products, provided that filtering options are available which allows the shopper to filter among the many products on the site (Zhang et al., 2017). This is of paramount importance in the case of B2C marketing due to the large number of products available through the online store, and it is difficult for the customer to choose among them (Bilgihan et al., 2016). The online store should also be easy to navigate (Mohd-Ramly & Omar, 2017). In addition, it should simply proceed in all operations so that the customer does not get bored and have the opportunity to enjoy shopping (Petit et al., 2019; Debra, 2020). An online store can take advantage of artificial intelligence technologies such as chatbots to provide a better customer experience (Anurag, 2021), and the payment process is secure (Maryam, 2020).

Accordingly, the first hypothesis of the study can be formulated as follows:

H1: *There is a significant relationship between the performance of the online store and providing a distinct digital experience to the B2C client in the age of uncertainty.*

Products are the basis of the work of the online store, and because the digital customer does not see the product, an adequate description of the product with all its characteristics must be provided (Bustamante & Rubio, 2017). It also contains the advantages of using it, the possibilities available in the product, and the extent of the benefit that the customer will get from the product (Hyken, 2018). The products must be diversified through the online store. If the customer does not find the product he wants, of course, he will leave the store immediately (Kuehn et al., 2019; Anurag, 2021). It must also be presented in a smooth manner that is easy for the customer to identify, as the lack of quick access to the products he wants will also lead him to leave the store immediately (Debra, 2020). It is necessary to present the characteristics and features of the product and the benefits that will accrue to the customer from using it (Cliff, 2018).

Accordingly, the second hypothesis of the study can be formulated as follows:

H2: *There is a significant relationship between proving the value of the product and providing a distinct digital experience to the B2C client in the age of uncertainty.*

The online store should always maintain communication with customers, and even make friends with them, which can be done through the online store itself or through e-mail communication (Ladhari et al., 2019; Mukerjee et al., 2019). Providing good customer service is one of the first steps to provide a distinctive digital customer experience, as the presence of a guide to help the customer on the online store provides good customer service and thus provides a distinctive customer experience (Sang & Lee, 2020). Also, the means of communicating with customers through the online store, such as chatting and responding to immediate inquiries, works to provide a distinctive customer experience (Orlova et al., 2020; HyunJee & Choi 2019).

H3: *There is a significant relationship between communication with the customer and providing a distinct digital experience to the B2C customer in the age of uncertainty.*

2. Theoretical Framework and Previous Studies

2.1. Theoretical Framework:

Digital Customer Experience:

It is the customer's experience while dealing with the online store, which mainly relates to the extent of the customer's interaction with the online store while doing the digital shopping process.

The Importance of Improving the Digital Customer Experience:

The importance of improving the customer experience digitally is due to the importance of the customer and the importance of his satisfaction with the online store with the products and accompanying services it offers. A good customer experience leads to satisfaction and loyalty, an increase in the conversion rate within the store, repeating buying from the online store and encouraging him to spend through the online store. The opposite is true as the weak experience provokes the customer's dissatisfaction, his rejection of the online store and his failure to

visit him again by approximately 88%, according to the statistics (Mukerjee et al., 2019). The importance of providing a good experience to the customer can be summarized as: (Omair, 2020)

- Controlling marketing costs: The organization reduces spending costs to attract and convince customers and increase retention.
- Increasing sales: providing a good customer experience increases the likelihood of a customer buying, and even repeating purchases, which increases sales.
- Increasing the competitive advantage: Improving the customer experience requires improving the product and the accompanying services and services provided by the online store, which improves the competitive advantage of the online store.
- Increasing customer loyalty: A good customer experience increases customer loyalty.

Digital transformation of the customer experience:

It is the process of integrating the uses of digital technology, the most important of which is artificial intelligence and machine learning, in various areas of the work of the digital store, which leads to improving the working mechanism in order to provide better digital services to customers. (Malter& Rindfleisch, 2019)

2.2. Previous Studies:

Although the topic of the research is recent, a number of studies have dealt with it in the study.

• Online Store Performance:

1. The study Cliff (2018) dealt with marketing in the era of digital transformation, which findings indicated that internet marketing mainly depends on the online store, and online stores can take advantage of the online store to give the customer a distinctive impression of the brand. There is no doubt that the first impression of the brand online comes from the online store, which must be attractive to customers and easy to navigate.
2. The study of Henry (2021) also aimed to learn about digital marketing by numbers, and also concluded that the online store should contain all the information that the customer desires about the product and services provided to him.
3. As for the studies of Omair, (2020) and Hubspot, (2021), they dealt with effective digital marketing channels, they agreed with the previous study and added that the online store should be well designed, images and pages should be easy to load, and fast browsing and moving between pages should always be active.
4. And the studies of Chatzopoulos & Weber, (2018) and Leinonen, (2018) addressed the challenges of customer experience and concluded that a customer will trust an online store if they feel consistency in their operations, policies, and procedures. Also, the content presented to the customer has a great impact in providing a distinctive customer experience, which must be varied between texts, images, videos, and even reviews of previous customers.
5. Isabella (2018)'s study dealt with how to achieve a successful study for clients, and it added that the content should contain all the essential information and services that touch the customer's needs without increases that may make the customer feel bored and increase the number of pages unnecessarily, thus slowing the opening of links and pages that the customer actually needs.

• Product Value Proving:

1. Kranzbühler et al. (2019) dealt with the levels of customer experience, and indicated that the product is the basis and reason for the existence of the online store, and it is the basis of the customer's visit to the online store, around which the process of providing a distinctive customer experience revolves, Moreover, in order for the product to contribute to providing a distinctive digital experience to customers, the online store must provide a good description of the product and its continuous improvement.
2. As for the study of Valdez (2018) it dealt with ways to increase sales and added to the previous that the product specifications should be written in detail, as the customer here does not see the product, and its characteristics and benefits should be written to the customer from using it.
3. MacDonald, (2018) and Sutter (2018) dealt with customer retention through customer experience, they found that the product must fit the customer's needs, and thus the customer finds what he wants from the products when he visits the online store. Customers may also be offered offers and rewards as a result of their purchase of the product.
4. Hubspot (2021) stated that it is possible to allow communication between the customer and a product specialist to answer his inquiries and provide him with an assessment of the appropriateness of using the product. Leinonen (2018) and Sam (2020) declared that it is also in addition to providing statistics on the product and its uses.

• Communication with the Customer:

1. Bolton et al. (2018) and Kim et al. (2019) Dealt with the effective digital marketing channels, and concluded that communication with the customer is one of the most important tools for improving the digital customer

experience. The organization that wants to improve the digital customer experience must listen to the customer as it listens to customer complaints, inquiries and suggestions.

2. The studies Hamilton and Price, (2019) and Keiningham et al. (2019) also addressed the customer's journey and experience, which found that the customer feels that communicating with him personally and that the product provided to him personally provide a very distinctive digital experience for the customer. When the customer receives a welcome from the online store in the language of his country, and the products are displayed according to his traditions and customs, he thus feels personal, which provides a distinctive digital experience for the customer. This makes the customer feel that the online store knows its typography, qualities and preferences and tries to meet them, which contributes greatly to providing a better digital experience for the customer.
3. Gronholdt, (2019) and Pandey and Chawla, (2018) dealt with the online customer experience added to which that the online store should not let the customer discover the product's caveats, but should mention it to them from the beginning.

Summary of Previous Studies:

It is clear from previous studies that tools and mechanisms for improving the digital customer experience in the form of B2C are not addressed in the era of certainty. This is what the current study will deal with in order to find these tools.

3. Study Procedures

3.1. The Method used in the Study:

The study relied on the descriptive analytical approach, where the study identifies the previous studies on the subject and then completes the points that were not addressed and thus determines the hypotheses, then collects the primary data to prove the validity or falseness of the hypotheses and reach the results and recommendations of the study.

3.2. Study Population:

The study population consisted of all digital marketing clients from the Kingdom of Saudi Arabia.

3.3. Study Sample:

The study sample was identified as follows:

Since the size of the study population is not known, the sample size was determined by the following equation:

$$n = z^2 / x^2 \times q(1-q)$$

Thus, the sample size is:

$$n = ((1.96)^2) / ((0.05)^2) \times 0.5(1-0.5) = 384$$

3.4. Study Tool:

The study relied on questions according to the five-year Likert scale, which was distributed in May 2022, and the questionnaire was divided into two parts, the first dealing with basic data and the second dealing with questions related to study variables and testing hypotheses. The responses were high, reaching nearly 1987 questionnaires. The study increased the sample size to 550 individuals to increase reliability.

3.5. Data Analysis Methods:

The study relied on some descriptive statistics analyzes and statistical methods included in the (SPSS) program. To test the study's hypotheses, the stepwise regression coefficient was relied upon, as the: correlation coefficient R, coefficient of determination R², T-test, F-test, beta coefficient B, in addition to some descriptive statistics analyses.

4. Results and Analysis

4.1. Validity and Reliability of the Measuring Instrument:

The stability of the measurement tool was verified by Alpha Cronbach analysis, and the results of all questionnaire questions ranged between 78% to 94%, which are high rates, as they exceeded 70%, which means that all questionnaire questions are accepted. This is illustrated by the following table (1).

Table (1): shows the Alpha Cronbach analysis to test the stability of the measuring instrument

Question	number of paragraphs	Alpha Cronbach
Online store performance	11	94%
Proof of product value	10	91%
Communicate with the customer	11	92%

The validity of the measurement performance was also verified by presenting the questionnaire to a number of arbitrators.

4.2. Descriptive Data Analysis:

As for the descriptive analysis, it was limited to gender, as it is the most influential factor in purchasing in Saudi Arabia as well as age because the study takes care of the Z generation, so the study wanted to identify the generation that buys the most Online.

The study indicated that the percentage of females in the sample was 62% and the percentage of males was 38%, which can be explained by the fact that most females in Saudi Arabia are the most popular with e-marketing, and women are responsible for purchasing in the family.

The ages ranged in the sample, and the largest percentage of the ages of generation Z, Y, who are the two transparent generations with electronic purchase and are highly connected to the Internet, especially the Z generation, where the percentage of responses for ages between 21: 30 years was 40%, and the response rate for ages between 31: 40 years is 31 %, and 17% for ages between 41: 50 years, 6% for ages between 10: 20 years, 5% for ages between 51: 60 years, and 1% for ages 61 and over.

4.3. Study Hypothesis Test:

First Hypothesis Test:

The study relied on graduated regression analysis to test the first hypothesis, and the results are indicated in Table (2). The results indicate that the independent variables together explain (91.5%) of the change in improving the digital customer experience in the era of uncertainty as it has a significant relationship at the level of significance (0.000). The rest is due to other independent variables and random error. We find from the results that the variable of simplicity, ease of use and browsing the online store come first in terms of the effect on the dependent variable, as it is explained by itself (10.7%). Then comes the online store attractiveness variable (10.2%), followed by the content and information provided via the store (9.9%), the variable browsing and downloading speed through the store's website (8.4%), the website's configuration for smartphones (7.9%), followed by the store's credibility (7.4%), the variable of multiple payment methods, secure payment and the variable of data privacy participated in the same percentage (6.3%), then the variable of ease of use of the shopping cart (5.9%), followed by the variable providing high quality customer service and customer support via the website (5.1%), then providing after-sales support (4.5%), then using artificial intelligence techniques such as robots via the website (3.8%). The value of the correlation coefficient (0.956) indicates a very strong positive correlation between the dependent variable and the independent variables. All variables are considered significant and affect the dependent variable in terms of the value of T, with the exception of the return policy variables and the addition of previous customers' reviews that they are not significant, which indicates that they are not important for customers.

Table (2): shows the graduated regression analysis to test the first hypothesis

Independent variables	R	R ²	F	Sig .F	T	Sig .T
simplicity, ease of use and browsing the online store (M1)	0.327	0.107	503.110	0.000	1.508	0.492
the online store attractiveness variable (M2)	0.457	0.209	620.234	0.001	1.023	0.403
the content and information provided via the store (M3)	0.556	0.308	772.381	0.000	- 0.581	0.624
browsing and downloading speed through the store's website (M4)	0.626	0.392	437.273	0.000	1.358	0.741
the website's configuration for smartphones (M5)	0.686	0.471	128.289	0.004	2.570	0.845
the store's credibility (M6)	0.738	0.545	297.197	0.000	0.957	0.287
multiple payment methods, secure payment (M7)	0.779	0.608	481.135	0.000	0.893-	0.414
data privacy participated in the same percentage (M8)	0.819	0.671	397.721	0.000	1.620	0.414
ease of use of the shopping cart (M9)	0.854	0.730	253.871	0.000	0.933	0.414
providing high quality customer service (M10)	0.884	0.781	429.871	0.002	2.381-	0.332
customer support via the website (M11)	0.912	0.832	131.217	0.000	0.434	0.294
providing after-sales support (M12)	0.936	0.877	239.951	0.000	1.284	0.591
using artificial intelligence techniques such as robots via the website (M13)	0.956	0.915	137.339	0.000	1.039	0.375

The regression equation can be formulated as follows:

$$Y = 3.925 + 0.492 M1 + 0.403 M2 + 0.624 M3 + 0.741 M4 + 0.845 M5 + 0.287 M6 + 0.414 M7 + 0.414 M8 + 0.414 M9 + 0.332 M10 + 0.294 M11 + 0.591 M12 + 0.375 M13.$$

It is clear that these results agree with Giovanni et al. (2020), Woo (2021), and Alina (2017) as the outstanding performance of the online store contributes to providing a distinct digital customer experience in an age of uncertainty. Thus, it is possible to accept the initial hypothesis of the study that there is a significant relationship between the outstanding performance of the online store in the form of B2C and the provision of a distinct digital customer experience to B2C organizations in the era of uncertainty.

The Second Hypothesis Test:

The study relied on graduated regression analysis to test the second hypothesis, and the results are indicated in Table (3). The results indicate that the independent variables together explain (91.4%) of the change in improving the digital customer experience in the era of uncertainty, as it has a significant relationship at the level of significance (0.000). The rest is due to other independent variables and random error. We find from the results that the first variable in terms of influencing the dependent variable is the diversity of products, which is explained by itself (14.3%), followed by the variable of displaying products in an easy way with a percentage of (12.9%), followed by the variable of providing a full explanation of the product (10.1%), then the variable of displaying the uses, features and benefits of the product (9.7%), then providing filtering options for products through the site at a rate of (9.4%), followed by presenting products in the form of models that reflect its true form (8.1%), and with the same percentage came the variable of using artificial intelligence techniques in presenting and displaying the product (8.1%), followed by the variable of offering products that correspond to the needs and desires of customers (6.5%), and in the same percentage came the variable of offering offers and rewards to customers for purchasing products (6.5%), and then the customers communicated with a product specialist to explain it to them (5.8%). The value of the correlation coefficient (0.956) indicates that there is a very strong positive correlation between the dependent variable and the independent variables. Also, the T value shows that all variables are significant and affect the dependent variable except for the variable displaying statistics about the product and its uses.

Table (3): shows the graduated regression analysis to test the second hypothesis

Independent variables	R	R ²	F	Sig .F	T	Sig .T
the diversity of products (M1)	0.378	0.143	428.134	0.000	0.908	0.782
displaying products in an easy way (M2)	0.521	0.272	279.568	0.000	1.783	0.923
providing a full explanation of the product (M3)	0.611	0.373	541.890	0.004	1.507	0.453
displaying the uses, features and benefits of the product (M4)	0.686	0.470	145.567	0.000	- 2.038	0.342
providing filtering options for products through the site (M5)	0.751	0.564	579.209	0.000	1.073	0.483
presenting products in the form of models that reflect its true form (M6)	0.803	0.645	325.670	0.000	0.981	0.391
using artificial intelligence techniques in presenting and displaying the product (M7)	0.850	0.726	142.198	0.000	1.373	0.391
offering products that correspond to the needs and desires of customers (M8)	0.889	0.791	377.821	0.001	- 0.934	0.402
offering offers and rewards to customers for purchasing products (M9)	0.925	0.856	693.102	0.000	2.168	0.402
the customers communicated with a product specialist to explain it to them (M10)	0.956	0.914	147.046	0.000	1.721	0.837

The regression equation can be formulated as follows:

$$Y = 3.048 + 0.587 M1 + 0.801 M2 + 0.311 M3 + 0.703 M4 + 0.341 M5 + 0.537 M6 + 0.257 M7 + 0.369 M8 + 0.639 M9 + 0.224 M10.$$

These results are in agreement with Yang et al. (2021) and Pantano and Vannucci (2019) where product value proving has a significant impact on providing a distinct digital customer experience in an age of uncertainty. Thus, the second hypothesis of the study can be accepted as that there is a significant relationship between proving the value of the product in the form of B2C and providing a distinct digital customer experience to B2C organizations in the era of uncertainty.

The Third Hypothesis Test:

The study relied on graduated regression analysis to test the third hypothesis, and the results are indicated in Table (4). The results indicate that the independent variables together explain (89%) of the change in improving the digital customer experience in the era of uncertainty, as it has a significant relationship at the level of significance (0.000). The rest is due to other independent variables and random error. We find from the results that the first variable in terms of influencing the dependent variable is the variable of listening to the client, which is explained by itself (12.1%), then comes personalization with a percentage of (11.5%), followed by the variable of making friends with the client (10.6%), then the variable of communication via chat (9.7%), then providing assistance to the customer (8.5%), followed by providing responses to immediate inquiries (8.3%), then the variable of communication via e-mail (7.4%), followed by the variable mentioning the caveats related to the product (6.9%), followed by the variable of diversity of communication means (6.7%), then the variable of displaying reviews about products and the site (4.2%), then welcoming the customer and making the first impression (3.1%). The value of the correlation coefficient (0.943) indicates a very strong positive correlation between the dependent variable and the independent variables. Also, the T value shows that all variables are significant and affect the dependent variable except for the variable displaying statistics about the product and its uses.

Table (4): shows the graduated regression analysis to test the third hypothesis

Independent variables	R	R ²	F	Sig .F	T	Sig .T
listening to the client (M1)	0.348	0.121	235.179	0.000	0.981	0.381
Personalization (M2)	0.486	0.236	412.028	0.000	- 1.128	0.579
making friends with the client (M3)	0.585	0.342	184.841	0.002	2.079	0.618
communication via chat (M4)	0.663	0.439	553.017	0.000	1.734	0.271
providing assistance to the customer (M5)	0.724	0.524	389.247	0.000	1.458	0.789
providing responses to immediate inquiries (M6)	0.779	0.607	129.479	0.001	- 0.989	0.348
communication via e-mail (M7)	0.825	0.681	391.028	0.000	1.268	0.427
mentioning the caveats related to the product (M8)	0.866	0.750	241.239	0.000	-1.630	0.188
diversity of communication means (M9)	0.904	0.817	573.279	0.000	0.833	0.234
displaying reviews about products and the site (M10)	0.927	0.859	324.924	0.000	1.489	0.467
welcoming the customer and making the first impression (M11)	0.943	0.890	274.193	0.003	- 1.684	0.361

The regression equation can be formulated as follows:

$$Y = 2.984 + 0.368 M1 + 0.351 M2 + 0.412 M3 + 0.532 M4 + 0.578 M5 + 0.246 M6 + 0.711 M7 + 0.409 M8 + 0.258 M9 + 0.719 M10 + 0.472 M11.$$

It is clear from these results that they agree with Pappas (2018) and Vannucci and Pantano (2019) which showed that effective communication with the customer contributes to providing a distinct digital customer experience in an age of uncertainty. Thus, the third hypothesis of the study can be accepted that there is a significant relationship between effective communication with the customer in the form of B2C and providing a distinct digital customer experience to B2C organizations in the era of uncertainty.

5. Conclusion

5.1. Results:

The study reached a number of results, which can be clarified as follows:

- The current study concluded that the online store is of great importance to give the customer a distinctive experience, whereas:
 1. In the era of uncertainty and intense competition in the markets, it is not only that the customer experience is good, but it must become distinctive. The online store performance has the most important role, especially in the form of B2C, which can be done through:
 2. The online store must be attractive to the customer from the first sight of his visit, and provide all the information that the customer needs about the products and services provided. Also, the store should be easy to browse and fast to download, and this is consistent with the study of Kei et al. (2019), Lovia (2019), Mathew et al. (2020), Dew and Allen (2020), and Shuiping et al. (2021).
 3. The ease of obtaining the product, and the easy content that is rich in information about the products and services provided by the store.

4. The easy-to-use and accessible shopping cart that can be easily modified, and also through the multiplicity of payment methods on the store, which must be safe and smooth. Also, the online store should be safe and secure.
 5. It should provide high-quality service to customers via the online store, and customer support must be provided via the website and after-sales support. This is consistent with the study of Shaikh et al. (2020) and Amit and Jebarajakirthy (2019) and provides a clear and easy return policy for the customer.
 6. The online store should be prepared for use through smart phones which customers are closely associated with and see that it is the easiest to shop and through which most of the electronic deals are made.
 7. It also prevents broken links and pages that have a significant negative impact on the customer, and reduces the customer's waiting time, as the digital customer is characterized by intolerance of waiting and wants to end the transaction in a very short time, which is consistent with the study of Woo et al. (2020) and Natalia et al. (2020).
- The current study also found the need to prove the value of the product in order for a distinct customer experience to occur, through:
 1. The need for the online store to provide products through its pages, as the product page is the most appropriate place through the online store to present the product in an attractive and competitive way that makes it significantly outperform its competitors. Rather, it helps him to make the decision to purchase the product quickly and creates the need to acquire this product primarily without referring to competitors' products. That is why the product must be presented in an easy and smooth way and can be accessed quickly without having a long waiting time. This agreed with Yun et al. (2018) and Frasset-Deltoro et al. (2021).
 2. The presentation of the product through distinctive digital content includes texts containing a sufficient explanation about the product and its use, features, and benefits from its use, as well as videos that explain the method of using the product and its benefits, and displaying the product through models that better explain it; this has a great role in providing excellent digital customer service.
 3. It is possible to take advantage of artificial intelligence tools in presenting the product in sizes and shapes that are close to natural shapes in order for the customer to get to know the product better and compensate for the lack of visibility in reality.
 4. The customer should be rewarded and provided with gift cards, prizes and discount coupons all work to increase customer confidence and create brand awareness and then attract and encourage the customer to continue marketing through the online store and thus contribute significantly to providing a distinctive digital customer experience.
 5. The customer should be provided with filtering options as B2C has many similar products, which must have filtering options.
 - The current study also found that communication with the customer contributes greatly to providing a distinctive digital experience to the customer, through:
 1. Helping the customer in his purchase journey from start to finish, answers all his inquiries immediately through the chat service, respond to immediate inquiries, as well as providing all advice, assistance and customer service during the purchase journey and even after the purchase. It has a very big impact in providing a distinctive digital customer service.
 2. As the store stays in constant contact with the customer, facilitating the communication process and diversifying the means of communication are among the important tools to provide a distinctive digital experience for the customer, and this is what agreed with Vitalievna's study et al. (2020) and Elizabeth et al. (2021)'s study.
 3. Through continuous communication through e-mail, and constantly measure the extent of his satisfaction through customer reviews, questionnaires and other means of measuring the extent of customer satisfaction and this is what agreed with the study of Sang and Lee (2020) and Vitalievna et al. (2020).
 4. Chatting with the customer, instant responses to inquiries, and discussion forums all work great to provide a distinctive digital experience for the customer. Directing the customer and guiding him during the process of navigating through the online store mainly work to provide a digital service to the customer.
 5. The customer's first impression is one of the most important pillars of customer satisfaction, which contributes to providing a better experience for the customer, as the first contact with the customer must make the customer trust the brand and be attracted to the online store and continue with the store until he finishes his visit to move to buy the product already.
 6. It is necessary to add reviews of previous customers to the product and the site, and to follow up on the family constantly through the online store.
 7. Expedite the completion of transactions, the completion of deals and the speed of responding to customers, as the slowness in responding to customers and completing deals leads to the customer's reluctance from the online store and the search for an alternative.

5.2. Study Recommendations:

Through the results of the study, the following recommendations can be suggested:

- Organizations should find solutions to attract the customer and gain his satisfaction and loyalty, and perhaps the most important of these solutions is the customer's experience, which proves day after day how important it is, especially in the markets.
- The need to pay attention to the outstanding performance of the online store, as it should be characterized by ease, simplicity and attractiveness, and the content that provides the information that the customer needs by various means between texts, images and videos.
- Attention to the credibility of the online store, in addition to the multiplicity and security of payment methods, privacy, customer support and providing distinguished customer service to them.
- Broken links and pages should be completely avoided.
- The need to configure the online store to work via smart phones.
- Attention to provide a distinctive customer experience by proving the value of the product, where the product must be presented in an easy, simple, attractive and easily accessible and display sufficient information about it.
- We should take advantage of artificial intelligence techniques to display the product across the store in a form that is close to its natural shape and size, which must correspond to the needs and desires of customers.
- Attention to motivate customers by offering offers and rewards when purchasing the product.
- Availability of communicating with a product specialist to facilitate the description of the product and its features.
- Interest in communicating constantly and distinctly from the client, where communication through listening to the client, chatting, e-mail and responding to immediate inquiries.
- Attention should also be given to making friends with customers, which is reinforced by informing them of the caveats of the product
- Attention to customer assistance and the availability of a return policy that attracts the customer.
- Products that are compatible with each customer should be presented individually as personalization plays an important role in providing a distinctive customer experience.

5.3. Limitations of the Study and Future Research:

The current study focused on studying the improvement of a distinctive digital customer experience from several dimensions, and future research can address the subject with different dimensions. Also, the study was limited to the Kingdom of Saudi Arabia only, and the study suggests that other studies be conducted on different regions of the world that may differ from the dimensions that were addressed in the current study. The study focused on Generation Z, and future research can address other generations to study.

References

- Alina, S. (2017). Explaining the consumer decision-making process. *Journal of International Business Research and Marketing*, 2(60), 7–14. <https://doi.org/10.18775/jibrm.1849-8558.2015.26.3001>
- Anurag, M. (2021). *Top 11 Customer Experience (CX) Trends and Statistics for 2021*. <https://www.revechat.com/blog/customer-experience-trends/>
- Amit, S., and Jebarajakirthy, C. (2019). The influence of e-banking service quality on customer loyalty: A moderated mediation approach. *International Journal of Bank Marketing*, 37 (5), 1119–1142. <https://doi.org/10.1108/ijbm-03-2018-0063>
- Bilgihan, A., Kandampully, J. and Zhang, T. (2016). Towards a Unified Customer Experience in Online Shopping Environments: Antecedents and Outcomes. *International Journal of Quality and Service Sciences*, 8(1), 102-119. <https://doi.org/10.1108/ijqss-07-2015-0054>
- Bolton, R. N., McColl-Kennedy, J. R., Cheung, L., Gallan, A., Orsingher, C., Witell, L., and Zaki, M. (2018). Customer experience challenges: bringing together digital, physical and social realms. *Journal of Service Management*, 29(5), 776–808. <https://doi.org/10.1108/josm-04-2018-0113>
- Bustamante, J. C., and Rubio, N. (2017). Measuring customer experience in physical retail environments. *Journal of Service Management*, 28(5), 884-913. <https://doi.org/10.1108/josm-06-2016-0142>
- Chatzopoulos, G. and Weber, M. (2018). Challenges of Total Customer Experience (TCX): Measurements beyond Touchpoints. *International Journal of Industrial Engineering and Management*, 9(4), 187-196. <https://doi.org/10.24867/ijiem-2018-4-187>
- Cliff, S. (2018). Why the digital customer experience requires a business transformation. *Computer Weekly*, 20 (3), 28-32.
- Debra, Z. (2020). *Digital Marketing Management*. Second Edition : A Handbook for the Current (or Future) CEO , Business Expert Press, USA.

- Dew, R., and Allen, C. (2020). *Customer Experience. How to Take Your Business to the Next Level*. Moscow: LLC "Alpina Publisher", p. 290
- Elizabeth, P., James, J., and Barger, V. (2021). Enhancing the value co-creation process: Artificial intelligence and mobile banking service platforms. *Journal of Research in Interactive Marketing*, 15(1), 68–85. <https://doi.org/10.1108/jrim-10-2020-0214>
- Frasquet-Deltoro, M., Molla-Descals, A., and Miquel-Romero, M. (2021). Omnichannel retailer brand experience: Conceptualization and proposal of a comprehensive scale. *Journal of Brand Management*, 28(4), 388–401. <https://doi.org/10.1057/s41262-021-00233-x>
- Giovanni, P., Amatulli, C., Natarajan, R., Angelis, M., Peluso, A., and Guido, G. (2020). Product touch in the real and digital world: How do consumers react? *Journal of Business Research*, 112: 492–501. <https://doi.org/10.1016/j.jbusres.2019.10.002>
- Gronholdt, L. (2019). *Digital customer experience: An emerging theme in customer service excellence*. Newsletter on Consumer Behavior 31, 2–10. <https://research.chs.dk/en/publications/digital-customer-experience-an-emerging-theme-in-customer-service>
- Hamilton, R., and Price, L. L. (2019). Consumer journeys: developing consumer-based strategy. *Journal of the Academy of Marketing Science*, 47(2), 187–191. <https://doi.org/10.1007/s11747-019-00636-y>
- Hubspot. (2021). *The Ultimate List of Marketing Statistics for 2021*. <https://www.hubspot.com/marketing-statistics>
- Isabella V. (2018). *Transform Customer Experience: How to Achieve Customer Success and Create Exceptional CX*, John Wiley & Sons. Incorporated, USA.
- Henry, (2021). *Digital Marketing by the Numbers: Stats, Demographics & Fun Facts*. <https://www.omnicoreagency.com/digital-marketing-statistics/>
- HyunJee, P. and Choi, S. (2019). Digital innovation adoption and its economic impact focused on path analysis at national level. *Journal of Open Innovation: Technology, Market, and Complexity*, 5(3), 56. <https://doi.org/10.3390/joitmc5030056>
- Kei, A., Obeng, E., Borders, A., and Lester, D. (2019). Can brand experience increase customer contribution: How to create effective sustainable touchpoints with customers? *Journal of Global Scholars of Marketing Science*, 29(1), 51–62. <https://doi.org/10.1080/21639159.2018.1551728>
- Keiningham, T., Askoy, L., Bruce, H. L., Cadet, F., Clennell, N., Hodgkinson, I. R., and Kearney, T. (2019). Customer experience driven business model innovation. *Journal of Business Research*, 116, 431–440. <https://doi.org/10.1016/j.jbusres.2019.08.003>
- Kim, S. Hama, S., Moon, H., Chua, B.-L., and Han, H. (2019). Experience, brand prestige, perceived value (functional, hedonic, social, and financial), and loyalty among GROCERANT customers. *International Journal of Hospitality Management*, 77, 169 – 177. <https://doi.org/10.1016/j.ijhm.2018.06.026>
- Kranzbühler, A., Kleijnen, M. H. P., Morgan, R. E., and Teerling, M. (2018). The multilevel nature of customer experience research: an integrative review and research agenda. *International Journal of Management Reviews*, 20(2), 433–456. <https://doi.org/10.1111/ijmr.12140>
- Kuehnl, C., Jozic, D., and Homburg, C. (2019). Effective customer journey design: consumers' conception, measurement, and consequences. *Journal of the Academy of Marketing Science*, 47(3), 551–568. <https://doi.org/10.1007/s11747-018-00625-7>
- Ladhari, R., Gonthier, J., and Lajante, M. (2019). Generation Y and online fashion shopping: Orientations and profiles. *Journal of Retailing and Consumer Services*, 48, 113–121. <https://doi.org/10.1016/j.jretconser.2019.02.003>
- Leinonen, M. (2018). *Customer experience through the customer journey in a multichannel environment: case Veikkaus*. MSc Master Thesis, LUT School of Business and Management, Lappeenranta University of Technology,
- Lovia, B. (2019). Online relationship marketing and customer loyalty: A signaling theory perspective. *International Journal of Bank Marketing*, 37(1), 226–40. <https://doi.org/10.1108/ijbm-01-2018-0009>
- MacDonald, S. (2018). *7 Ways to Create a Great Customer Experience Strategy*. <https://www.superoffice.com/blog/customer-experience-strategy/> Accessed on 29th October 2018
- Maryam M. (2020). *10 Social Media Statistics You Need To Know In 2021*. <https://www.oberlo.com/blog/social-media-marketing-statistics>.
- Malter, A. and Rindfleisch, A. (2019). *Marketing in a Digital World. 1-11, Emerald*, <http://dx.doi.org/10.1108/S1548-643520190000016001>
- Mathew, C., Heller, J., Hilken, T., Keeling, D., Mahr, D. and Ruyter, D. (2020). Augmented reality marketing: A technology-enabled approach to situated customer experience. *Australian Marketing Journal*, 28(4), 374–84. <https://doi.org/10.1016/j.ausmj.2020.04.004>
- Mohd-Ramly, S. and Omar, N. (2017). Exploring The Influence of Store Attributes on Customer Experience and Customer Engagement. *International Journal of Retail & Distribution Management*, 45(11), 1138–1158. <https://doi.org/10.1108/ijrdm-04-2016-0049>
- Mukerjee, H. S., Deshmukh, G. K., & Prasad, U. D. (2019). Technology readiness and likelihood to use self-checkout services using smartphone in retail grocery stores: Empirical evidences from hyderabad, India. *Business Perspectives and Research*, 7(1), 1–15. <https://doi.org/10.1177/2278533718800118>

- Natalia,V., Gorbashko,E., Kamynina,N., and Fedotkina, O. (2020). E-service quality from attributes to outcomes: The similarity and difference between digital and hybrid services. *Journal of Open Innovation: Technology, Market, and Complexity*, 6(4), 143. <https://doi.org/10.3390/joitmc6040143>
- Omair, S. (2020). *5 Most Effective Digital Marketing Channels For Your Business*. <https://cmasolutions.com/blog/5-most-effective-digital-marketingchannels-for-your-business/>.
- Orlova, M., E. Kazanova, and E. Nebesnaya. (2020). Approaches to integrating customer experience in marketing management of a service organization. *Marketing in Russia and Abroad*, 2, 69–75.
- Pandey, S. and Chawla, D. (2018). Online Customer Experience (OCE) in Clothing e-Retail: Exploring OCE Dimensions and Their Impact on Satisfaction and Loyalty - Does Gender Matter?, *International Journal of Retail & Distribution Management*, 46(3), 323-346. <https://doi.org/10.1108/ijrdm-01-2017-0005>
- Pantano, E., and Vannucci, V. (2019). Who is innovating? an exploratory research of digital technologies diffusion in retail industry. *Journal of Retailing and Consumer Services*, 49, 297–304. <https://doi.org/10.1016/j.jretconser.2019.01.019>
- Pappas, I. (2018). User experience in personalized online shopping: A fuzzy-set analysis. *European Journal of Marketing*, 52(7/8), 1679–1703. <https://doi.org/10.1108/ejm-10-2017-0707>
- Petit, O., Velasco, C., and Spence, C. (2019). Digital sensory marketing: Integrating new technologies into multisensory online experience. *Journal of Interactive Marketing*, 45, 42-61. <https://doi.org/10.1016/j.intmar.2018.07.004>
- Sam, S. (2020). *10 Digital Customer Experience Trends to Watch For in 2021*, <https://coredna.com/blogs/digital-customer-experience-trends>.
- Sang, L., and Lee,D. (2020) . Untact: A new customer service strategy in the digital age. *Service Business*, 14(1), 1–22. <https://doi.org/10.1007/s11628-019-00408-2>
- Shaikh, A., Alharthi, M., and Alamoudi, H. (2020). Examining key drivers of consumer experience with (non-financial) digital services—An exploratory study. *Journal of Retailing and Consumer Services*, 55: 102073, <https://doi.org/10.1016/j.jretconser.2020.102073>
- Shin, J. W., Cho, J. Y., & Lee, B. G. (2020). Customer perceptions of Korean digital and traditional banks. *International Journal of Bank Marketing*, 38(2), 529-547. <https://doi.org/10.1108/IJBM-03-2019-0084>
- Shuiping,D., Lin,J., and Zhang, Z. (2021). The influences of consumer-to-consumer interaction on dissatisfactory consumers' repetitive purchases in network communities. *Sustainability*, 13(2), 869. <https://doi.org/10.3390/su13020869>
- Sutter, B. (2018). *Why Customer Experience and Retention is the Single Best Way to Increase Revenue*. <https://www.business2community.com/consumer-marketing/customer-experienceretention-single-best-way-increase-revenue-02043183>.
- Valdez, E. (2018). *5 Ways Customer Experience Can Influence Sales Growth*. <https://www.chiefoutsiders.com/blog/customer-experience-sales-growth> Accessed on 29th October 2018.
- Vannucci, V., and Pantano, E. (2019). Digital or human touchpoints? insights from consumerfacing in-store services. *Information Technology & People*, (In-Press). 33(1), 296- 310. <https://doi.org/10.1108/itp-02-2018-0113>
- Vitalievna,S., Savostin,D., and Zemlyannaya,A. (2020). Emotional marketing as a concept of generation Z consumer experience management. *Practical Marketing*, 7, 27–36.
- Woo,S. (2021). Mediating effect of satisfaction in the relationship between customer experience and intention to reuse digital banks in Korea. *Social Behavior and Personality*, 49(2), 1-18. <https://doi.org/10.2224/sbp.9753>
- Yang,W., Xiuping,S., and Zhang,Q. (2021). Can fintech improve the efficiency of commercial banks?—An analysis based on big data. *Research in International Business and Finance*, 55, 101338. <https://doi.org/10.1016/j.ribaf.2020.101338>
- Yun,Z., Weng,Q., and Zhu, N. (2018). The relationships between electronic banking adoption and its antecedents: A meta-analytic study of the role of national culture. *International Journal of Information Management*, 40: 76–87. <https://doi.org/10.1016/j.jinfor.2018.01.015>
- Zhang, M., Hu, M., Guo, L. and Liu, W. (2017). Understanding Relationships Among Customer Experience, Engagement, and Word of Mouth Intention on Online Brand Communities: The Perspective of Service Ecosystem. *Internet Research*, 27(4), 839-857. <https://doi.org/10.1108/intr-06-2016-0148>