

## **Designing a Model for the Effect of Content Marketing on the Effectiveness of E-Customer Relationship Management (Case Study: Iran Public Libraries Foundation)<sup>1</sup>**

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### **Abstract**

The present study aims to design a model for the effect of content marketing on e-customer relationship management (E-CRM) in the Iran Public Libraries Foundation (IPLF). This research is applied in terms of its objective and mixed (quantitative-qualitative) in terms of its approach. The statistical population of the qualitative part of the research consists of experts who are fully acquainted with the subject of content marketing, including 17 professors in the departments of information science and knowledge, business management with the marketing orientation, information technology (IT), computer engineering and content production experts have chosen using purposeful and snowball sampling method. The statistical population of the research in the quantitative stage includes all managers, staff, and, librarians of Iranian public libraries, i.e. 7000 people. Using Cochran's formula and by stratified random sampling method, 364 people are selected as the total sample size. Due to sampling error (0.05) and the possibility of non-return of some questionnaires, 375 questionnaires are distributed and 366 questionnaires are collected and analyzed. Data collection tools are semi-structured interviews in the qualitative part and researcher-made questionnaire in the quantitative part, which is designed based on the findings of the qualitative part of the research. Also, the standard Kamalian, Amini Lari and Moezzi (2009) questionnaire is used to assess ECRM. In this study, theme analysis is used to identify the factors affecting content marketing, the fuzzy Delphi technique is used to consolidate the opinions of experts, and confirmatory factor analysis is used to evaluate the validity and reliability of the questionnaires. Results: Based on the study of texts and exploratory interviews with experts, five dimensions of strategic planning, content supply, and production, content distribution and dissemination, content analysis, pricing, and sales are identified for content marketing. Among these, content supply and production factor with an impact factor of 0.931 has the most impact and is the priority. Factors of content distribution and dissemination with a coefficient of 0.917; content analysis with a

coefficient of 0.894; strategic planning with a coefficient of 0.877; and pricing and sales with a coefficient of 0.642 are in the second to fifth priorities in terms of effectiveness, respectively. Also, the impact factor of content marketing on the effectiveness of ECRM is calculated to be 816%. Findings at the error level of 0.05 indicate that content marketing has a significant effect on the effectiveness of ECRM in IPLF. ECRM in IPLF can be explained by the content marketing model. In addition to producing useful content related to the needs and preferences of its audience, it creates a powerful tool to gain trust and change the audience's attitude towards the services provided. Moreover, by increasing the skills of staff and managers, IPLF has made more efforts to identify, attract and retain audiences, which in the long run will lead to customer satisfaction, increased revenue growth, and achievement of competitive advantage.

**Keywords:** Content Marketing, E-Customer, Electronic Customer Relationship Management, Iranian Public Libraries Foundation, Iran.

### Introduction

Extensive changes and transformations due to fierce market competition, globalization, and rapid and continuous advances in new information and communication technologies (ICT), as well as increasing customer demand (Mokha & Kumar, 2022; Mang'unyi, Khabala & Govender, 2018), have led to significant changes in organizations. In such a situation and the turbulent world today (Pudney, 1994), organizations must make every effort to attract potential customers and retain actual customers (Fakhreddini, Hatami Nasab and Taleifar, 2009; Benam, 2013) to maintain survival, market success, and competitive advantage (Abbaspour, 2020). This is because customers are considered the most important assets of an organization and the only reliable competitive advantage, so the continuity of organizations depends on full knowledge of customers, identifying their actual and potential needs, and going a step further, identifying and anticipating their new needs. Therefore, customer satisfaction has become an important principle (Ogura & Tsuda, 2018; Eslami & Ghaderi, 2020) and the main goal of organizations (Mohammadi & Sohrabi, 2017). In such an environment, managers have realized that they cannot survive without considering customers' needs and establishing a deep and lasting relationship with them. This has led managers to seek new ways to strengthen relationships with their customers and thus, provide more benefits for both customers and their organization (Moodi, Khoshbakhti & Doshnavand, 2018). Accordingly, experts have changed the approach of organizations from product-oriented to customer-oriented (Norouzi & Jafari, 2018) and value-oriented. These changes have led to a new concept called e-customer relationship management (ECRM) as a model of progress in the world of new technologies, for interaction with the customer, which uses the Internet as a new tool in all-around communication with customers (Abbaspour, 2020). Pramono et al. (2021) and Praditya (2020) define ECRM as the process of establishing and maintaining profitable customer relationships to deliver value and customer satisfaction (Haudi et al., 2022). This type of relationship aims to attract and retain customers in the context of IT, to improve customer service create, develop, maintain and optimize long-term and valuable relationships with customers at the right time; it has provided a combination of software, hardware, processes, applications, and management obligations to establish a favorable relationship with customers (Ghasemi, 2014; Ardekani, Dehghani, Ghahnavyeh & Adibzadeh (2016).

ECRM puts a new chapter in front of organizations that consider themselves obliged to

provide the best for their customers (Jarahi, Ardakani & Zareian, 2009), and to seize market power, they are constantly looking for new ways to outdo their competitors. In this regard, one of the most important techniques is to make the most of marketing principles and techniques. According to the official definition of the American Marketing Association<sup>2</sup>, marketing is "an organizational task and a set of processes to create, communicate and deliver value to customers in a way that benefits both the organization and stakeholders" (Ismailpour & Shamsal-Dini, 2016). Undoubtedly, due to the increasing competition between organizations, the application of marketing principles has become necessary to achieve greater success and achieve organizational goals. Today, the use of traditional marketing has declined due to relying on fixed goals, and its inability to establish and maintain long-term relationships with customers (Rezvani, Mirtaheri & Rezaei, 2019). The present era is the era of the emergence of the third generation of marketing or in other words value-oriented marketing; a period that tries to penetrate the hearts and minds of customers by producing and transmitting value (Rancati & Gordini, 2014; Vosough, 2016). In such an atmosphere, for organizations to be able to meet the growing needs of their customers, they have to accept new customer relationship techniques based on the latest marketing strategies (Pulizzi, 2014; Naseri, Norouzi, Fahimnia & Manian, 2017). The result is the emergence of a new strategy called content marketing. Content marketing is a form of internet and digital marketing that is defined as a technique for creating and distributing valuable, relevant, and consistent content to attract the target audience and customers of the organization (Asnawati, Nadir, Wardhani & Setini, 2022) that leads to retaining customers and directing them to perform profitable actions (Pulizzi, 2014). In other words, content marketing is a technique through which organizations continuously share valuable insights to gain market share to gain profitable customers (Ansari et al., 2019; Steimle, 2014). Lou and Xie (2021) defined content marketing as creating and distributing relevant and valuable content to attract, obtain and communicate with a well-defined. They understood the target audience intending to generate profit and create interaction and brand or organization loyalty (Lopes, Porto, & Casais, 2022). Researchers such as Steimel and Syakirah have identified content marketing as a strategic approach in which individuals and organizations consistently create and distribute valuable, credible, comprehensible, and effective content to attract, retain, and connect with specific audiences to advance customers' profitable activities to gain market share (Ahmad, Musa & Harun, 2016; Steimel, 2014). In content analysis, researchers and organizations are actively producing content to create or strengthen their brand (Wang, Malthouse, Calder & Uzunoglu, 2019; Noohi & Shakouri, 2019) and take a step to serve as a strong bridge for long-term interaction with the audience, consumers and customers by sending attractive, useful and valuable content (Qorbani, 2017).

Therefore, it can be said that content is the operational heart of this type of marketing, by which organizations communicate with their audience regardless of the format of content (including text, image, video, and audio). Unique content cannot only attract customers' attention, but also acts as a competitive tool for organizations (Gurjar, Kaurav & Thakur, 2019). Due to the importance of the issue, organizations must take advantage of the principles of content marketing, incorporate it into their management methods, and focus on the wants and needs of users and customers (Shabani, Emadi, Mohammadi Ostani & Soleyman, 2014; Chu, 1999). Accordingly, content marketing activities can be effective if they create high levels of cognitive, emotional, and behavioral customer interaction in the right places. In other words, during the customer's journey, their trust in the brand should be strengthened and favorable

attitudes towards the brand should be induced, as well as the perceived value of customers of a brand should be increased, which ultimately leads to more favorable responses to the brand and its communications. As a result, it helps the organization achieve its strategic commercial, cultural and social goals (Koob, 2021). Therefore, one of the weaknesses that most organizations today face is the inability to communicate effectively with customers and continue to communicate with them, lack of awareness of the desires and wishes of users that makes them reluctant to use these electronic facilities (Ardakani, Dehghani Ghahnaviyeh and Adibzadeh, 2016). Thus, organizations should be able to use the basic principles of content marketing to better understand their goals and policies and the organization, and then get to know the target audience and their needs more effectively. Based on this knowledge, they can take a step in product development and provide effective service (Shabani et al., 2014). Libraries are no exception. Libraries as an organization whose quality of service is closely linked to research, development, and fundamental scientific, research, and cultural issues of the community need to take the necessary measures to communicate closely with users and provide personalized services to all of them. To achieve this fundamental goal, the first basic step for libraries is to understand the needs of users and be aware of their needs for library services (Miri & Ziaei, 2018). In the meantime, like the ones in the highly competitive information market, libraries are in danger of losing their position. Today, the idea that users are automatically attracted to public libraries is completely obsolete (Mir Heydari, Ghafouri and Asnaf, 2015; Hua, Zhuang and Xing, 2015; Seifi and Kazemi, 2018). The success of libraries, providing favorable services, and attracting and satisfying customers will not be possible just with a rich and up-to-date collection; rather, smart measures should be taken to increase access to resources and information available in libraries and the access of each customer to the most accurate information in the least possible time (Hariri & Shahvar, 2010). Public libraries, like other organizations, should be a pioneer in implementing managerial theories, strategies, and approaches and take basic steps in their proper and successful implementation (Rajabali Begloo &

Zomordpoosh, 2009). Since the protection and maintenance of users and increasing their satisfaction with the services provided are the main objective of all libraries and information centers, specific and advanced strategies in this area can be achieved with the use of modern managerial techniques (Mahdizade Ghaleh Jugh, 2004). Therefore, public libraries must look for effective solutions to improve their relationships and services. Scientific methods, tactics, and approaches such as ECRM using content marketing should be considered as a way to attract users and audiences and create a desire in them (Panahi, Roostaei & Nemati-Anaraki, 2021)

Given what was mentioned, the importance of the issue and the need to use content marketing as well as ECRM, and since no research has been done in this area in IPLF while identifying the effective factors on content marketing,. This study can provide a completely new and practical model to improve relationships, retain current users and attract more users and customers to libraries, especially public libraries, by combining two separate topics. Therefore, the present study was conducted to design a model for the effect of content marketing on the effectiveness of ECRM in Iran public libraries foundation and seeks to answer the following questions:

1. What are the dimensions of content marketing in the Iran public libraries foundation?
2. What are the dimensions of ECRM in the Iran public libraries foundation?
3. What is the optimal model for the impact of content marketing on ECRM in the Iran public

libraries foundation?

### Literature Review

The following are some of the domestic and foreign researches conducted in this field:

Harliyanto and Soediantono (2022) conducted a study entitled "The Impact of e-Customer Relationship Management, e-Marketing and e-Loyalty, and Company Performance in the Defense Industry." This research is quantitative research with a questionnaire approach. Data processing tools use Smart PLS 3.3.3 software. The method of collecting primary data was distributing online questionnaires through online surveys among 110 defense industry employees. The questionnaire consisted of two parts. The first part included questions to collect respondents' demographic information and the second part was the main component of the questionnaire, which was the phrases related to the research variables. The regression test results showed that e-marketing has a significant effect on the organization's performance, and ECRM also has a significant effect on the performance of the organization. In a study on "factors determining the effectiveness of content marketing: a conceptual framework and empirical findings from a managerial perspective". Prudnikov & Nazarenko (2021) concluded that content marketing acts as a powerful tool for attracting and retaining patients, branding and professionally promoting services for many hospitals and health care providers, through effective communication with the public and providing useful and interesting information to them. Currently, online advertising of clinics, pharmacies, hospitals, and web pages and providing timely, relevant, and useful information for consumers, has led to transparency and brand loyalty worldwide. In a study on "factors determining the effectiveness of content marketing: a conceptual framework and empirical findings from a managerial perspective". Koob (2021) showed that clarity and commitment to content marketing strategy and content production according to the content needs of the organization's target groups and regular measurement of content marketing performance are factors related to the effectiveness of content marketing. The study also examined whether the organization in which content marketing activities are embedded determines the effectiveness of content marketing or not. Finally, they conceptualized and empirically tested a model that suggests that strong content marketing strategies guide content production, content distribution, content promotion, measuring content marketing performance, and the structural and process contexts of content marketing effectiveness. Poradova (2020) examined the content marketing strategy and its impact on the customer and showed that the appropriateness of the content to the needs of the domestic market as well as the production of high quality and attractive content play an important role in attracting and retaining customers. Putranto and Fajry (2017) wrote an article entitled "Content Marketing Strategies via Instagram for Indonesian Libraries" with a Quantitative and Qualitative Approach. The statistical population of the study consisted of 57 librarians in Indonesia and ten active library Instagram accounts that were selected based on the quality of content and how they interact with users. According to the survey, they concluded that Instagram and other social networks can be used to create, manage and adjust, distribute, analyze and measure the content produced. Sharing library services and resources across different social media platforms is an effective way to inform users. They also showed that the use of content marketing has increased the number of users and shares, and improved the relationship between users and libraries. Kose and Sert (2017) carried out a study entitled "improving the process of content marketing with artificial intelligence method" and said that

the goal is to focus on smart content marketing that can be done using artificial intelligence. This study will allow readers to increase their awareness of the intersection of content marketing and artificial intelligence. In addition, examples of intelligent content marketing models were introduced that artificial intelligence technologies could be obtained using web technologies. Halevi and O'Hanlon (2016) conducted a study entitled "Creating Content Marketing for Libraries" and concluded that creating content marketing as an innovative way of making new resources and services available creates and strengthens long-term interaction with users. Ahmad et al. (2016) conducted a study entitled "the study of the effect of the content marketing strategy of social networks on brand health" and concluded that brand health is defined as a favorable evaluation of users of the brand, product, and company in cyberspace. Indicators such as the amount of time spent on the site, the number of frequent visits, likes, comments, and other criteria are measured. Finally, it offers managers solutions for implementing content marketing to maintain and develop brand health. In his research entitled "identifying the main metrics and analyzing the effectiveness of content marketing strategy", Rancati and Gordini (2014) examined the views of 235 market managers of Italian companies and concluded that content marketing is seriously used in the above companies to attract and retain customers. It also introduces customer loyalty, sales, customer attraction, brand awareness, web traffic increase, and the creation of potential customers as the objectives of marketing. Also, concerning effectiveness criteria, they have dealt with usage, sharing, and created lead metrics. Haudi et al. (2022) conducted a study entitled "investigating the role of e-marketing and e-customer relationship management on e-loyalty in Indonesian companies during the Covid-19 epidemic and the digital age", concluding that e-marketing has a significant impact on CRM, and customer loyalty and satisfaction. Anaam, Bakar and Satar (2020) tried to develop a model of acceptance of ECRM systems in telecommunication companies and investigated three dimensions technological factors (information quality, system quality, and service quality), organizational factors, and individual factors (ease, Self-efficacy, personal experience, usefulness, and satisfaction). They concluded that the above factors lead to usefulness and ultimately satisfaction. Chen, Chiu and Chang (2017) indicated that organizations and Internet businesses that can build trust and confidence in their e-customers will be able to influence their decisions in future purchases. At the same time, the organization's consistency and accountability in providing its services can show the high quality of service provision. In addition, if the organization follows up and resolves ambiguities in the use, launch, and even after-sales service of the e-customer, it will be able to get feedback from its customer.

HajiHosseini, Sanavifard and Hamidi Zadeh (2020) carried out an article entitled "presenting a digital content marketing model (Case study: Instagram bloggers)" using a mixed-method. They identified 36 components and 95 indicators. Here, 7 effective components were motivations, business intelligence, audience experience, preferences, research and development, creativity, and influencers that influenced digital content marketing, and 11 components of competitiveness, communication, audience trust, value creation for the audience, promoting e-learning culture, loyalty and persuasion to buy, brand awareness, brand health, e-marketing effectiveness, word-of-mouth advertising, and engagement are all influenced by digital content marketing. In addition, mechanisms, facilitators, and barriers to digital content marketing were presented. This research can be used as a first step in examining digital content for Instagram bloggers and is also useful for marketing and consumer behavior professionals. Based on the results, paying attention to the content of bloggers' pages on

Instagram in the field of marketing provides favorable conditions to improve consumers' attitudes towards advertising and online sales. Taghi Panahi, Nowkarizi & Dayyani (2019) carried out a study entitled "identifying the components of the success of content production in the Instagram social network: a qualitative scan", which was done in a qualitatively exploratory way and using users, reviewing successful experiences, and experts' opinions. He demonstrated that the success factors of user acceptance of content include quality, awareness, credibility, added value, professionalism, motivation, fun, uniqueness, relevance, realism, up-to-dateness, creativity, feasibility, sharing, and personalization. Also, effective content indicators include the number of followers, user feedback on posts, and profile (average likes, save, share, engage, hits, and private content sharing). Hassan (2015) wrote a dissertation entitled "Designing a Content Marketing Model in a Participatory Economy". It is descriptive-analytical and applied research. Two qualitative phases, using library resources and research and articles, led to a matrix consisting of content marketing indicators in the shared economy that were examined by experts in the form of a checklist. The sampling method was based on the judgment method and the saturation rule and a quantitative phase was conducted as a survey among people who were familiar with SNAP. The results of this research indicated that content marketing can play a key role in increasing the supply of products and services in the sharing economy. In his dissertation entitled "The Impact of Content Marketing through Social Networks on the Customers of Ayandeh Bank of Qom Province", Abkar (2017) found that the components of value and usefulness of the content, content provider reliability, content productivity, service sustainability, and constant responsiveness, and the availability of services through social networks have a positive effect on customer perception. Naseri (2017) conducted research entitled "content marketing: identify the basic components and dimensions to provide a conceptual model". With a qualitative approach and using the seven-step meta-combination method of Sandlowski and Barso, he systematically reviewed 52 works. Findings showed that in addition to the components of content production, the components of template type, media type, and measurement indicators should also be considered. In this research, it has been prepared and adjusted based on two models of Duplis and Didner, after which 72 components were identified in four categories of planning (goal setting, executive team determination, content type determination, editorial timeline, contact point determination); production stage including 1. Content production (valuable, reliable, fun, and original) and 2. Shape elements (common in use, cheap, shareable, and usable at the same time); distribution media elements (interactive, usability); and finally, the measurement and optimization stage including 1) monitoring, 2) assessment, 3) analysis, and 4) reporting. It also provides effective measurement elements (consumption, subscription, and production of customer clues). Moreover, out of the 38 components identified for content production, the three components of "clear and transparent", "non-disturbing and helping", and "accessible" have the highest rank among components related to content production. According to Maarefi, Asadollah, Hasanpour Qorughchi (2021) this research cannot be used as a model or standard for content production or content marketing, because it is flawed firstly due to the lack of a process to select the desired and effective topic for content marketing, lack of attention to content marketing goals and related policies, and also due to lack of security review. However, since the mentioned elements and components are collected from all available Persian and Latin sources, many of these elements can be shared with the components of content marketing. In a thesis entitled "content marketing process improvement using opinion leaders, social networks and websites", Vosough

Soleimani and Andalib (2016) studied the effect of content on improving the implementation of CRM strategy to increase customer satisfaction. They provided a structural equation model for measuring the quality of content marketing in three dimensions: content, service, and content provider. To measure these dimensions, they have used shopping carts for reliability, usefulness, productivity, stability, and responsiveness of content. HajiJafari (2016) researched the feasibility of user-generated content use in content marketing processes. Receiving user comments in this store can be divided into four groups: product-oriented, guiding, commercial, and narrative comments. Among these, guiding comments and narrative comments have a high value for use in the content production process and presenting it to other users because it is the users' production. This research is also one of the first researches in the field of user-generated content in the country, which can have a high share in the use and utilization of user-generated content to motivate and persuade other users to produce content, advertise and use it. HajiJafari believes that content marketing includes 13 processes which are: design and planning for content marketing, production and ownership of content related to content marketing design and planning, gatekeeping and distribution of content produced and owned, communication, engagement with the content marketing audience/customer, and measuring content marketing strategy. Therefore, according to their analysis, it can be said that user-produced comments in the online store can be identified into four groups, which are product-oriented opinions, guiding opinions, commercial opinions, and narrative opinions. Doosti Shakib and Ansari (2016) have evaluated the efficiency of content marketing in banks using the data envelopment analysis method. In this study, the indicators of education, content quality, timeliness, availability, and cost of content as input and customer satisfaction, increase in investment, increase in deposits, and attraction of new customers were the research outputs. In his research entitled "identifying and prioritizing the key factors of content marketing success in the dairy industry", Qorbani (2017) showed that among the key factors of content marketing success in the dairy industry, audience-related factors and factors related to content production and outsourcing are known as the most important and the least important factors, respectively.

Bahlakeh (2019) examined customer satisfaction with the electronic communication management system with customers of Saderat Bank in Hormozgan province. He analyzed the dimensions of ECRM, including system quality, information quality, service quality, responsiveness, efficiency, and customer satisfaction. Based on the results, there is a significant relationship between customer satisfaction with system quality, information quality, service quality, responsiveness, and efficiency. Kamalian et al. (2009) conducted a study entitled "investigating satisfaction factors of ECRM system in Golsar Fars Ceramic Company". In this study, the dimensions of system actions include (system quality, information quality, and service quality), the internal success of the system (accountability and efficiency), and the purpose of the system which includes (satisfaction) was discussed. The results of this study indicated that there is a strong and positive correlation between the dimensions of system quality, information quality, and services with efficiency and responsiveness to customer satisfaction that can help organizations and companies to better identify the determinants of customer satisfaction as well as make more effective IT decisions. Vosough, Soleimani and Andalib (2016) carried out a study entitled "investigating the impact of content marketing on CRM strategy to improve customer satisfaction in e-business in social networks and websites". They concluded that content has a direct and undeniable effect on the comprehensive implementation of CRM strategy in online and offline businesses in today's world. To measure

the quality level of content marketing in three dimensions of content, service, and content provider, the dimensions of provider reliability, usefulness and productivity, content stability, and responsiveness are discussed.

The literature and research background indicate that successful managers use the potential capabilities of new information technologies to develop and improve relationships with their customers to achieve the goals of the organization. In the meantime, many experts have identified the solution as better implementation of content marketing programs and have tried to improve the infrastructure and also use the capabilities of managers, professionals, and employees to create the necessary ground to improve relationships with e-customers. Content marketing is not a new concept and has been used by researchers in various fields for many years, but it is an emerging topic in the field of information science and knowledge, as well as in libraries and information centers that have not been discussed.

### **Materials and Methods**

The present research is applied in terms of its objective and it is mixed research and a combination of qualitative and quantitative methods in terms of its approach. In the qualitative part, the data were collected using semi-structured interview tools with 17 professors of the departments of information science and knowledge, business management with the marketing orientation, computer engineering, and IT, who have teaching experience as assistant professors and associate professors. Purposeful sampling was used to select individuals. Before the interview, lists of components and elements were identified by studying the existing texts in this field and were refined by the research team and considered in the interview process. The interview process was performed until saturation was reached. To analyze the data, the theme analysis method was used. In this method, while reviewing the data obtained from the interviews, the initial codes were identified and then extracted by combining the main categories (dimensions). To determine the validity, the identified codes and the content code classification were used and the identified factors were approved by experts in the form of content marketing dimensions. The output of this section includes 5 dimensions of content marketing. In the quantitative part of the research, the survey research method was used. The statistical population of this section included all Iranian librarians, officials, staff, and managers of public libraries, which was estimated to be 7000. Using Cochran's formula and by proportional stratified random sampling method, 364 people were selected as the total sample size. According to the level of sampling error (0.05) and the possibility of non-return of some questionnaires, 375 questionnaires were distributed and 366 questionnaires were collected and analyzed. The data collection tool in the field of content marketing was a researcher-made questionnaire with 5 components and 74 items based on the findings of domestic and foreign research and consultation with professors and experts using a six-step theme analysis method (Clark and Brown, 2006) and Delphi-fuzzy technique designed and compiled in three stages. In the field of ECRM, the standard questionnaire of Kamalian et al. (2009) with 5 components and 20 items was used. To ensure the content validity of the research questionnaires, confirmatory factor analysis, and divergent validity were used, and to measure the reliability of the questionnaires, Cronbach's alpha coefficient and combined reliability index were used. According to the research results, the divergent validity of variables was greater than 0.4, confirming the convergence validity of the structure. The values of CR and Cronbach's alpha are confirmed for all variables because they have values greater than 0.7. Structural equation

analysis has also been used to provide a suitable model. Data were analyzed using SPSS24 and PLS3.8 software.

### Results

According to the results (Table 1), 14 experts are faculty members of universities and scientific and research organizations in the fields of information science and knowledge, business management-marketing orientation, information technology, computer engineering, and 3 content production experts.

Table 1

Frequency of research experts

Research position	Field of study					Education level		Total
	Information science and knowledge	Business Management - Marketing Orientation	IT	Computer engineering	Content production team	MA	PhD	
Faculty members	5	3	4	2	-	-	14	14
Experts and content production team	-	-	-	-	3	2	1	3

As shown in Table 2, 42.9% of respondents are male and 57.1% are female. The education level of respondents is such that 40.4% have a bachelor's degree, 47% have a master's degree, 8.2% have a doctorate, and 4.4% are in the group of other cases. Regarding organizational position among the respondents, 72.1% are employees, 16.1% are experts and 11.7% are managers. The field of study of the respondents includes 64.8% information science and knowledge, 7.4% information technology, 4.9% management sciences, and 23% of other fields. Finally, about the work experience of the research population, 12.6% are under 5 years, 31.1% are between 6-10 years, 25.7% are between 15-15 years, and 30.6% have a working experience of 15 years or more.

Table 2

Descriptive statistics of the statistical sample of the research

Demographic indices		Frequency	Frequency percentage	Total
Gender	Female	209	57.1	366
	Male	157	42.9	
Education level	BA	148	40.1	366
	MA	172	47	
	Ph.D.	30	8.2	
	Other	16	4.4	
Organizational position	Employee	264	72.1	366
	Expert	59	16.1	
	Manager	43	11.7	
Field of Study	Information science and knowledge	237	64.8	366

Demographic indices		Frequency	Frequency percentage	Total
	Information Technology	27	7.4	
	Business Administration – Marketing	18	4.9	
	other fields	84	23	
Work Experience	1-5 years	46	12.6	366
	6-10 years	114	31.1	
	11-15 years	94	25.7	
	More than 15 years	112	30.6	

**A) Content marketing**

In the qualitative part of the research, theme analysis has been used to identify the factors affecting content marketing in IPLF. It is a valid qualitative method suitable for extracting, analyzing, and correcting data several times and is based on semi-structured interviews with an emphasis on the exploratory approach. The fuzzy Delphi technique has been used to validate the interviews. In the first step, while getting acquainted with the data, interviews were conducted, and then, by re-reading the interviews several times, 84 basic codes were extracted in the field of content marketing.

*Table 3*

*Basic concepts extracted in the open coding stage related to content marketing*

Code	Code concept
A1	Content produced and provided by IPLF is useful and glorious.
A2	Providing optimal services and products to retain old customers and also attract new users and then create satisfaction, motivation, and loyalty in them
A3	Coordinate and use multiple contents simultaneously regardless of the time and place of the content provided
A4	The number of likes and favorite selections on the institution's website by users.
A5	Content produced and provided by the institution in line with the interests and thematic needs of users
A6	The number of clicks made by users on the institution's website.
A7	Sharing and transmitting content by users in the direction of advertising to expand the content
A8	Production and presentation of quality content by the institution.
A9	The number of forms completed by users and posted on the institution's site, such as the registration form
A10	Allow users to express and exchange comments and criticisms.
A11	Benefit from the content produced and provided by the educational, curricular, and teaching content
A12	Efforts to increase user participation as well as establish two-way communication with the audience
A13	Identify traffic sources
A14	Continuity of content produced and provided by the institution, and coordination with previous content.
A15	The degree of compliance of the governing laws with the setting of prices in the foundation.
A16	Decisions are made by a specialized executive team or by the staff of other departments

Code	Code concept
	under the supervision of experts in the foundation.
A17	Developing a strategic plan to achieve the goals of the organization in line with the needs of stakeholders
A18	Ability and ease of sharing knowledge, resources and content provided by the foundation.
A19	Measuring the skip rate and the number of users who stop visiting foundation's website.
A20	Ability to exchange knowledge and experiences of employees with each other.
A21	The efficiency of the support system in the form of foundation's website to solve problems.
A22	Enriching the content and services provided, and making them available
A23	Security of information is available on the organization's website.
A24	Choosing the right channel and the ability to attract the audience by making him stare at the information and content produced
A25	The number of downloads made from the foundation's website by users.
A26	Realistic and acceptable content is produced and presented by the foundation.
A27	The amount of shares made by users of the foundation's website.
A28	Knowing the audience's interest to produce compelling content
A29	Choosing the right style and tone in producing content to entertain users
A30	The extent to which users benefit from providing online services.
A31	Generating content that is compatible with the needs and orders of users
A32	Increasing awareness and credibility towards the organization and user participation
A33	Using specific content to turn complex ideas into simple templates
A34	Determining prices based on creating a unique image of the foundation according to the level of quality.
A35	Increasing conversion rate and site traffic, supporting the brand, increasing sales of services and products, improving the website ranking, and gaining more credibility among the audience
A36	The number of visits to the foundation's website by users and other people.
A37	Innovative and special content is produced and presented by the foundation.
A38	Average stay on one page of the foundation's website.
A39	Formation of users, audiences, and stakeholders by students, researchers
A40	Possibility to answer frequently asked questions on the website.
A41	Existence of security in the form of selected channels for distribution and dissemination of generated content.
A42	Providing services that differentiate the foundation from competitors.
A43	IPLF has a specific strategic plan to determine the contact between users and staff and how they communicate.
A44	Utilizing content produced and provided by the foundation, such as informative content, emotional content as well as story content
A45	Innovative, creative, and up-to-date content is produced and presented by the foundation.
A46	How long users visit each page of the website.
A47	Having a specific time to produce and publish new content.
A48	Ability to publish a variety of content in different ways for users and audiences by selecting the distribution channel.
A49	Purchasing a set of services at a lower price than when those services were purchased alone.
A50	The content produced and provided by the foundation should be audience-friendly, user-friendly, and aim at meeting the needs of users.

Code	Code concept
A51	Systematic and consistent content production and presentation by the foundation.
A52	Formation of audiences and stakeholders by professors and staff as well as members of other organizations
A53	Simplicity and convenience in users' access and use of a variety of content.
A54	Raising the level of user awareness, building trust in visitors, and increasing information literacy
A55	Ease of sharing content produced and provided by the foundation in a variety of ways.
A56	Appropriateness of existing security systems at the organization's website.
A57	The number of people and users who follow the institution's website page.
A58	Accurate, credible, and documented content is produced and provided by the foundation.
A59	The existence of a proper relationship between users and management to meet the needs of users.
A60	Content production is coordinated through organizational policies and objectives
A61	The number of people and users who follow the news and services of the foundation.
A62	The extent to which the foundation benefits from the provision of offline services and sales.
A63	Update website content and evaluate user feedback and get their satisfaction
A64	In addition to producing content, services are also created in a customized way
A65	The public benefit of services and products
A66	Educational content can be used by all ages
A67	Existence of a specific strategy for publishing content in other links and cyberspace.
A68	Use of professional staff that promotes quality.
A69	The number of forwarding emails made by users.
A70	The content provided should utilize visual, written, and audio content, such as e-books, and online and offline training courses.
A71	Packaging, distribution, and publication of produced content
A72	Fictional content is produced and presented to younger audiences due to the nature of the IPLF
A73	To be economical
A74	The number of comments and notes posted by users on the foundation's site.
A75	The added value of the services provided.
A76	Using technological tools and up-to-date technologies for easy content sharing.
A77	Number of visitors to the site; encouraging them to stay on the page in various ways
A78	Branding
A79	Determining prices based on the needs of users according to the goals of the organization to maintain a long-term relationship with users.
A80	Attract new users by the content produced and provided by the foundation through special ads
A81	The type of content presented should include printed, dissertation, and article sources.
A82	Creating trust and intellectual understanding between the audience
A83	The usefulness of content and services
A84	Providing services such as information analysis projects and research reports.

After extracting the primary codes related to the factors affecting content marketing, the researcher has identified the secondary themes using experts' opinions and deleting ten items. Table 4 shows the secondary coding.

Table 4

*Identified secondary themes related to the factors affecting content marketing*

Secondary codes	Secondary themes	Primary codes combined
B1	Identifying content marketing goals	A2,A12,A35,A54,A17,A32, A73, A78,A82
B2	Drawing the persona of the target audience	A39,A52,A65
B3	Type and tone of topics and content	A11,A26, A29 ,A70,A81,A84, A66, A64, A60,A22
B4	Interaction and communication matrix with audiences and users	A20,A43
B5	Content production manpower	A16,A68
B6	Timing and setting the content calendar	A47,A63
B7	Information security	A23,A56
B8	Providing and producing useful and luxurious content	A1,A26
B9	Providing reliable and believable content	A8,A44, A58
B10	Providing and producing attractive and pristine content	A28,A72,A80, A44
B11	Providing and producing up-to-date and innovative content	A37,A45
B12	Providing and producing online content	A14,A51
B13	Providing and producing targeted content	A33,A50
B14	Providing and producing content related to preferences and tastes	A5,A31
B15	Selecting the appropriate channel and platform for content distribution	A24,A48,A67, A71
B16	Sharing	A7,A18,A55,A76
B17	Ease of use	A22,A53
B18	Structure of content distribution networks	A3,A21,A41
B19	Two-way network communication	A10,A40,A59
B20	Traffic measurement	A13,A25,A46,A57,A77,A83
B21	Measuring audience engagement	A4,A6,A27,A69
B22	Measuring audience convergence	A9,A19,A36,A61,A74, A38
B23	Product pricing policies and rules	A15,A34,A42,A49,A79
B24	Content delivery and sales	A30,A62,A75

Then, the main and final themes were identified using the secondary themes and analyzing the content of the themes.

Table 5

*The main themes identified in the selective coding stage of the factors affecting content marketing*

Main codes	Main themes	Secondary codes combined
C1	strategic planning	Identifying content marketing goals, drawing the persona of the target audience, the type and tone of topics and content, interaction and communication matrix with users and audiences, content production staff,

Main codes	Main themes	Secondary codes combined
		scheduling and setting the content calendar, and information security. B1,B2,B3,B4,B5,B6,B7
C2	Content supply and production	Supply and production of useful and luxurious content, supply and production of reliable and believable content, supply and production of attractive, pristine, and competitive content, supply and production of up-to-date and innovative content, supply and production of continuous content, supply and production of targeted content and supply and production of content related to preferences and tastes. B8, B9, B10, B11, B12, B13, B14
C3	Content distribution	Selecting the right channel and platform for content distribution, sharing of generated content, ease of use, channel structure, content distribution networks, and two-way communication. B15, B16, B17, B18, B19
C4	Content analysis	Measuring traffic, measuring audience engagement, measuring audience convergence B20, B21, B22
C5	Pricing and sales	Product pricing policies and rules and content delivery and sales B23, B24

To ensure that the dimensions, components, and indicators extracted from the interviews are real, to reach a consensus on the components, and to design the final model and qualitative validation of the model, the fuzzy Delphi technique has been used. After creating secondary themes based on the extracted primary codes, the main themes are identified (Figure 1), which are:

- Strategic planning
- Provision and production of content
- Content distribution
- Content analysis
- Pricing and sales

#### Factor analysis of research variables

##### A) Content marketing factor analysis

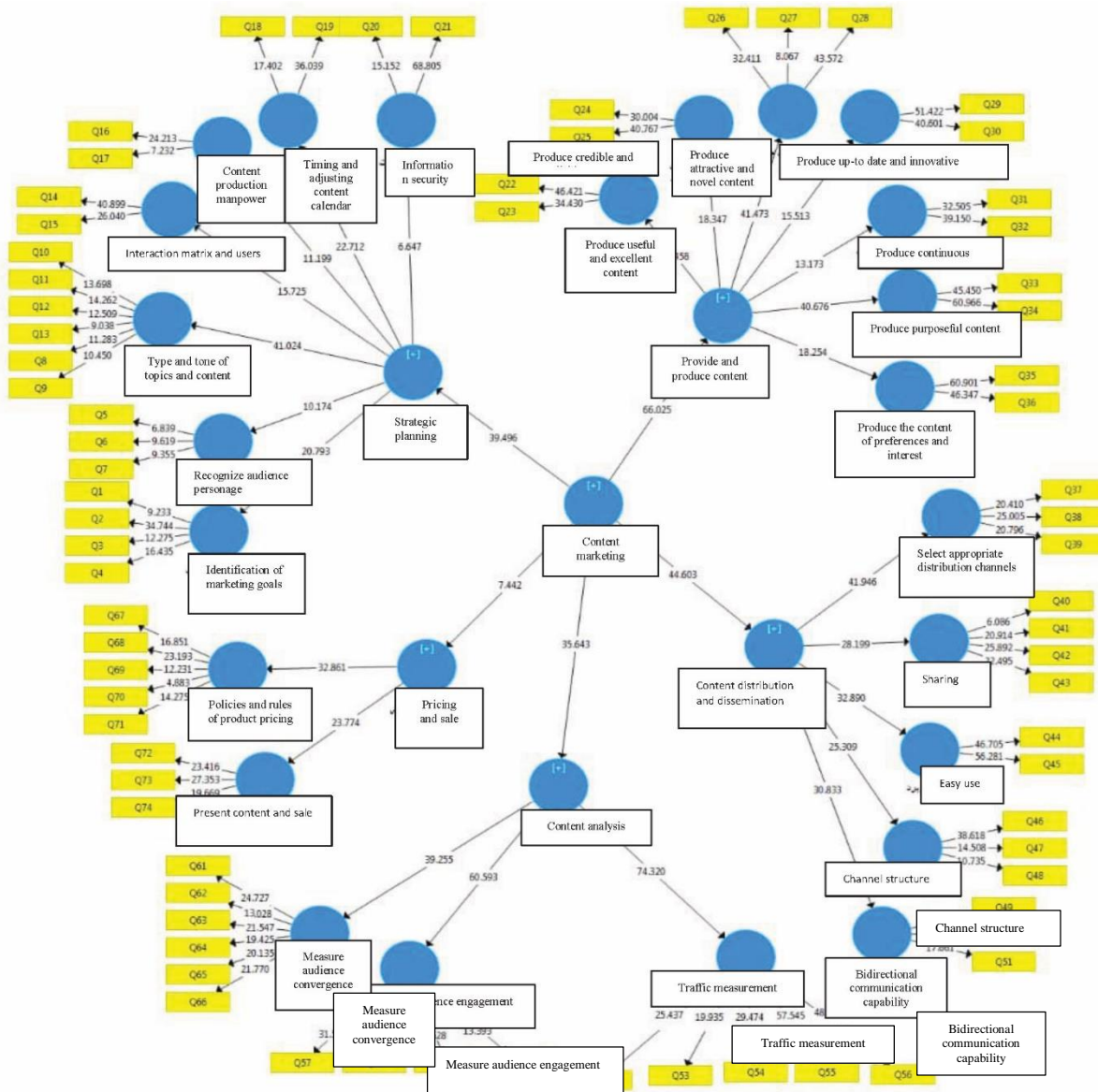


Figure 1: Confirmatory factor analysis model of content marketing in standard coefficient estimation mode

As shown in Figure 1 and Table 6, the values obtained for Cronbach's alpha and composite reliability are greater than 0.70, which indicates the desired reliability of content marketing. Convergent validity was also evaluated using the extracted mean variance, which showed that all AVE values for all research variables were greater than 0.5. Therefore, according to the values shown, it can be said that the model has good convergent validity, and finally, according to the results, it is observed that the content supply and production factor with an impact factor of 0.931 have the highest impact factor and is in the priority. Factors of content distribution and dissemination, analysis, strategic planning, and pricing and sales are the next priorities, respectively.

Table 6

*Validity and reliability evaluation indicators of content marketing model*

Main factors	Secondary factors	Composite reliability	Cronbach's alpha	AVE
Strategic planning	Identifying marketing goals	0.854	0.771	0.597
	Recognizing the audience persona	0.767	0.708	0.523
	Type and tone of topics and content	0.862	0.808	0.511
	Interaction and communication matrix with users	0.883	0.735	0.790
	Content production manpower	0.805	0.709	0.675
	Timing and setting the content calendar	0.740	0.709	0.740
	Information security	0.919	0.828	0.851
Total		0.923	0.911	0.608
Content supply and production	Producing useful and luxurious content	0.888	0.748	0.799
	Producing attractive and pristine content	0.829	0.794	0.829
	Producing reliable and believable content	0.855	0.743	0.665
	Producing up-to-date and innovative content	0.917	0.818	0.846
	Producing content continuously	0.896	0.767	0.811
	Producing targeted content	0.914	0.813	0.842
	Producing content related to preferences and tastes	0.914	0.813	0.842
Total		0.946	0.939	0.642
Content distribution and dissemination	Selecting the appropriate channels and distribution platform	0.867	0.771	0.686
	Sharing	0.868	0.791	0.627
	Ease of use	0.924	0.836	0.859
	Structure of channels and distribution networks	0.853	0.743	0.659
	Two-way channel communication	0.887	0.809	0.659
Total		0.940	0.932	0.615
Content analysis	Traffic measurement	0.889	0.844	0.586
	Measuring audience engagement	0.911	0.869	0.718
	Measuring audience convergence	0.946	0.928	0.779
Total		0.956	0.949	0.600
Pricing and sales	Product pricing policies and rules	0.862	0.799	0.560
	Content delivery and sales	0.889	0.813	0.728
Total		0.874	0.834	0.570

**Question 1:** What are the dimensions of content marketing in IPLF?

The results of confirmatory factor analysis and Figure 1 indicate that the content marketing variable has five dimensions: strategic planning, content supply, and production, content distribution and dissemination, content analysis, and pricing and sales. Dimension of content supply and production with an impact factor of 0.931 has the greatest impact on content marketing and is the priority. Factors of content distribution and dissemination with a coefficient of 0.917; content analysis with a coefficient of 0.894, strategic planning with a coefficient of 0.877, and pricing and sales with a coefficient of 0.642 are in the second to fifth priorities in terms of their impact on content marketing in IPLF, respectively.

**B) Factor analysis of ECRM**

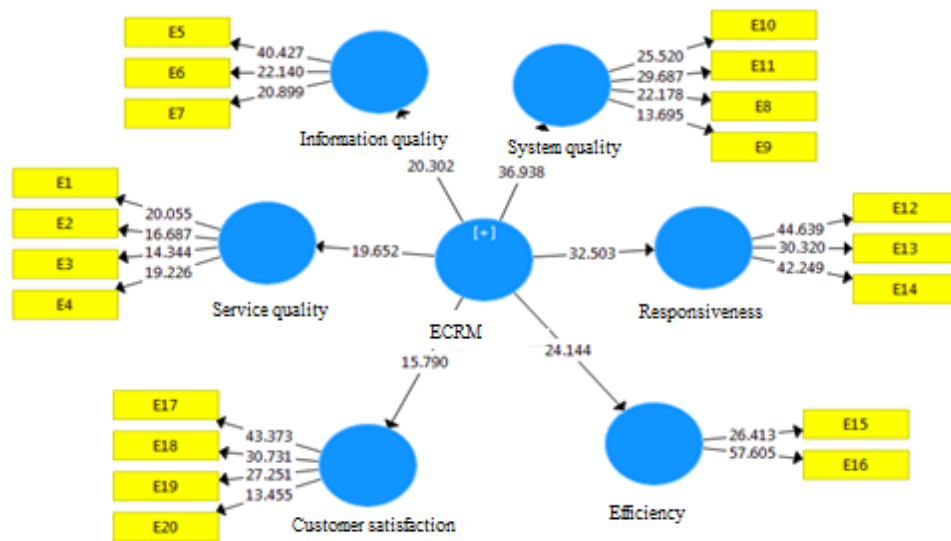


Figure 2: Model of ECRM in t-value mode

According to this model, each of the factor loads and path coefficients at the 95% confidence level is significant if and only if the value of t is greater than + 1.96. The results show that all factor loadings are significant at a 95% confidence level. Table 7 shows the validity and reliability values for all ECRM variables. With the help of the extracted mean-variance index, it was found that all the studied structures have an extracted mean-variance higher than 0.5.

Table 7  
Validity indicators, reliability of ECRM

Dimensions	Cronbach's alpha	CR	AVE	R <sup>2</sup>
Service quality	0.801	0.870	0.626	0.678
Information quality	0.833	0.900	0.750	0.650
System quality	0.861	0.906	0.706	0.774
Responsiveness	0.874	0.923	0.799	0.760
Efficiency	0.809	0.912	0.838	0.611
Customer satisfaction	0.877	0.913	0.732	0.736

**Question 2:** What are the dimensions of ECRM in IPLF?

The results of Table 7 and confirmatory factor analysis indicate that the variable of ECRM has six dimensions service quality, information quality, system quality, responsiveness, efficiency, and customer satisfaction. The average of all its factors except the quality of services has been higher than the average of 3 and the significance level of the test for these variables has been less than 0.05. As a result, according to the means and significance levels calculated with 95% confidence, it can be concluded that ECRM is relatively desirable from the perspective of managers and employees. The dimension of service quality with a significance level greater than 0.05 indicates the average status of this factor among respondents.

**Question 3:** What is the optimal model for the effect of content marketing on ECRM in IPLF?

In this section, the effect of content marketing includes five dimensions of strategic planning, content supply, and production, content distribution and publishing, content analysis, and pricing and sales on the effectiveness of ECRM that has 6 dimensions of system quality, information quality, service quality, efficiency, responsiveness, and customer satisfaction was evaluated using structural equation analysis. Findings of model fit are presented in Figures 3 and 4.

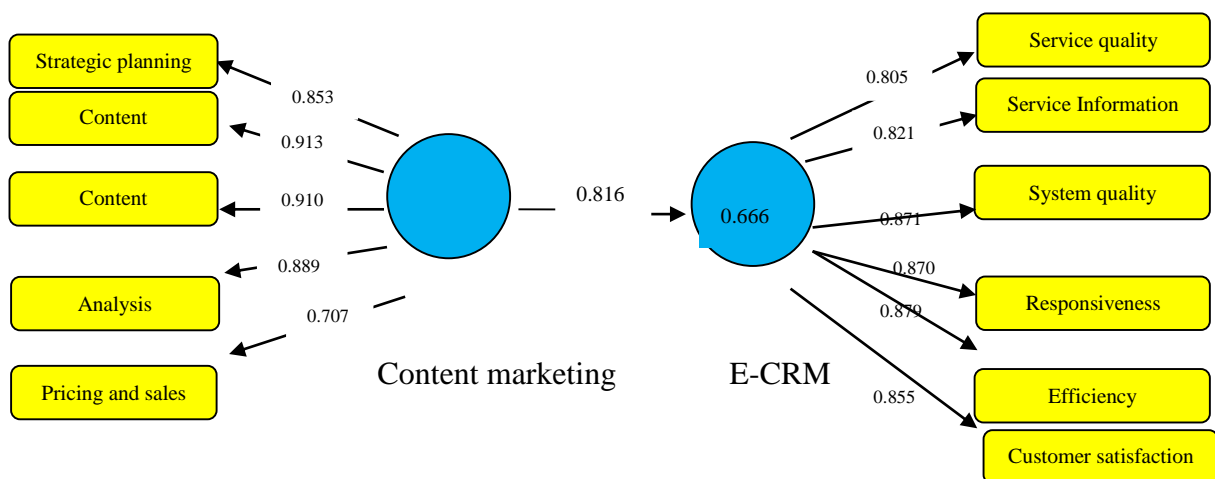


Figure 3: Measuring the overall model in the standard mode

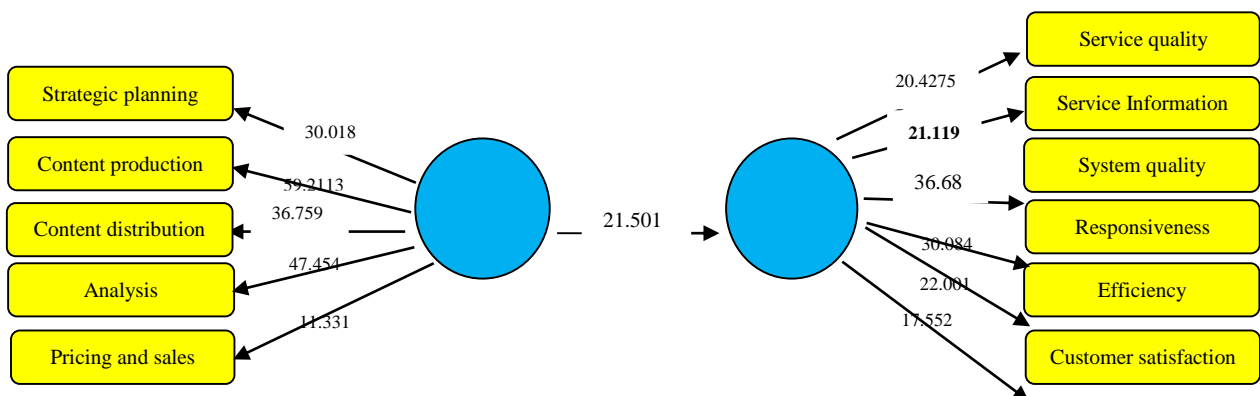


Figure 4: Measuring the overall model in the significant mode

The results of Table 8 show that the coefficient of the effect of content marketing on the effectiveness of ECRM is  $\beta = 0.816$  and the critical value is  $T = 21.501$ . Now, considering that

the value of test statistics is greater than 1.96, it can be concluded that the content marketing predictor variable can affect and explain the criterion of effectiveness of ECRM. Therefore, the null hypothesis of the test is rejected, and we can say that content marketing has a significant effect on the effectiveness of ECRM in IPLF with 0.95 confidence.

Table 8

*The effect of content marketing variable on the effectiveness of e-customer relationship management criterion variable*

Direct path	$\beta$	T-value	Result
Content marketing -> ECRM	0.816	21.501	Confirmed

### Discussion

According to the research results, five dimensions of strategic planning, content supply and production, content distribution and publishing, content analysis, and pricing and sales have been identified as effective factors in content marketing in IPLF. In analyzing the above results and in line with the strategic planning dimension, it can be said that strategic planning, as a platform or framework for implementing strategic thinking and operational guidance, leads to the realization of specific and planned results; in other words, without planning, running an organization is not possible desirably and logically way in a competitive environment full of changes and effects inside and outside the organization. Therefore, management's strategic planning is an inevitable task and responsibility, especially in the organizational pyramid. Any organization that has the ability for proper strategic planning based on good management will be successful in the field of action. Content marketers also feel more confident in their work with a complete content strategy, because once there is a content marketing strategy, the challenges of content marketing no longer seem overwhelming, and having a content strategy can lead to faster profitability and pave the way for success. Therefore, planning, forecasting, and providing strategic strategies to provide up-to-date and high-quality services to retain old customers and users, attract more users, increase user engagement and establish quality communication with the audience, building trust in visitors and increasing information literacy, the public utility of services and content of products of libraries, enabling the exchange of information and experiences of employees with each other, updating the content of the website, evaluating user feedback, and creating security systems at the organization's website and in databases play an important role in content marketing of IPLF.

In terms of content provision and production, it can be acknowledged that content production is the main essence of content marketing and effective campaigns of this type of marketing require creating content through the brand owners themselves or collecting it from external sources that can be through a combination of channels. If the content provided by the IPLF is useful, luxurious, reliable, believable, attractive and pristine, competitive, up-to-date and innovative, consistent, targeted, relevant to the preferences and interests of the users, and in line with the needs of users, content marketing can certainly play a significant role in IPLF and also a guide for content producers to promote satisfaction and loyalty and ultimately encourage customers to buy.

Recently, researchers have discussed content marketing in many different fields in domestic and foreign research Mahdizadeh Molabashi and Esmaeili Kia (2014) identified the factors affecting content marketing in Iran and introduced and analyzed the twelve factors of content

production. Among the factors mentioned in the above research are the quality of work, innovative subject, and coordination with customer needs, coordination with customers' tastes and interests, production agents' skills, coordination with previous contents, luxury and value, consistency, and continuity that are consistent with the findings of the present study.

Qorbani (2017) discovered 32 components and divided them into four categories, among which the components of novelty and innovation, content quality, alignment with interests and needs, up-to-dateness, and luxury are consistent with the present study. Naseri (2017) studied the dimensions and components of content marketing in the publishing industry. Its results are consistent with the present study in terms of the content production sector, targeted content, and coordination with the tastes in the channel distribution sector in sharing and accessibility, and the measurement sector with the audience involvement component, and also several measurement criteria. Also, Koobe (2021), Ahmed et al. (2015), and Rancati and Gordini (2014) dealt with the effectiveness and measurement of content marketing and assessed the amount of time spent on the site, the number of frequent visits, the number of likes, and comments that are in line with the present study. On the other hand, in terms of planning and content marketing goals in creating motivation and loyalty spirit, expanding customer relationships, creating satisfaction in introducing products and services, and achieving profitable customers, it is consistent with Vosough (2016). The results of Abkar (2017) are consistent with the present study in areas such as reliability, usefulness, availability, and productivity of materials and services. Research by Taghi Panahi et al. (2017) is in line with the present study in terms of quality, awareness, added value, expertise, motivation, sharing, customization, communication, realism, relevance, up-to-dateness, creativity, feasibility, and personalization. It is also consistent with the present study in some effective content indicators including the number of followers, user feedback on posts, average popularity, saving, sharing, engagement rate, number of hits, and amount of content sent as a private message. The present study is also in line with the research of Maafi (2020) in identifying goals and audiences, interacting with customers, and mapping needs. Research of Vosough (2016) is also consistent with the present research in terms of the components of the possibility of interaction with customers, communication with the audience, quality, tailored to customer needs, level of competitiveness, fit with up-to-date technologies, and tailored to the interests and tastes of users and customers. No research in the field of content marketing has raised issues such as information security, the power of distribution channels, as well as pricing and sales laws and policies; therefore, the present study is different from other works in this regard and has provided a complementary model.

In addition, according to the research results, six dimensions of service quality, information quality, system quality, responsiveness, efficiency, and finally customer satisfaction were identified as dimensions of ECRM in IPLF. It can be said that given that today's organizations operate in the era of the economy, customers are also the real rulers of organizations and the market. Therefore, the status of ECRM from the respondents' point of view indicates the desirability of the above variable in the study population. In other words, those who think of immortality are well aware that breathing oxygen in the business world is the principle of customer orientation, and that understanding has led to the motto of "customer is always right". Customer presence, in addition to economic benefits, is a constant wake-up call so that organizations can be prepared and enter the arena of competition. Therefore, in recent years, organizations have invested heavily, focused, assessed their capabilities in this area, and have

worked to improve it. IPLF, like other organizations, has not been unaware of this issue due to the significant development of information technology and due to the needs of users and has tried to improve relations with customers by launching various electronic systems and full-time support for this system.

The results also showed that content marketing has a significant effect on the effectiveness of ECRM in IPLF. Today, with the advent of IT and new communication tools, organizations are faced with an evolving context that their lack of use makes them fail in today's turbulent environment. Organizations that use information technology have more favorable marketing productivity than organizations that do not take advantage of technology and the Internet. In this regard, ECRM is a model of the development of the world of communication in customer interaction in marketing management, so what has changed a lot today is the attitude of the audience and customers. Their expectations have risen today and it is no longer the customer of the past to receive or buy without any review of products and services. They are more likely to receive services or purchase products through data analysis. Therefore, the impact of content marketing on customer relationships is very important. For this reason, successful managers have used the potential capabilities of new information technologies to develop and improve relationships with their customers to achieve the goals of the organization and have tried to improve the infrastructure and use the capabilities of managers, professionals, and staff to improve relationships with e-customers. Accordingly, the findings of the present study are in line with the research of Haudi et al. (2022), Harliyanto and Soediantono (2022), Kamalian et al. (2009), Bahlakeh (2019), Anam et al. (2020), and Chen et al. (2017).

### **Conclusion**

Regarding the dimension of content distribution and publication, it can be said that according to the volume of produced messages, practically nothing has been done until a message reaches its audience. Therefore, planning, focus, and accuracy of librarians to select a suitable channel for publishing the produced content, predicting a specific strategy for publishing content, sharing content for advertising and publishing the content, ease of sharing content provided by the IPLF, the use of technological tools and up-to-date technologies for easy sharing of content and availability of content and services provided, and ease of use of various channels and their use can play an important role in content marketing. Another effective dimension of content marketing in IPLF is the analysis of the created content. In other words, evaluating the pages of the foundation in terms of the number of visits and downloads made from the website of the public library, the duration of each visit made by users, the number of people and users who follow the foundation's website, the number of likes by users, the number of shares made by users of the foundation's website, and the number of comments and notes made by users on the foundation's website or communication channels can be effective in promoting content marketing. Finally, in terms of pricing and sales dimension, it can be acknowledged that the strategies of IPLF in the field of pricing products and services, providing differentiated services compared to competitors, the extent to which the entity benefits from providing services, and methods of online and offline sales can also affect content marketing.

### **Recommendations**

- Investigate the impact of strategic planning thinking to more effectively measure content marketing

- Using weighting methods of factors affecting the above areas, because in this case leads to the evaluation of content and their measurement.
- Analyze the role of strategic planning to improve customer service
- Conceptual design of ECRM with emphasis on content production and distribution
- Identify and evaluate the factors affecting the selection of appropriate platforms for distribution and evaluation of the created content
- Review pricing strategies to attract and retain customers
- Investigate customer creation using content marketing techniques
- Investigate content marketing effectiveness in customer satisfaction compared to traditional marketing in other organizations and content management
- Explain the factors affecting customer satisfaction to improve the ECRM system in the form of a native model.
- Investigate the value and usefulness of content in other social networks.
- Expand the scope of research to close the gaps between the status quo and the current situation

### Endnotes

- 1 The present study is taken from Sohrabi, Hasti (1400): Designing a Model for the Effect of Content Marketing on the Effectiveness of E-customer Relationship Management (Case study: Iran Public Libraries Foundation in the Department of Information Science and Knowledge. Ph.D. Thesis. Islamic Azad University, Babol Branch, Babol, Iran.
- 2- <https://www.ama.org/the-definition-of-marketing-what-is-marketing>

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