STRATEGIES OF KNOWLEDGE MANAGEMENT PROCESSES AND ITS EFFECT ON THE PERFORMANCE MARKETING
AN ANALYTICAL STUDY OF THE OPINIONS OF A SAMPLE OF WORKERS IN A NUMBER OF RETAIL STORES

1-**Ahmed Hashem Alsaqal**
University of Iraqi
ahmedalsqal@gmail.com
2-Hameed Ali Ahmed
University of Iraqi
hameedalmulla@gmail.com
3- Muatez ahmed alsaqal
Al-bayan university Muatez.88@gmail.com

Article history:		Abstract:
Received:	January 2nd 2022	This research aims to demonstrate the impact of the application of Strategies of Knowledge management Processes and their impact on marketing performance through the ability of organizations to integrate marketing activities in a scientific and practical framework with the system of knowledge management strategies, which will make the organization able to build and store an intellectual accumulation that increases its ability to adopt innovative strategies for elements The marketing mix is based on knowledge in dealing with market variables to achieve competitive advantage. The researcher chose a group of retail stores as a field for his study, Data and information were collected by means of a questionnaire prepared for this purpose, in addition to the personal interviews that were conducted with them.4) Sub-hypotheses, which were tested by a set of descriptive statistics tools represented by (percentages, frequencies, arithmetic mean, standard deviation) and inferential statistical tools represented by (Spearman correlation coefficient, simple linear regression coefficient) as the researcher used the Amos statistical application to determine the effect value , The researcher reached a set of conclusions, the most prominent of which was the lack of clarity of vision for store departments with the concepts of knowledge management and management Than mirror On weakness Development operations Knowledge management and rally Resources necessary For this Activity to make it Appropriate and compatible With the changes environmental, On the basis of his findings, the researcher developed a set of recommendations, the most important of which are the necessity interest With knowledge to have a clear vision of the concepts of knowledge management and to adopt appropriate methods for knowledge management, the most important of which is the use of information technology in knowledge management processes, to be able From Adaptation With the changes environmental Especially since the environment of these organizations is characterized by movement and dynamism.
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Keywords:

INTRODUCTION:

Realize organizations Business Today that Knowledge I became necessary for her business, and this is no Regard Develop its products or its operations Just, But for approval as one tools the competition at market. so had become survival company at forefront competitors Requires to have Administration Cognitive or What is called By force mental Which make fun of it at adoption its approach Marketing, that translate to me Policy and

programs marketing shove her way at Shade Circumstances competitive, in order to Contains and absorb overall the changes Which surround out. So sought organizations Business to me acquisition and development Knowledge About her environment External and the interior and all direction, and so sleep role Cognitive at organizations Business and linked relationships document successfully That organizations and superiority competitive.

Perhaps Knowledge management represent the side the important to manage Knowledge at the organization, being Marketing he is Activity that you know more From Jealous by dealing and interaction with variables the environment External (market). So And from During that I started Attempts To merge Knowledge with activities Marketing at framework Knowledge organizational, where lead us that in the form of direct to me The dimension human represented with knowledge phenomenon and implicit for workers actively marketing, and connect it with technology the information to pose for us pillars the basic at Create System Knowledge managementmarketing, and process More important to manage Knowledge management

Strengthen sharing at Knowledge What between staff at sections and regions different which

Supposedly that reflected On level the performance Marketing. And surely that turn will support Development Relationship with the customer and get to know accurately on his needs and his desires and how satiate her than will strengthen Investigation superiority competitive for the organization at market it target.

FIRST: METHODOLOGY STUDYING
A-Problem studying:
The problem of the study, in its general framework, is embodied in the extent to which marketing organizations use knowledge management in the processes of activating marketing performance by paying attention to the level of knowledge and its awareness and how to manage it.

On the field side, the problem of the study is evident in the weakness of knowledge management in general and knowledge management in particular, and linking it to the processes of activating marketing performance. The researcher reached this problem through interviews with workers in the organizations under study. In order to identify the features of the problem more accurately and clearly, the following questions and paragraphs help us to highlight them:

1. Do the surveyed organizations take sufficient care and awareness of knowledge management and management?

2. Do the surveyed organizations work on linking knowledge management with marketing performance, and benefiting from knowledge management in promoting and developing marketing skills?

3. How can knowledge management be used in building marketing strategies?

B-Importance search
This research is an attempt to clarify how knowledge management overlaps with marketing management, and the importance of this research can be clarified in a number of aspects:

1. Shedding light on how to benefit from knowledge management in developing the skills of workers in marketing management.

2. It may be an important entry:

a. For the sample and the research community to clarify the ways of retaining and acquiring marketing skills through marketing knowledge management, and how these skills can be used in developing marketing performance.

B. In clarifying the importance of employing information technology in building marketing information bases that will form the nucleus of knowledge management, which in turn will be an important source for the organization to benefit from in managing marketing activity and building and adopting innovative marketing strategies that lead it to enhance its marketing performance.

3. Clarify the importance of owning knowledge management and its reflection on the ability of business organizations to find, achieve and sustain excellence in their target markets.

C-Goals studying:
The research objectives are as follows:

1. Diagnosing the positive and negative aspects of work in relation to the variables addressed in the study.

2. Identifying the level of interest in knowledge management factors and marketing performance in the surveyed organizations ().

3. Measuring the effect of using knowledge management in developing marketing performance

4. Reaching a set of recommendations of interest to the surveyed organizations and benefiting from them to develop marketing activity.

D-model studying([1]):
Illustrates the shape following, form default to study
according to Imagine researcher:

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[1] (?)adopted studying at to set model search On
Group From Studies and research It was
completed mark it with a sign * at sources
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*It was completed Selection Variables what
Proportional to With Goals search has Done
Signal to me Importance this is Variables at the
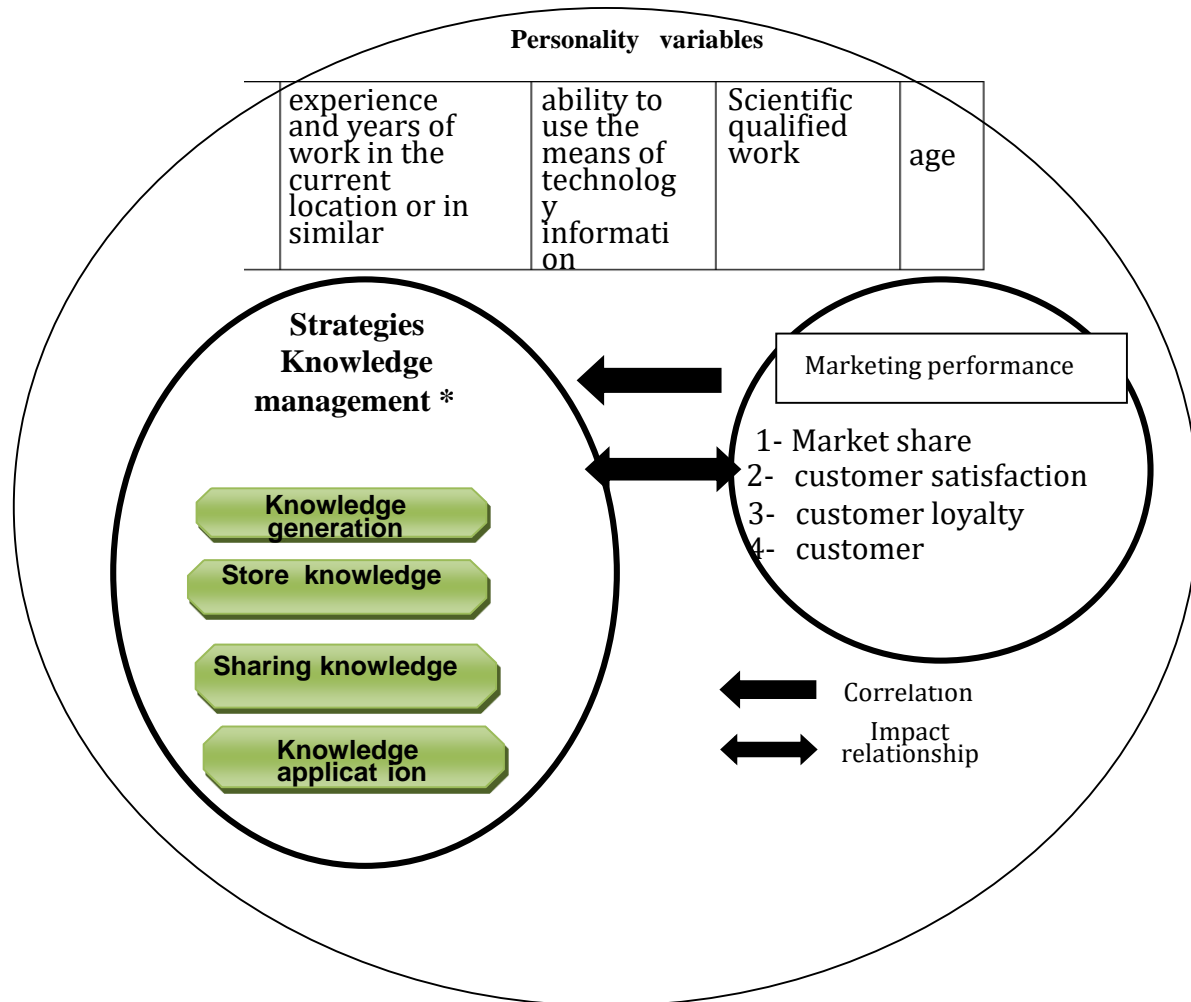side theoretical

Figure (1)

Study model

Source: Prepared by the researcher, 2022

F-Hypotheses studying:

Adopted studying at Investigation its goals On Group From Hypotheses the main and sub Which fall within two axes boss Which hypotheses link, and hypotheses the influence, as he is explained while Come:

1.   First main Hypothesis: there is relationship morale between qualification Scientific and experience work On the computer and experience work Marketing With the age.

2.   second main Hypothesis: there is relationship morale between the age and experience work Marketing

3.   Third main Hypothesis : there is relationship morale between Knowledge management Processes and marketing performance branch out from it

(3-1)   Hypothesis Sub First: there is relationship morale between generation Knowledge and marketing performance

(3-2)   Hypothesis Sub Second: there is relationship morale between store Knowledge and marketing performance

(3-3) Hypothesis Sub Third: there is relationship morale between Share with knowledge and marketing performance

(3-4) Hypothesis Sub Fourth: there is relationship morale between Implementation Knowledge and marketing performance

4. Fourth main Hypothesis: affect Strategies Knowledge management Processes positively at marketing performance branch out from it

(4-1) Hypothesis Sub first: affect knowledge generation processes On the marketing performance

(4-2) Hypothesis Sub Second: affect knowledge storage processes On the marketing performance

(4-3) Hypothesis Sub third: affect Knowledge sharing processes On the marketing performance

(4-4) Hypothesis Sub fourth: affect Knowledge application processes On the marketing performance

G-Community and sample search

The commercial sector, including medium-sized retail stores that practice marketing and deal in soft goods (food and household items), were specifically chosen as a field for research for a number of reasons, including:

• The importance of organized marketing work in these stores, as they deal with a large part of the important commodities that affect the daily life of the citizen, the large number of citizens who go to these stores, the large number of these stores at the level of Baghdad and the governorates, which required them to use all available marketing tools, the most important of which Knowledge management in adopting marketing strategies that guarantee high levels of marketing performance in order to achieve excellence, survival and continuity in the market, in addition to the large number of employees working in these stores..

Represent Community search all stores Retail medium at Karkh area It was completed election a sample intentional Of which(^{2}), and destination Form questionnaire to me Some owners and group From Managers and supervisors at this is Shops.

H- Methods of collecting data and information:

The researcher relied on the exploratory method in determining the factors and variables that will be addressed in the study through the case study approach. This approach allows us to obtain accurate information through observation and observation in different work sites. Depending on that, the required data has been collected through:

1. Personal Interviews: Interviewing some owners of medium retail stores and some workers. These interviews included open questions for the purpose of clarification on some aspects of work to enrich this study with the required information.

2. Questionnaire form (^{3}):The study relied on the questionnaire form to ascertain the true course of work compared to what it is supposed to be. Determine the effect of the variables to be examined.

3. A group of foreign sources and previous studies and research that were relied upon in preparing the question paragraphs.

I-Characteristics a sample search

Tables (1) show the characteristics of the research sample. The selection of the sample characteristics was taken into account according to the research needs according to gender, profession, educational qualifications and age groups, as follows:

(^{2})Some large retail stores were selected in the Karkh region (Al-Khadra, Al-Mutaheda, Abu Talal, Al-Jamiah, Fun Shopping, Al-Ani, Al-Rabie, Green Apple)

(^{3})It was relied on a group of sources and we put a sign on them * in the list of sources at the end of the research to indicate their use in preparing the form, and some paragraphs were added and changed specifically in line with the requirements of this research. In the questionnaire, the researcher moved away from the questions related to the financial aspects or sales quantities, since private sector organizations have no desire to disclose their financial position or sales...etc. The questionnaire was also presented to a group of experts (Prof. Salah El-Din, Prof. Moataz Salman, Prof. Khalidiya Mustafa, Prof. Sami Ahmed, Prof. Dr. Saad Ibrahim). Make the appropriate modifications according to the recommendations

A.M.D. Sad Ibrahim) and done Procedure Adjustments Occasion on her according to Recommendations

Schedule (1)
The characteristics of the research sample

	the age					Years Experience work for him relationship marketing				
	Less From 20	20 say From 30	30 say From 40	40 and less From 50	50 so what above	less From year	1 and less Fro m 4	4 and less From 6	6 and less Fro m 8	8 so what above
Repetition	7	19	14	4	3	8	9	14	10	6
The ratio %	14.9	40.4	29.8	8.5	6.4	17	19.1	29.8	21.3	12.8

Source: Prepare by researchers, 2022 N=47

Ability On Utilization means technology the information modern					qualification Scientific				
Excellent	Very good	good	average	I have no idea	Only reads and writes	middle school or less	diploma	Bachelor's	Master's degree
4	7	15th	12	10	7	13	8	18	1
8.5	14.9	29.8	25.5	21.3	14.9	27.7	17	38.3	2.1

Source: Prepare by researchers, 2022 N=47

The results were consistent with the main purpose of the research in terms of the accumulation of experience and knowledge in different aspects of the marketing work, and this made the answer to an acceptable and accurate questionnaire. It is noted that about 53% of the sample members have the ability to use the computer and this is an acceptable percentage, in addition to a similar percentage spent by the sample members in work related to marketing, which indicates the accumulation of practical experience they have.

Second: Previous Studies

1.Shuwaili, Haider slave the one horrible 2013 (impact Knowledge at to improve the marketing performance -study comparison between comp Connection for phone mobile at Iraq)

The researcher aims to clarify the role that knowledge plays in improving marketing performance, and for this purpose, the study hypotheses were formulated, represented by three hypotheses. The practical side of the study led to a number of conclusions, the most prominent of which was the contribution of knowledge to making the organization more able to improve marketing performance and dominate the markets, as well as the presence of significant differences between the researched companies in terms of knowledge and improving marketing performance. Communications with knowledge at a higher level, if it aims to improve marketing performance by paying attention to the application of knowledge dimensions, to reach market research and requirements that lead to improving marketing performance. And Zain Telecom has developed newer means of market knowledge, such as benefiting from customer knowledge and competitors' knowledge.

2.study (Ching-Lin Huang (Taiwan) and others) effect Knowledge management and strategies innovation Marketing On the marketing performance (study condition at organizations service).

This study aims to clarify the impact of knowledge management and its strategies on marketing performance. The study identified a set of variables related to independent variables, knowledge management (knowledge acquisition, knowledge sharing, knowledge storage) and strategies (product innovations, innovations in marketing activity) and to test the study hypotheses the study was applied in one Service companies (funerals). The researcher used structural equation modeling (SEM) to choose the appropriate sample to conduct an empirical analysis on the impact of knowledge management and marketing innovation strategies on marketing performance. The researcher concluded that (1) knowledge management

and marketing innovation strategies have a significant positive impact on marketing performance..

3.study bafil Mraceka, martin mutsha 2015 (Usage Knowledge management at Marketing and communication Marketing study for companies Clothing small and medium at Republic czech)

This study aims to clarify the impact of the use of knowledge management applications in marketing communications for small and medium clothing companies in the Czech Republic and the use of customer and company knowledge to create meaningful knowledge, and thus provide appropriate products to their customers. The study indicated that the reason for focusing on small and medium-sized companies is that these companies are exposed to strong competition from large stores, and therefore the study focused on the use of knowledge management to confront this. In collecting information, the study relied on a questionnaire distributed to a sample of customers who deal with These stores by publishing the questionnaire on the websites of these companies and this questionnaire included338 respondents to examine the extent of their satisfaction achieved by the use of knowledge, the study relied on two main hypotheses to achieve its goal, and a number of statistical methods were used to process data, and the results of the practical side of the study led to a number of conclusions, the most important of which is that companies that suffer from poor communication with customers and lack of Benefiting from his knowledge was less able to provide products that match the expectations of the customer and vice versa for companies that benefited from the knowledge of the customer. The most important recommendations focused on communication in the optimal use of knowledge management in the flow of knowledge from the customer to the company and vice versa. To create a solid base of information that is used in the production of the product.

Third: Strategies Knowledge management
1- Knowledge management

Knowledge management is a new vision that has emerged since the middle of the last century, as it represents an intertwined part of the organization's overall knowledge and benefit from it in marketing activities, the most important of which is the awareness and understanding of market variables or the so-called environment of the marketing organization in all its parts. Hassan (2008,70) believes that knowledge management represents the organization's knowledge of its current and potential

customers through their purchasing behavior. He emphasized (Joseph et al, 2002: 6) that knowledge management is the starting point for the customer relationship management process. To that it is organized and structured information about the market as a result of addressing the organization's methodology in producing new products, and this was confirmed by (M.De Luca & Gima, 2007:97) that knowledge management is the organization's knowledge of the behaviors and needs of its customers in addition to the behavior of its competitors, and through the resources of the knowledge management It will be strongly placed in its real interaction with customers, which will be reflected on the organization's marketing mix to suit the needs and desires of the customer, and will make it more capable of exploiting market opportunities and making decisions in issues of interest to marketing management such as targeting new markets, analyzing competitors, determining product characteristics, better selection of elements Promotion ... etc. is one of the decisions concerned with marketing management.According to this, the areas of knowledge management can be summarized in Figure (2), which shows the areas of knowledge, the marketing foundations represent knowledge related to the marketing culture in the organization and consumption behavior As for the marketing strategy, it is represented by the knowledge that is intrinsically focused towards the elements of the marketing mix and the strategic models that can be applied in the target market by adopting appropriate marketing planning and organization. And finally, the specialized aspects of marketing and the diversity of fields from which a variety of different fields are derived, each group of which has a common relationship with a special knowledge system (Al-Bakri ( ) (12:2004,). The first two directions are centered on the concepts included in knowledge management, which includes the philosophy of market orientation, which includes the compatibility of the product with the needs of the consumer, the nature of the market and its segmentation, and finding an optimal combination that achieves maximum benefit from the elements of the marketing mix and how to build brand loyalty. The second direction includes marketing activities that include a set of practices that you undertake. The organization is represented by identifying marketing objectives and ways to achieve them through well-studied and controlled plans, coordination and integration between the various elements of the marketing mix, as well as diagnosing deviations and judging the extent of commitment to the marketing plan.

Figure (2)

areas of knowledge management
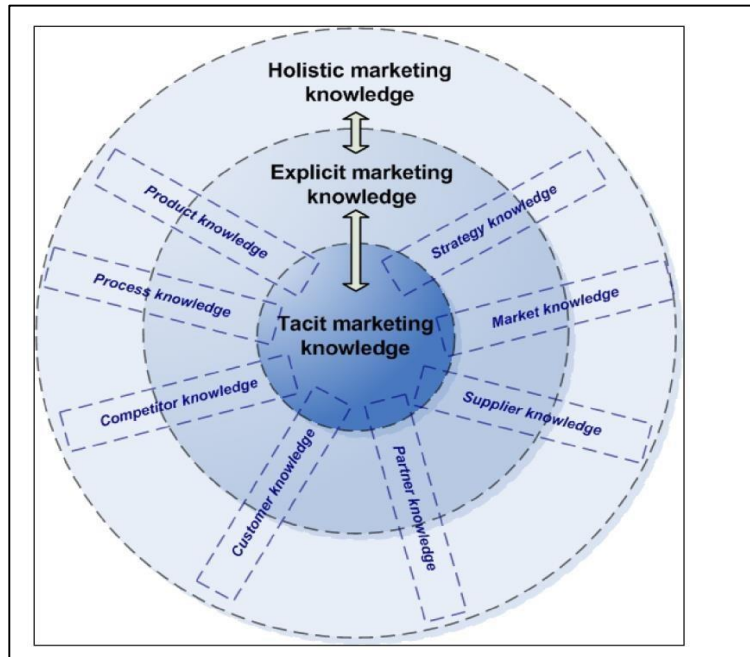
Sources: Joachim Kioizaka "Knowledge based marketing: building and sustaining competitive advantage through knowledge co-creation" Int. J. Management and Decision Making, Vol. 9, No. 6, 2008 61

2- Species Knowledge

Knowledge does not have a specific form and cannot be placed in one frame, because

When the organization presents its products, services and expertise, it does not present the parts of its knowledge, which is the identifiable and transferable part, and the types of knowledge differ according to the different viewpoints of the researchers who studied it. , 2009:8) The apparent knowledge that represents formal knowledge that can be in the form of information, plans, software, databases, technical diagrams, tools, images, audio recordings (Rosster, 2002:73-80), and it is designed primarily for how to accomplish business Through the rules and procedures of implementation, and therefore it is the knowledge that can be communicated and communicated to others formally through the traditional educational processes. The other type is the tacit knowledge which represents the well-established and deeply rooted in the experience and actions of individuals (Lorenzo, 2005:7), during his work in A specific activity over time that is reflected in their behavior within the

organization, and includes what a person knows and what he does within the activity in question, and tacit knowledge is generally more valuable than explicit knowledge as it represents the experience that has been accumulated through real experiences over time. There are also other classifications of types of knowledge, including the Brand wiernga classification in the classification of knowledge into academic knowledge and applied knowledge ... etc. (Wernga, 2002: 375).

3- benefits Knowledge:

Knowledge provides a range of benefits in many areas, including enabling the organization to better identify current and target customers, providing organizations with a better understanding and awareness of the business environment, forecasting the needs of new and potential consumers, encouraging organizations to search for new services and products, and continuous briefing with information that serves beneficiaries and researchers. And recent developments with regard to the activities of the organization, in addition to its role in the success of

these organizations through the implementation of plans and decision-making (Lorenzon, 2005:3) (Gallab and Al-Abadi, 2010: 668).

4- Strategies of Knowledge management Processes :

With the growing importance of knowledge in modern business, the need for modern organizations to manage it has increased, because it represents a major resource for the success of competition. The activities of the organization consist of a variety of activities, especially in the field of marketing, which represents the point of connection with the external environment of the organization. Some of these activities are designed to develop and manage the marketing mix of the organization, while other activities are more complex and designed to implement the marketing philosophy and other marketing ideas. Such a discrepancy in marketing activities requires the existence and exploitation of the relevant assets and the capabilities that enhance them, the most important of which is the benefit of knowledge through its appropriate management (knowledge). Organization skills in acquiring, creating, retaining and sharing knowledge based on the organization's view of its external marketing environment (Baker, 2000,246). ,4) and other areas, so it constitutes a business model that includes a set of processes represented in the creation, storage and retrieval of knowledge as well as its application and distribution to the beneficiary parties within the organization as well as learning, creativity and innovation (Akroush & Al-Mohammad, 2010: 9) (Delbaere, 4 , 2002).

One of the most important goals of knowledge management programs is to extract and record the tacit knowledge of employees that has been acquired through experience that has accumulated over time and which is difficult to transfer or disseminate because it is present in the minds of workers, the essence of knowledge management processes. Others, and from the researcher's point of view, the application of knowledge management programs will contribute to benefiting from this knowledge by trying to transfer the important ones to organizational memory and upgrading the processes of interaction, interdependence and integration between what information technology provides from the ability to store the accumulation of knowledge and ideas for employees, and organize them in a way that can be referenced Accordingly, the researcher believes that it is possible for the organization to possess knowledge, but it does not adopt formulas to acquire, retain, share and transform it into visible knowledge, except in the presence of a management that possesses the

appropriate skills to acquire, create, retain and share this knowledge. There are several models that describe the processes of knowledge management, including what was mentioned (Al Kubaisi, 2014, 85-86) that it includes six processes where the diagnosis, setting goals of knowledge, generating, storing, distributing and then applying it, and suggested (Gandhi, 2004: 373) eight steps of knowledge acquisition , knowledge storage, linking knowledge to the company strategy, knowledge map, organizing and collecting knowledge, transmitting and disseminating knowledge, applying knowledge. The main important processes are generation, storage, dissemination and application, as these four processes are considered as an umbrella for a number of processes mentioned by researchers in this field or can be combined with them, and we will adopt them for the purposes of this study, and in the paragraph below will address the most important knowledge management processes:

1. **diagnosis Knowledge**: The first knowledge management process is to identify the required knowledge (diagnosis) as the first knowledge management process because of its great importance to the organization's operations (Loomis, 2000:24), and the organization here has to know what it needs of knowledge and experience, what is available inside the organization and what it needs from outside.

2. **Setting knowledge goals**: knowledge and its management is not the goal, but rather it Instrument to achieve Goals Enterprise, and surely for this the means Also goals certain and without to set That Objectives become merely Cost and process confusing, the side The important at Goals Knowledge he is depth and seek to adopt transformations root and goals the wide and achieve hops at Action the organization, and this is Spins About dexterity and achieve the quality super, and production goods and services innovative and solutions not traditional(Heisig & Vorbeck, 2000:116), and in a light clarity Goals Knowledge specified Depends methods for operations Cognitive other Such as obstetrics and storage and distribution And the app.

3. **generation Knowledge:** Knowledge generation processes relate to the creation of new knowledge, as when conditions such as markets change, there is a demand for new knowledge. The generation of knowledge leads to its expansion and development. The organization can enhance the methods of obtaining knowledge in enhancing the ability of individuals to devise new solutions to problems, and encouraging individuals with expertise to share information and knowledge.

4.   store Knowledge and keep with: Documented knowledge is usually stored in their databases. As for the knowledge stored in the minds of working individuals (which they acquired during the course of their work in the organization), it is not stored except in the minds of these workers, and this exposes organizations to the risk of losing it as a result of the departure of some of them for one reason or another, and therefore these organizations will lose a lot of their knowledge once these individuals leave About the organization because they carry their tacit knowledge inside their minds (undocumented knowledge) and organizations here are trying to take advantage of electronic storage and systems specialized in experiences to play a role in protecting ideas for the organization, and ensure a future access to basic knowledge documents in an organized manner (Probst, 1998:27 Probst) through storage operations and retention, maintenance, search, access, deposit and retrieval (Al Kubaisi, 2002, 74).

5.   distribution Knowledge: Sharing knowledge means our shift from individual work to group work (Al Kubaisi, 2002, 76), and this includes communication, translation, transfer, technology and performance. The distribution of knowledge is a continuous process, as the goal of knowledge distribution is to use it, and the organization is supposed to form work networks in order to study how prominent organizations design and use successful approaches to obtaining and sharing information and knowledge (Ali 2007, 51), in order to make optimal use of them.

6.   Utilization   or   Implementation Knowledge: knowledge use includes the activities and facts associated with the application of knowledge in organizations and means the fruitful distribution of organizational knowledge and its use in the production process, and in fact this is the purpose of knowledge management (Al-Khair and Sobhi, 2004, 2). Realizes the real benefit in order to change his behavior and adopt knowledge (Ali, 2007, 51).

Fourth: Marketing performance:
1- Concept the Marketing performance:
7.   The marketing performance is the sensor that gives the true picture of the organization's workflow and reflects the organization's ability to survive under the surrounding environmental conditions, so it is necessary to define criteria for this performance that determine the extent of deviation of the achievement achieved, in addition to that through these standards modern organizations are trying to achieve the best level of performance catalog. The researchers differed in presenting the concept of marketing performance

according to the different intellectual backgrounds of each of them. He defined it (Kotler & Armstrong, 1999:45) as the comparison of the organization's performance with the performance of its competitors to identify its strengths, strengthen them, and identify its weaknesses for the purpose of limiting them in order to achieve competitive advantages and define it (Al-Hadidi, 2011: 37) as the organization's achievement of its objectives in general and marketing objectives in particular, by knowing the actual indicators verified and comparing them with the actual target indicators for a certain period of time. The importance of marketing performance includes several concepts, including success, failure, efficiency, planned and actual effectiveness..etc. (Al-Amri, 2002: 50)

2- Importance to set the marketing performance
The importance of determining marketing performance can be identified as helping to (Daivd, 2001:30):
1) Recognizing the extent of the organization's goals.
2) Availability of information for the various administrative levels for the purposes of planning, control and decision-making.
3) Diagnose critical errors and preferences in the process and take the necessary steps to address and take care of them.
4) Achieving comprehensiveness and rationality in the planning and decision-making processes. 5) Make continuous improvements.

3- Indications Measure the performance Marketing:
Standards are the cornerstone against which performance is measured. It is very important to diagnose what went wrong for the purpose of working more successfully in the future. Effective marketing organizations are those that develop and use clear marketing control and evaluation procedures, which requires determining what are the appropriate measures that can be used in measuring Performance, and how to integrate different measures to present a realistic picture of the organization. Practical experience has proven that reliance on one measure or set of measures does not clarify the target performance (Al-Diwaji, Abi Saeed, and Al-Sadiq Dorman, 2004: 6), and according to the developments of the business environment from changes and severity Competition Reliance on quantitative or traditional measures has become insufficient due to their inability to accurately evaluate. Therefore, researchers and those interested in the marketing field turned towards measuring performance in four directions, represented by the shift from measures of financial outputs that were represented by return on investment, return on sales, cash flow and non-

financial outputs that It was represented by measures of market share, customer satisfaction and loyalty, as well as the contribution of the brand (customer value) as well as to other multi-dimensional measures that included On marketing audits, efficiency and effectiveness, etc. (Al-Shuwaili, 93: 2013) and Figure (3) shows (⁴)this Measurements The study relied on the practical side of it on non-financial output measures only (⁵) .
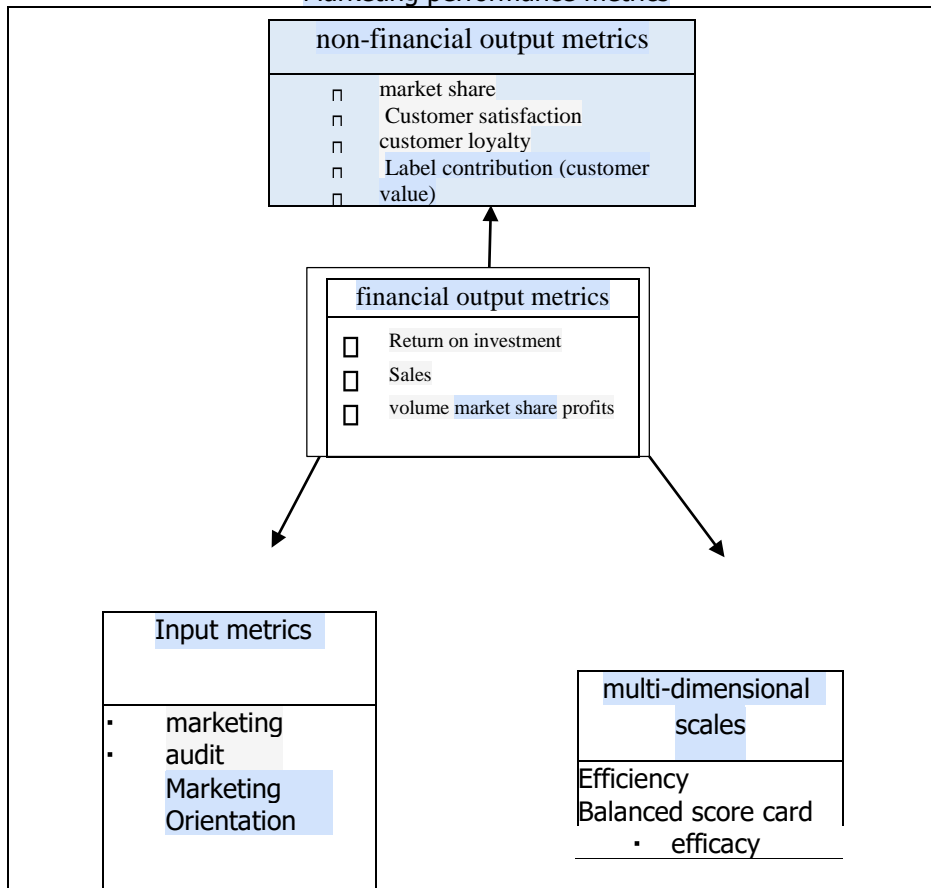
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⁴ (?)A rose Period market at two positions at the shape the first he is Period the organization standard with its competitors and the second Represent the scale financial lesson market

⁵ (?)there sentence From the reasons she called researcher Of which non Availability accounts Accurate and records that the accounts I have a sample search at account returns in the form of Flour and not desire (a sample search in Disclosure About Results Finance for their business so they consider that things Secrecy Especially their.

Figure (3)
Marketing performance metrics

non-financial output metrics

- market share
- Customer satisfaction
- customer loyalty
- Label contribution (customer value)

financial output metrics

- Return on investment
- Sales
- volume market share profits

Input metrics

- marketing audit
- Marketing Orientation

multi-dimensional scales

Efficiency
Balanced score card
- efficacy

Source(6): Clark, Bruce, H. (1999) "Marketing Performance Measures: History and Interrelationship", Journal of Marketing Management, no, P.714.

6(?)Quote About Shuwaili,93:2013

1. Market share

The market share indicator is the most effective indicator in measuring the performance of the organization. It is the measure that expresses the organization's competitive position in front of other organizations operating in the same sector. It indicates the effectiveness of the organization's strategy or the success of its work, program, and products compared to its competitors in the market (Daoud, 2011: 74) It represents the best measure for measuring the marketing performance of business organizations, through which it is possible to identify the profitability of the organization and its ability to achieve its goals. Organizations set the market share as one of their goals to maintain and increase it and increase the effectiveness of the performance of the workforce (Al-Shuwaili, 94: 2013)..

2. Customer satisfaction:

Customer satisfaction represents the customer's awareness that his needs, desires, and expectations regarding the product or service have been satisfied (Suwaidan, 2010: 663) (Zeithaml et al, 2006: 106), and the customer achieves this by comparing his expectations for the product's performance level with the actual performance level that he perceives. Through his use of the product, if this percentage drops below the customer's expectations, then the customer is not satisfied and the customer has been exposed to moving to other products as long as the latter meets the needs better. On the other hand, many companies have found, from their experience, that increasing levels of customer satisfaction is linked to an increase in customer satisfaction. His loyalty and this affects the intentions of repeat purchase and his behavior in the future (Verhoef, 2003: 30) and when this happens, the profitability of the company increases (Mittal & Kamakura, 2001: 131). In addition, customer satisfaction is the key to customer retention, a satisfied customer stays loyal for a longer period (Kotler & Keller, 2006: 106) They intend to purchase the product at any buying opportunity..

3.   Customer loyalty:

Customer loyalty can be viewed as a combination of attitudes and behaviors and attitudes include the intention to buy again, and the willingness to anchor resources (Koskla, 2002:13), as loyalty to the brand, service or store. That is, it is a positive attitude that is reflected in the customer's behavior towards a particular product that pushes him to repurchase it and select it from a group of different products with various brands (Yute et al, 2011:201). Therefore, it is the resistance to switch to another competitor. (Al-Anzi,

2003: 18) saw that the customer's willingness to spend energy to fulfill the business organizations, so that the degree of conformity of the customer with the organization that deals with him and the degree of his relationship with it appears in the strength of the relationship between the relative orientation of the individual and this individual's preference for repeat purchase. But this previous relationship is mediated by many social criteria and situational factors. In addition, there are cognitive, emotional and qualitative premises related to the relative direction that can also contribute to achieving customer loyalty, in addition to the behavioral, cognitive and motivational aspects (Ali, 2009: 73). . The researcher believes that repeating the purchase process by the customer for a specific product or from a specific point of sale or for a particular brand represents the loyalty of the customer as well as speaking positively about the product or the brand or...etc to the new customers. Values the customer:

Customer value:

The value of the customer is important for the organization and the customer alike, as repeated dealings with the latter (repeated purchase) and speaking positively about the product, brand, etc. to new customers will achieve a number of benefits for the organization, in turn, the organization will seek to achieve the customer's perceived preferences and goals. That will benefit the customer, and therefore in a competitive economy and rational customers, profitability will be achieved by building and delivering superior value in order to win the customer's long-term value and assigning that value (Kotler, 2003:70). The value of the customer will represent the total sum of financial transactions with customers (Stone & Jecobs, 2008: 8), and accordingly, customers are classified according to their value into a high value customer and a low value customer (Al Shuwaili, 2013: 108), and the high value customer is the customer who gives value Knowledge and creativity and contributes to attracting new valuable customers and partners, and vice versa. (Kotler, 2003:11) emphasized that increasing the value of the customer requires the organization to increase benefits, reduce costs, increase benefits while reducing costs (increasing benefits with an increase in costs by a lesser percentage).

Fifthly: the practical aspect
　　1-   Properties Personal:

• Relationship between the age and work On the computer:

sort Analysis that Relationship between the age and work On the computer It was an inverse relationship (explained by schedule (2)) where notice that Individuals the sample with the age the least make up the majority at their expertise work On the computer, has make up that floor suitable for this

Shops at Building Knowledge and manage it From During Young and the possibility to use them for a while long and benefit From that using technology the information to construct Knowledge rules and manage it.

schedule (2)
Relationship between age and ability to workon the computer

the age bility On Utilization the computer	Less From 20	20 say From 30	30 say From 40	40 and less From 50	50 so what above	Total	The ratio %
to know	0	1	2	2	3	8	17
Average	3	3	2	1	1	10	21
good	6	5	3	1	1	16	34
good is very	4	3	1	1	0	9	20
Excellent	2	2	0	0	0	4	8
Total	15th	14	8	5	5	47	
The ratio %	33	30	17	10	10		100

Source: Prepare researcher, 2022

• **Relationship between qualification Scientific and capacity On Utilization means technology the information modern With Experience work for him relationship marketing**

It is illustrated by Table (3), where it notes an inverse relationship between the experience of working on the computer with the experience of the marketing work. Through the interviews conducted by the
Table (3)

researcher it was found that those who have experience are mostly those who have relied on the tacit experience that was built over time and did not rely on modern information technology (computer), as well as the lack of clarity in the relationship between academic qualifications and experience in marketing work.

The relationship between academic qualification and abilityTo use the means of modern information technology with experience in work related to marketing

Experience work for h relationship marketing			Ability On Utilization means technology the information modern (the computer)					Total
			no I know	Average	good	very good	Excellent	
1-5	qualifica tion Scientific	Bachelor's				2	1	3
		diploma				1	1	2
		prep				1	0	1
		Without Junior high				0	2	2
	Total					4	4	8
6-10	qualification	Bachelor's			5	2		7

	Scientific						Total
	Scientific	diploma			1	0		1
		prep			3	1		4
		Without Junior high			2	0		2
	Total				11	3		14
11-15	qualification Scientific	Bachelor's		3	1			4
		diploma		1	2			3
		prep		4	0			4
		Without Junior high		1	0			1
	Total			9	3			12
16-20	qualification Scientific	Master's	0	1				1
		Bachelor's	2	1				3
		diploma	1	1				2
		prep	1	0				1
	Total		4	3				7
21 and over	qualification Scientific	Bachelor's	1					1
		prep	3					3
		Without Junior high	2					2
	Total		6					6
Total								47

Source: Prepare researcher, 2022

As for the results of the correlation relationships, they supported the above results, as there was a strong inverse correlation between age and experience working on the computer, as well as a positive correlation between age and experience in marketing work at a level of significance of 0.01, and this confirms the acceptance of the first and second main hypotheses, and there was no relationship between Academic qualification and age, and Table No. (4) shows this.

Table. (4)
Correlation relationships between personality traits and age

	qualification Scientific	.082
the age With	Experience work On the computer	-.941-**
	Experience work Marketing	.933**

**. Correlation is significant at the 0.01 level (2-tailed).
Source: Prepare researcher, 2022

2.   Description and diagnosis of the study variables:
This paragraph includes a description and diagnosis of the main study variables represented in knowledge management as an independent dimension and marketing performance in retail stores as an approved dimension.

A.   **The independent variable:**
(knowledge management) was covered by the questions (x1 -x20):

Table (5) presents the results of analyzing the answers of the respondents from among the sample members, and indicates that an average of (48.7%) of the answers to the independent variable were (strongly disagree, disagree). On the other hand, the opposite answers were (agree, strongly agree) at a rate of (19.9%), and the arithmetic mean value was (3.5) towards disagreement with the use of knowledge management strategies and with a standard deviation of (0.28), as the arithmetic mean of all sub-variables was greater than the hypothetical mean (3.8, 3.66, 3.21, 3.37) This indicates that the surveyed organizations did not use the appropriate means for knowledge management and therefore did not support their process in one way or another, as indicated by the coefficient of variation homogeneity between the variables and this supports the accuracy of the results.

Table (5)
The results of analyzing the answers of the sample members to the independent variable,
management strategiesKnowledge

	Strongly Agreed		Agreed		neutral		Disagree		Disagree Strongly		mean	standard deviation	coefficient of variation cv
	repetitions	%	repetitions	%	repetitions	%	repetitions	%	repetitions	%			
generati on Knowle dge	3	6	10	20.4	12	25.5	13	27.2	10	20.9	3.37	0.46	0.21
store Knowledge	2	5.1	12	25.5	13	27.2	12	25.5	7	15.3	3.21	0.47	0.22
distribution Knowledge	0.4	9	5	10.6	15th	32.8	16	33.6	10	22.1	3.5	0.44	0.19
Implementat Knowledge	0.2	.4	5	10.6	18.2	38.7	13.6	28.9	10	21.3	3.8	0.34	0.11
Independent Variable (Knowledge Management Strategies)	1.4	3.1	8.0	16.8	14.6	31.1	13.7	28.8	9.3	19.9	3.5	0.28	

designed this is tables depending On output the computer using program SPSS
Source: Prepare researcher, 2022

B.   The dependent variable (marketing performance) covered by the questions (1Y-20Y):
Displays schedule (6) Results analyzing Answers respondents From Individuals the sample for the variable approved (the performance Marketing) indicates to me that What rate (%67.4) from the answers it was (Agreed Strongly, I agree). On the other hand it was the answers other (no Agreed Strongly, no Agree) rate (7.8%), and supported this is Results Values the middle arithmetic Which reached (3.9) skew normative (40.), so averages Arithmetic for all Variables Sub higher From the middle hypothetical(3.9, 4.0, 3.7, 3.9) this point that this is Shops it was Seeking in the form of and the last to improve its performance marketing, as point Factor the difference homogeneity between Variables Sub for the variable approved and this is supports Accuracy Results depending On low Valuable this pointer and point that a variable Ability On to provide the information precisely and time and appropriate and variable Ability the biggest On Adaptation With Updates, it was more Variables homogeneously.

Table (6)
The results of analyzing the answers of the sample members to the approved variable (marketing performance)

	Strongly Agreed		Agreed		neutral		Disagree		Disagree Strongly		mean	standard deviation	variation coefficient
	T	%	T	%	T	%	T	%	T	%			
Period market	0.6	1.3	2.4	5.1	12.6	26.8	18	38.3	13.4	28.5	3.9	0.4	0.2

Satisfaction the customer	.4	.8	3.4	7.2	9	19.1	17.4	37.0	16.8	35.7	4.0	0.5	0.3
Loyalty the customer	2.8	6	3.0	6.4	12.4	26.4	18.4	39.1	10.4	22.1	3.7	0.4	0.2
customer value			2	4.3	12.6	26.8	18.2	38.7	14.2	30.2	3.9	0.5	0.2
performance Marketing variable	(the	1.0	2.0	2.7	5.8	11.7	24.8	18.0	38.3	13.7	29.1	3.9	0.4

Source: Prepare researcher, 2022

3. Test the research model and study hypotheses

A. 1. Testing the hypothesis of the correlation relationship between the independent variable knowledge management strategies and the dependent variable marketing performance, and the correlation relationships that combine the main and sub-research variables were tested according to the Spearman correlation coefficient, and the correlation matrix came with the relationships shown in Tables (7) and (8) and (9) My agencies:

• Table (7) shows the correlation between the sub-variables of the independent variable (knowledge management strategies represented by generation, storage, sharing, application of knowledge) with the dependent variable marketing performance.

schedule (7)
Correlation relationships between the sub-variables of the independent variable and the dependent variable, marketing performance

The dependent variable		knowledge generation	knowledge storage	knowledge sharing	knowledge application
the marketing performance	correlation coefficient	.424*	.331*	.552**	.625**
	morale level	.033	.023	.000	.000

* level morale Less 0.05 of You know that link moral level trust 95%   47N=

** level morale Less 0.01 of You know that link moral level trust 99%   Source: Prepare researcher, 2022

All relationships were significant, and this indicates the relationships between the independent variables and the dependent variable. Thus, the sub-hypotheses branching from the first main hypothesis are accepted {(1-1) (1-2) (1-3) { (1-4).

• Table (8) shows the existence of a significant correlation between the main independent variable with the main adopted variable, where the value of the total correlation coefficient reached (.596) with a confidence level of (99%), thus accepting the first main hypothesis (there is a significant relationship between knowledge management processes and marketing performance).

Table (8)
Spearman's correlation coefficient, knowledge management strategies, and the dependent variable, marketing performance

variable approved variable independent	variable approved the marketing performance
Strategies Knowledge management	.596**
level morale	.000

** level morale Less 0.01 of You know that link moral level trust 99%   N=47
Source: Prepare researcher, 2022

The significant correlation relationships (with a high level of confidence) for the sub-variables among them versus a significant correlation between the main variables (the independent variable and the dependent variable) indicate the strength of the relationships between the sub-variables, both individually, and the strength of the relationship in the event that these variables are combined.

These relationships indicate that the knowledge management strategies will be reflected on the marketing performance, and that what was produced by the results of the sample answers on the side of the independent variable that were in strong agreement with the importance of knowledge management strategies, and that these processes will lead to a distinct marketing performance just as stated in the

results of the sample answers on the side of the variable approved.

2. Test the hypothesis of the influence relationship between knowledge management strategies and the sub-variables of the dependent variable marketing performance .

Table (9) shows the results of the impact analysis of the sub-variable knowledge management strategies (knowledge generation) on the dependent variable, and it is noted that the independent variable had a significant effect on the dependent variable, as the calculated (F) value was (9.362) which is greater than the tabular value at the level of Significance (0.05) (), and (R2) explained only (18%) of the amount of differences in marketing performance due to knowledge generation and the rest due to other reasons.

Table (9)
The results of the impact analysis of the sub-variable of knowledge management strategies (knowledge generation) on the dependent variable

The a The The The

Dimension of the independent variable	Dependent variable	value of the constant a	value of the beta coefficient β	R2	value of the calculated F	Significance level (0.05)
generation	performance Marketing	2.752	.424	.18	9,869	There is an effect

Source: Prepare researcher, 2022

Thus, the sub-hypothesis (2-1) is accepted from the second main hypothesis (the processes of knowledge generation affect marketing performance).

Table (10) shows the results of the impact analysis of the sub-variable of knowledge management strategies (knowledge storage) on the dependent variable, and it

is noted that the independent variable had a significant effect on the dependent variable, as the calculated (F) value was (5.532), which is greater than the tabular value at the level of Significance (0.05), and (R2) explained that only (11%) of the amount of differences in marketing performance is due to knowledge generation and the rest is due to other reasons.

Schedule (10)
The results of the impact analysis of the sub-variable of knowledge management strategies (knowledge storage) on the dependent variable

Dimension of the independent variable	Dependent variable	value of the constant a	value of the beta coefficient β	R2	value of the calculated F	Significance level (0.05)
store knowledge	marketing performance	3.066	.331	.11	5.532	There is an effect

Source: Prepare researcher, 2022

Thus, the sub-hypothesis (2-2) is accepted, branching from the second main hypothesis (the

processes of storing knowledge on marketing performance)..

• Table (11) shows the results of the impact analysis of the sub-variable of the knowledge management strategies (knowledge sharing) on the dependent variable. It is also noted that the independent variable had a significant effect on the dependent variable, as the calculated (F) value was (28.896), which is greater than the tabular value at the level of Significance (0.05), and (R2) explained that only (30%) of the amount of differences in marketing performance is due to knowledge sharing, and the rest is due to other reasons.

Table (11)

The results of the impact analysis of the sub-variable of knowledge management strategies (knowledge sharing) on the adopted variable

Dimension of the independent variable	Dependent variable	value of the constant a	value of the beta coefficient β	R2	value of the calculated F	Significance level (0.05)
sharing Knowledge	the performance Marketing	2.530	.552	.30	28,896	There is an effect

Source: Prepare researcher, 2022

Thus, sub-hypothesis 2-3 sub-hypothesis is accepted from the second main hypothesis (the processes of sharing knowledge affect marketing performance).

• Table (12) shows the results of the impact analysis of the sub-variable of knowledge management strategies (knowledge implementation) on the dependent variable, and it is noted that the independent variable had a significant effect on the dependent variable, as the calculated (F) value was (28.896), which is greater than the tabular value at the level of Significance (0.01), and (R2) explained that only (39%) of the amount of differences in marketing performance is due to knowledge sharing, and the rest is due to other reasons.

Table (12)

The results of the impact analysis of the sub-variable of knowledge management strategies (knowledge sharing) on the adopted variable

Dimension of the independent variable	Dependent variable	value of the constant a	value of the beta coefficient β	R2	value of the calculated F	Significance level (0.05)
Application of knowledge	Marketing performance	2.207	.625	.39	28.896	No effect

• Thus, the fourth sub-hypothesis 2-4 is accepted: (The application of knowledge Thus, the fourth sub-hypothesis 2-4 is accepted: (The application of knowledge affects marketing performance).

• Table (13) shows the results of the impact analysis of the independent variable, knowledge management strategies on the adopted variable, as follows:

1. The independent variable had a significant effect on the dependent variable, as the calculated (F) value was (24.814), which is greater than the tabular value at the level of significance (0.01).

2. The value of the constant indicates that it is greater than the value of zero, reaching (2.016), and although its value is low, this gives a good description of the relationship between the dependent variable and the independent variable.

3 . The value of (β) reached (.596), which indicates that increasing interest in knowledge management strategies by one unit leads to an improvement in marketing performance by (.596), and although it is a good percentage, this does not include the total change in the approved variable.

4. There is a rate of (65%) () of other reasons that contribute to the change of the dependent variable, and this is explained by (R2), since the amount of differences in marketing performance, which is a high percentage, is due to reasons other than the independent variable, and the researcher believes that this was in agreement With the answers of workers surveyed and interviewed in that retailer-based management may not care much about knowledge management.

5. The regression equation can be visualized as follows} (independent variable) y = 2.016 + {.596 affects marketing performance). • Table (13) shows the results of the impact analysis of the independent variable, knowledge management strategies on the adopted variable, as follows: 1. The independent variable had a significant effect on the dependent variable, as the calculated (F) value was (24.814), which is greater than the tabular value at the level of significance (0.01). 2. The value of the constant indicates that it is greater than the value of zero,

reaching (2.016), and although its value is low, this gives a good description of the relationship between the dependent variable and the independent variable. 3. . The value of (β) reached (.596), which indicates that increasing interest in knowledge management strategies by one unit leads to an improvement in marketing performance by (.596), and although it is a good percentage, this does not include the total change in the approved variable. 4. There is a rate of (65%) () of other reasons that contribute to the change of the dependent variable, and this is explained by (R2), since the amount of differences in marketing performance, which is a high percentage, is due to reasons other than the independent variable, and the researcher believes that this was in agreement With the answers of workers surveyed and interviewed in that retailer-based management may not care much about knowledge management. 5. The regression equation can be visualized as follows} (independent variable)

y = 2.016 +.596

Table (13)

The results of the impact analysis of the independent variable knowledge management on the dependent variable

Dimension of the independent variable	Dependent variable	value of the constant a	value of the beta coefficient β	R2	value of the calculated F	Significance level (0.05)
Knowledge Management	Marketing performance	2.016	.596	.35	24.814	There is an effect

Through what was mentioned in the above-mentioned tables (9,10,11,12,13), the effect of the independent sub-variables and the main independent variable was significant on the dependent variable, so there is justification for accepting the second main hypothesis (knowledge management processes positively affect the Marketing performance development.

For the purpose of determining the synergy of the sub-variables of the independent variable and their impact on the significant variable of the research model, the researcher used the path analyses. Figure 4 below

shows the prioritization of the impact of the independent sub-variables on the dependent variable. It is noted that the implementation of knowledge was the most influential on the variable adopted in the research model. Also, the total effect of the independent variable on the dependent variable amounted to 43% of the amount of differences in marketing performance and 57% due to other factors.

=100%
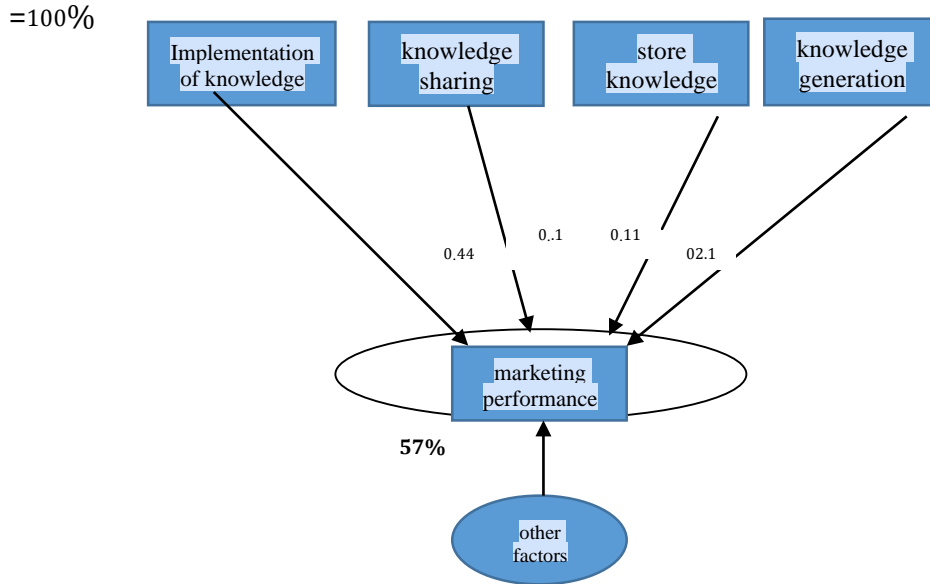
Source: Path analysis outputs using the statistical program (Amos)

SIXTH: CONCLUSIONS

1. The lack of clarity in the vision of the management of stores with the concepts of knowledge management and management, which was reflected in the weak development of knowledge management processes and the weak allocation of resources for this activity to make it appropriate and compatible with environmental changes, as these stores still depend on traditional means in knowledge management processes such as relying on human memory in Remembering events or relying on real-time oral communications for knowledge transfers.

2. The lack of clarity in the vision of the department stores was reflected in their weak conviction of the importance of using information technology in knowledge management processes, and certainly this applies to developing the capabilities of workers in these stores for the processes of generating, storing and sharing knowledge, the most important of which is the interest in training them in a manner consistent with these processes and relying on the transfer of experiences from old to new.

3. The analysis of personal characteristics showed the inverse relationship between age and the ability to use the computer, and the inverse relationship between the experience that was accumulated through the practice of work over time and the ability to use the computer, as workers under the age of 40 were the most able to use the computer and vice versa with experience.

4. Through field experience, the researcher indicated that these stores have a perception of the role of knowledge management in improving marketing performance, but that there is a lack of clarity in how to manage this knowledge, and this was reinforced by the descriptive statistics outputs (frequencies, arithmetic means, ... etc.) for the variable Knowledge management that was above the standard mean with a value of (3.5) towards the weakness of the use of knowledge management processes, as (48.7%) of the answers to the independent variable were (strongly disagree and do not agree).

5. The results of the correlation analysis indicated that there was a significant correlation between the independent sub-variables of knowledge management strategies (knowledge generation 625. **. knowledge storage 552 **. knowledge sharing. 331 * knowledge application. 424 *) with the dependent variable marketing performance, which indicated The synergistic support between these variables and this result was reinforced by the significant correlation between the main independent variable and the dependent variable, which was (596**.) and that this indicates the reflection of knowledge management strategies operations on marketing performance.

6. The results of the regression analysis indicated that the total impact of the knowledge management variable on marketing performance was 35%, and this percentage is considered low, which indicates the weak interest of store departments in knowledge

management strategies and understanding their real impact on marketing performance.

7. Seventh: The (independent) knowledge application variable is the most influential variable on the dependent variable, followed by the knowledge sharing variable. This is not due to the fact that the research sample stores are used as concerned. This is due to the fact that the departments of these stores encourage knowledge sharing based on experience gained from work practice. From the oldest workers to the new workers and the application of what they have learned from them, this is accompanied by a weak interest in the aspects of generating knowledge based on external knowledge through its purchase or acquisition from external sources, as well as the apparent weakness in the use of information technology that constitutes the cornerstone of knowledge management processes.

SEVENTH: RECOMMENDATIONS

1. The surveyed organizations and other similar organizations that deal in the same way (traditional methods) with knowledge should have a clear vision of the concepts of knowledge management, in addition to adopting appropriate methods for its management, the most important of which is the use of information technology in knowledge management processes, to be able to adapt to environmental changes, especially since The environment of these organizations is dynamic and dynamic.

2. Building a culture of knowledge in the surveyed organizations and other similar organizations, and that this will be achieved when the senior management supports this and when it has a clear vision of the concepts of knowledge and its management and the importance it constitutes in its marketing work.

3. Paying attention to the aspects of generating knowledge based on external knowledge by taking advantage of the sector in which these stores operate in acquiring knowledge in several ways from competitors, suppliers and customers, as well as purchasing or obtaining it in other ways as it constitutes the cornerstone of knowledge management operations.

4. Emphasis on the processes of sharing and transferring knowledge, especially what is related to tacit knowledge and transforming it into visible knowledge, by encouraging the transfer of knowledge among employees and encouraging advanced experiences in the surveyed organizations, to be used in their marketing activities.

5. Encouraging successful operations in the implementation of business based on the application of knowledge, as it represents the goal and purpose of knowledge and its management, as the application of knowledge available in the organization makes the knowledge more appropriate in the organization and make it more related to the tasks it performs.

6. The necessity of paying attention to training employees in a manner consistent with knowledge management processes in order to develop these processes and rely on them in developing marketing performance..

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