



## THE EFFECT OF MARKETING CAPABILITIES UPON ACHIEVING MARKETING EXCELLENCE

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### Abstract:

This study tries to pinpoint the contribution made by marketing talents to raising markers of marketing excellence. Given how crucial the interaction between these two factors is for production or service companies. Organizations must adopt this concept to be able to achieve marketing excellence. The researcher dealt with the issue of marketing capabilities as an independent variable with its dimensions (price, promotion, distribution, and product). Marketing excellence as a dependent variable, a hypothesis was developed for research that reflects the nature of the correlation and influence between pricing on the one hand and marketing excellence on the other. A number of main hypotheses were tested using the statistical program (SPSS) for the data obtained through the questionnaire form that was distributed to a sample of workers in the soft drinks company in Baghdad. The research reached a set of conclusions, the most important one is that there is a correlation relationship and a moral effect on marketing capabilities and their impact on achieving marketing excellence.

### Keywords:

### INTRODUCTION

Due to the ongoing rivalry in the global consumer market, businesses are searching for marketing methods that can draw customers and cultivate their loyalty. The development and implementation of effective marketing strategies is especially important in the business market sector, as it must succeed in building marketing capabilities that support the strategies of the renewed business market. The target market often consists of a variety of products, and marketing and strategic capabilities are designed for it. These capabilities are typically represented by product, pricing, and distribution. Marketing capabilities are defined as the integrated processes designed to implement those specific strategies in the organization, which enables that organization to add value to its products and meet the demands of its customers. Therefore, organizations must realize the importance of activating the role of marketing capabilities for their direct impact in promoting marketing excellence. Through these important topics for business organizations, this study focuses on two main topics, namely (marketing

capabilities and marketing excellence). By entering into the theoretical and intellectual philosophy of these two topics through the theoretical side, the Iraqi private food companies were selected for the practical side of the study. Through this study, we try to draw the attention of the higher managements of these organizations to the need to build marketing excellence to improve their organizations by building integrated marketing capabilities across its dimensions (pricing, promotion, distribution and product).

### CHAPTER ONE

#### THE FIRST TOPIC: THE METHODOLOGY OF THE STUDY

##### INTRODUCTION:

It deals with the study methodology and its implications represented in the problem of the study, its importance, objectives, and justifications for the study, in terms of choosing the topic and place of study, the method and limits of the study, the population and sample of the study, procedural definitions, the hypotheses used, what are the



statistical tools used and the methods adopted in data collection and analysis .

#### **First: The problem of the study**

This topic was addressed by a number of scholars with different variables, as it included a group of studies on marketing capabilities. There is a weakness in following the modern scientific method of marketing aimed at developing marketing capabilities in the productive organizations under research.

The effectiveness of marketing and the marketing skills that businesses, especially the manufacturing companies of the food factories in Iraq, have, have been the subject of several field studies. These returns and profit growth, as well as their market position, are all positively impacted by marketing skills. The research of marketing capabilities and the performance of organizations has been applied in the European and American environment, in which the marketing culture and its capabilities are prominent among the managers of the organizations. We do not find that culture in Arab countries in general, despite the prevalence of marketing capabilities as a theoretical and field concept that the organization employs to compare with neighboring organizations to develop best marketing practices within the framework of organizational learning to achieve distinction over other similar organizations. However, it did not refer to the employment of marketing capabilities as a process to diagnose the extent of the organization ability to exploit the available marketing opportunities and improve the performance of the organization within the framework of (marketing capabilities). Accordingly, the problem of the study lies in the following main question:

What is the impact of marketing capabilities on marketing excellence in the surveyed organizations?

The following questions arise from it:

- What is the effect of pricing on marketing excellence?
- What is the effect of promotion on marketing excellence?
- What is the effect of distribution on marketing excellence?

- What is the impact of the product on marketing excellence?

#### **Second: The importance of the study**

The importance of the research lies in the fact that it deals with an important topic, which is the study of the relationship among the marketing capabilities that organizations possess. Therefore, the importance of the research is determined by the following:

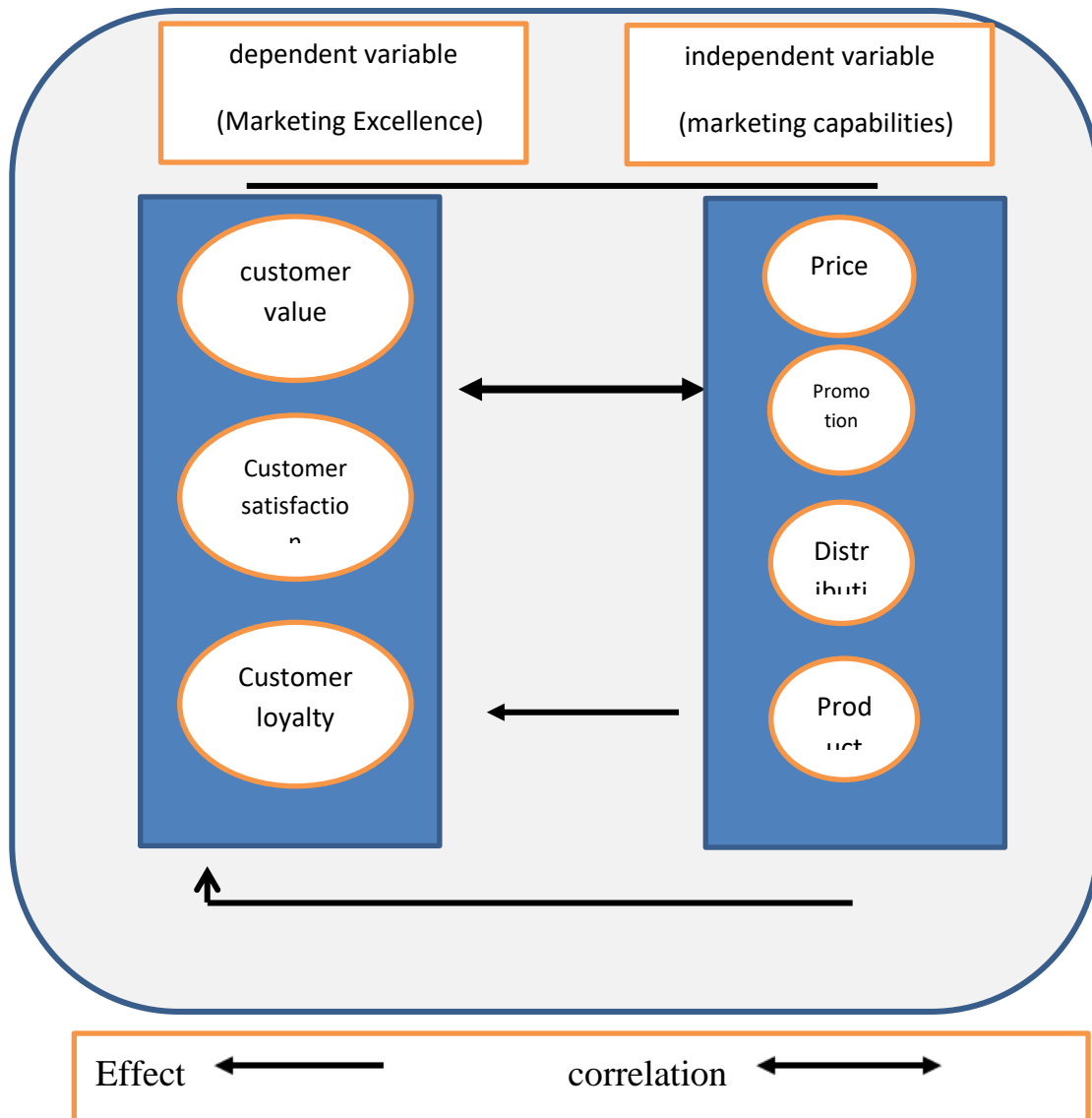
- A. The importance of the sector in which the research was conducted, which is the soft drinks factory in Baghdad, and its necessity in achieving economic development, as well as its role in the satisfaction of individuals in the country through a variety of such drinks.
- B. The significant role that marketing capabilities play in defining the organization service and achieving communication with the target audience. This invites us to analyze this important dimension.
- C. Analyzing the relationship between the dimensions of marketing capabilities and marketing excellence and whether it has a role in providing directions that contribute to giving assistance to the higher managements of the organization to improve their marketing performance.

#### **Third: Study objectives**

The objectives of the study are:

1. Does price have a role in the level of marketing capabilities and is it important to the organization?
2. Identifying the extent to which marketing capabilities are employed in its four dimensions for the organization under research and their contribution to promoting marketing excellence.
3. To test the relationship among marketing capabilities and marketing excellence in the surveyed organizations.
4. Presenting a number of suggestions that can help the researched organizations in achieving their marketing capabilities to reach the appropriate marketing excellence.

#### **Fourth: Hypothetical diagram**



Source: the scheme was prepared by the researcher 2022

**Fifth: The study hypotheses:**

The first main hypothesis: There is a significant correlation among marketing capabilities and marketing excellence. The following hypotheses are derived from it:

1. The first sub-hypothesis: There is a correlation among pricing and marketing excellence.
2. The second sub-hypothesis: There is a correlation among promotion and marketing excellence.
3. The third sub-hypothesis: There is a correlation among distribution and marketing excellence.

4. The third sub-hypothesis: There is a correlation among product management and marketing excellence.

The second hypothesis: There is a significant effect relationship for marketing capabilities, marketing excellence. The following hypotheses are stemmed from it:

1. There is a significant effect among pricing on marketing excellence.
2. There is a significant effect among promotion on marketing excellence.
3. There is a significant effect among distribution on marketing excellence.



4. There is a significant effect among the product on the marketing excellence.

**Sixth: Methods of collecting data and information:**

**Theoretical side:** The researcher relied on the theoretical side on what is available from Arab and foreign sources, which included books, theses, dissertations and research published in magazines.

**The practical aspect:** The questionnaire form was adopted, which is the main tool in collecting data from the research sample, which was represented by the workers in the soft drinks company in Baghdad. The five-point Likert scale was adopted (totally agree, agree, neutral, disagree, and completely disagree)

**Seventh: Statistical Analysis Methods:** Statistical methods were adopted through the (SPSS) program to verify the hypotheses, including the following methods:

**THE SECOND TOPIC: PREVIOUS STUDIES**

**The first axis: - Studies related to marketing capabilities**

Table No. (1) for previous studies

<b>Titles</b>	<b>Objectives</b>	<b>Results</b>
(The impact of the components of entrepreneurial thinking on marketing capabilities) (Al-Daoud, 2012)	The main objective of this research is to diagnose and analyze the relationship and influence among the components of entrepreneurial thinking and marketing capabilities in a sample of hotel organizations in the city of Dohuk.	There are significant correlations among the components of entrepreneurial thinking and marketing capabilities.
Abu Ghanem and Jawad, 2012 (Empowerment of workers and its impact on managing the marketing crisis).	Determining the impact of empowering workers in the handmade carpet factory in Hilla in managing the marketing crisis and diagnosing and analyzing the correlation and impact among empowering workers and managing the marketing crisis among the respondents.	The occurrence of the crisis and the degree of its severity varies according to the nature of the organization and its functions. One of the most crises facing organizations (failure of a particular product) sudden changes in the market, relationships, cash liquidity crisis
Market Orientation Marketing Capabilities and firm performance Morgan, 2009	It aimed to know the market orientation and market capabilities through the sources that have been published and circulated with the market location as the outputs of institutional performance.	The study concluded that the market orientation has a direct impact on the market return based on assets and that marketing capabilities have a direct impact on both the return on assets and the expected performance of the institution and that the

1. Arithmetic mean and standard deviation.
2. Simple and multiple correlation coefficient.
3. Simple and multiple regression coefficient.

**Eighth: Research limits**

1. Time limits: It extended from 10/3/2022 to 15/6/2022, the period in which the research was completed in its final form, and in theoretical and practical aspects.
2. Spatial boundaries: The soft drinks company in Baghdad was selected.
3. Human limits: The questionnaire included (48) employees in the company with different job titles (department manager, marketing staff, and sales representatives). The selection of the sample is necessary to obtain results that accurately reflect the research problem.



		organizational capabilities of competitive advantage are complementary assets that contribute to outstanding institutional performance
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The second axis: studies related to marketing excellence.

<b>Titles</b>	<b>Objectives</b>	<b>Results</b>
A study by (Ibrahim, Ahmed, 2020) Holistic marketing and its impact on achieving marketing excellence.	Introducing modern concepts in the field of marketing, namely, holistic marketing and marketing excellence, and clarifying the relationship between them, as well as their role in improving and managing the practices of the surveyed banks if they adopt these concepts.	The results showed that there is homogeneity in the answers of the sample members to the banks under study by achieving a good arithmetic mean for the variables of the study (holistic marketing, marketing excellence), which indicates the extent to which the surveyed banks understand the importance of holistic marketing and marketing excellence.
Lafta's study 2017	Achieving marketing excellence in light of adopting the concept of internal marketing - an applied research in the National Insurance Company.	The study showed that there is a significant effect of the internal marketing dimensions combined towards the overall dimensions of marketing excellence.
Study (Sok Et Al, 2013) Achieving Superior performance: Overarching Role of Marketing . Innovation, And learning capabilities Achieving Outperformance for SMEs: The Key Role of Marketing and Innovation	That companies have an excellent marketing ability to deliver their products to the market quickly, and the organization serves its customers better than competitors, and thus obtains better marketing excellence.	With regard to the results of the research (that the third marketing capabilities of marketing, innovation, and learning) are important for continued growth and profit)

## THE SECOND CHAPTER: THE THEORETICAL FRAMEWORK

### The first topic

#### Marketing capabilities

##### First: The concept of marketing capabilities

Organizations face a real challenge in the current environment because of their constant work to achieve balance among reducing costs and enhancing productivity. This requires high capabilities for the organization and its diverse and complex functions, and access to the available resources owned by the organization (Roche et al. 2017: 313).

These capabilities are developed by the organizational knowledge, experience and skills that

are unique and distinctive. Difficult to imitate by competitors. The marketing capabilities of the marketing department are derived from the ability to effectively analyze competition and competitors, as well as its ability to provide the best products, understand the future needs of its customers and reach new customers (Roche et al., 2017: 313).

Marketing capabilities have been defined as one of the main processes that contribute to understanding consumer value creation, which is market orientation and marketing capabilities (Qashi and Sufyan, 9 2020).

Marketing capabilities are also defined as (reproducible patterns of an organization using its



resources to meet market-related business needs that have become an integral part of routine procedures over time. (Vincent & Sohyoun: 2015:40)

### **The researcher believes that the marketing capabilities:**

It is a collection of interconnected procedures that makes use of both material and immaterial resources. Customers' demands are recognized, met, and characteristics that can't be replicated by rivals are surveyed and assessed since they are connected to the firm itself. The capacity to effectively use the collection of information, skills, and resources in order to provide value for customers while maintaining close coordination between functional operations offers the business a competitive edge.

### **Second: The importance of marketing capabilities**

The marketing capabilities possessed by any organization reflect its ability to distinguish between its products and those of competitors by building superior and successful brands. This means that the marketing capabilities seek to meet the needs of the market related to the work. It allows organizations to provide significant added value and to better adapt to changing market conditions. Thus, the marketing capabilities enable the organization to satisfy and maintain customers better than its competitors, which will contribute to the creation of new innovative, unique and distinctive products and a strong brand image. This provides unique customer value that is difficult for competitors to imitate (Roche et al., 2017: 314). These capabilities must be based on sound internal and external capabilities for the effective functioning of the organization. The internal and external marketing capabilities of the organization can be classified according to their importance and my categorization: (Rosh et al., 2017: 314)

1. Flexibility of planning, which reflects the extent to which organizations implement strategic marketing planning that is in harmony with the relevant environmental emergencies. It is an essential skill for daily competitive operations.
2. Effective implementation of various promotional means to face the competitive effects of the organization promotional programs and its contacts with the market. (Al Bakri, 2020: 304)
3. Product development, which is the organization ability to develop new products and adapt to market needs.
4. Rapid response to customers' changing requests for products, which helps the

organization maintain long-term relationships with its customers.

5. Carefully integrate and coordinate several channels of communication in the organization to deliver a clear, consistent and persuasive message about the organization and its products. (Kotler, 2020,p:421)

### **Third: The dimensions of marketing capabilities**

#### **First:- Pricing:-**

It is one of the basic elements and pillars of the service marketing strategy or the price of the service as it is known. It is the amount of cash paid by the beneficiary in exchange for obtaining the service and in a broader way. Price is the set of values and costs with which the beneficiary exchanges a specific benefit or some more benefits resulting from the purchase or use of the service (Hamdi, 2013: 20).

#### **1. The concept of Pricing:-**

Pricing is the amount of money paid for a good or service, or the sum of the values customers exchange for the benefits of owning or using a good or service. (Kotler, 2020:p 303) It was also known as the marketing mix variable that generates revenue for the organization (Victor, 2014:p23).

#### **SECOND: PROMOTION**

#### **THE CONCEPT OF PROMOTION**

Promotion is defined as the marketing function concerned with persuasive communication with the target audience by means of marketing software tools in order to facilitate the exchange of goods or services. (Kichatov, and Mihajlocski, 2010:p8). Promotion was also defined as a marketing activity that involves a persuasive communication process through which a good, service, idea, a designated place, a person, or a particular behavioral pattern is introduced with the aim of influencing the minds of a particular audience to woo their behavioral response. (Anas, 2018: 20).

#### **THIRD: DISTRIBUTION**

#### **DISTRIBUTION CONCEPT**

Distribution has been defined as the institution capabilities in building strong mutual relations with distributors to achieve added value through them for the presented offers. (Qashi and Ezzo: 2016: 10). It was also defined as independent and interrelated entities that participate in the process of making products through the information that they deliver to the organization.(chang, 2009:40)

#### **FOURTH: THE PRODUCT**

#### **THE CONCEPT OF PRODUCT:-**

It is the thing that can be offered in the market for the purpose of attracting attention, ownership, consumption or use that can achieve a



degree of satisfaction for a human need or desire, provided that these include material and service objects, organizations and ideas (Abdeen and et al, 2016: 19). The product was also defined as one of the most important components of the marketing mix, which is the good or service that the company produces to achieve the customers' needs and desires. (Abu Mandeel, Muhammad, 2008: 18).

## THE SECOND TOPIC

### MARKETING EXCELLENCE

#### FIRST. THE CONCEPT OF MARKETING EXCELLENCE

Marketing excellence is an instrumental factor in the success of any organization, and defining marketing excellence and directing the organization to this goal is a major challenge in the field of services, because excellence includes focusing on customers' aspirations, needs and opinions. (Bitran & Gurumurthi, 2004,1). Marketing excellence is defined as the unique capabilities and characteristics of the organization that can enhance its leadership position in the market and in the minds of customers compared to competitors. It can be preserved for a long period of time if it is based on a clear cognitive process and management methodology. (Osu, 2011, 160). It was also known as creating superior value for the customer that suits his changing needs in the market and developing new solutions for existing and potential customers. (Cass & Ngo, 2012:126).

Based on the foregoing, the researcher believes that marketing excellence is the uniqueness of the organization by producing goods and services of high quality, efficiency and effectiveness in a distinctive style that is difficult for other organizations to imitate due to its ability to employ new methods that are more efficient and effective than those used by competitors.

#### The importance of marketing excellence

The importance of marketing excellence is as follows:

1. Supporting the mental image of the organization and increasing the loyalty of customers.
2. Achieving market share and high profitability. (Laftah, 2017: 39).
3. Ensuring the survival and continuity of the organization in the market.
4. Excellence in resources, as well as distinction over competitors.
5. Quality products and lower costs. (Mazuria, 2011: 54)

#### Second: Sources of Marketing Excellence

Marketing excellence is achieved through the availability of the following sources:

1. The perceived value of the customer.
2. Exclusivity in performance. (Anita, 1994, p120)
3. Market entry and exit strategy.
4. Information derived from the market.
5. Approaching customers and getting to know them. (Hala, 2017: 141).

#### Third: The dimensions of marketing excellence

**1. Customer value:** - Customer value is the difference between what the customer paid (the total cost) and what he received (the gains) as a result of owning the commodity or product. (Mamdouh, 2022: 214). It was also known as a general judgment issued by the customer regarding the difference between the benefits obtained and the costs incurred in owning the product. We add that the weight value expresses its evaluation of the value of the product from the perspective of gains and sacrifices compared to alternative products. (Qahf, 2025: 10). As explained by (Taha, 2008: 33), the total value that the customer derives from the service is the sum of the value of the service (its benefit), the value of the workers (the respect and good treatment of workers), and the value of the mental impression (the mental image that the customer holds). As for the total cost, which is the cost borne by the customer, the sum of the financial cost is considered in comparison to the time that was consumed to own a particular product, i.e. the cost of physical effort and energy to own the product, and the amount of material cost as a result of moving to the place of sale.

**2. Customer Satisfaction:** One of the key factors on which the continuity of the organization depends, whether it is productivity or service, is customer satisfaction. It faces intense competition from competing organizations. Therefore, it has become imperative for an organization to pay attention to the satisfaction of its customers and how to maintain their loyalty to the organization and their brand, which gives a strong justification for its success and superiority over others. (Najha, 2006: 98). Suppose that the customer's feeling of pleasure or disappointment results from comparing the performance of the product with the customer's expectations, negatively or positively. If this performance is less than expected, the customer will be dissatisfied with the product, but if he exceeds his expectations, he will be very satisfied and pleased. (Kotler, 2003: 40)

**3. Customer Loyalty:** It is one of the important strategic goals of the organization that it seeks to achieve and works with full diligence and maximum energy from all departments whose work



relates to the customer. That is, having the customer, maintaining him, staying with the organization, and adopting him as a permanent customer, and not only attracting him as a customer who visits the organization once for the purpose of purchasing the service or product for the first and last time. Therefore, every department in the organization must work for the persistence of the customer and keep it in every way until the goal of attracting the customer is achieved and then his loyalty to the organization and permanently (Majid, Hayat, 2021: 29).

Customer loyalty is defined as the level of strength of the relationship between the relative orientation of the individual as a customer of the organization and the detail of this customer to repeat the purchase process continuously for the same product or service for the current organization. There are factors that affect the customer's loyalty to the organization. The most important of which are (social factors, emotional factors, cognitive factors and the extent to which the customer is affected by marketing-related processes by using all existing means for this purpose. (Ahmed and Hamoudi, 2013: 99).

**The relationship among the study variables: marketing capabilities and marketing excellence**

In view of the intense competition in the activities of organizations, especially in the terrible technological acceleration that requires organizations

to search for sustainable solutions that help these organizations increase their marketing capabilities to pave the way for building marketing excellence over competitors in the business market. One of those solutions is marketing excellence, which paves the way for organizations to move towards improving their products or services that the customer's needs. Thus, organizations will try to emphasize marketing capabilities as a scientific method through which they can provide what the customer desires with tight and smart mechanisms and using effective strategies through which they can attract the customer and make him a permanent customer.

The researcher believes that organizations that take effective marketing capabilities through which they can achieve marketing excellence by offering prices for their products, the customer can buy their products with a high level of satisfaction. In addition, organizations can retain this customer and maintain long relationships with them, make them as friends of the organization and its employees, and attract new customers by continuing to identify and understand their needs and desires and keep pace with their satisfaction in a way that ensures their continued stay with the organization. The customer satisfaction and confidence in the organization products emphasizes building distinctive marketing capabilities. Thus, it leads to superior organizational performance over other competing organizations

**Chapter Three: The Practical Side**

**First: Diagnosing and describing the research variables**

1. Table (2) describing the marketing capabilities variable (the independent variable) with its four dimensions

Order	Standard deviation	Arithmetic mean	Dimension: price
1	0.799	3.88	X1
4	0.555	3.66	X2
2	0.722	3.64	X3
3	0.706	3.70	X4
<b>Fourth</b>	0.695	3.72	<b>Average</b>
<b>Promotion</b>			
4	0.704	3.88	X5
1	0.802	3.71	X6
2	0.713	3.78	X7
3	0.710	3.69	X8
<b>Third</b>	0.732	3.765	<b>Average</b>
<b>Sales</b>			
<b>4</b>	0.523	4.06	X9
<b>1</b>	0.700	4.02	X10
<b>2</b>	0.652	4.80	X11
<b>3</b>	0.601	4.25	X12
<b>First</b>	0.619	4.282	<b>Average</b>
<b>Product</b>			





<b>2</b>	0.704	4.81	X13
<b>1</b>	0.729	4.02	X14
<b>3</b>	0.668	4.03	X15
<b>4</b>	0.653	4.04	X16
<b>Second</b>	0.688	4.23	<b>Average</b>

The source was prepared by the researcher based on the outputs of the (SPSS) program.

The above table displays the results of the descriptive statistical analysis of the marketing capabilities variable of the research sample in terms of the mean parameters of its responses, and the level of dispersion of those responses from the hypothetical mean of the measuring tool and its value (4). The price dimension was achieved for the respondents, where the general average was (3.72) with a standard deviation of (0.695). Paragraph (X1) was found to be the most agreed upon among the respondents in this dimension. This indicates the company interest in pricing in its products, while paragraph (X4) is the least agreed upon among the respondents.

The promotion dimension of the researched individuals achieved the overall mean of the arithmetic mean (3.765) with a standard deviation of (0.695), where the order of the dimension was (3). Paragraph (X6) shows that it is the most in agreement among the studied sample in this dimension. This shows the company ability to influence the customer through

promotion. Paragraph (X5) is the least in agreement among the respondents. The sales dimension of the researched individuals achieved a general mean of (4.282) and a standard deviation of (0.619), and the order of the dimension was (1). Paragraph (X11) was shown to be the most agreeable among the respondents in the dimension. This confirms the company interest in sales through some price discounts on various occasions, including religion and others. As for paragraph (X10), it was the least in agreement among the respondents. The product dimension achieved rank (2) for the respondents, as it achieved the overall mean of the arithmetic mean (4.23) with a standard deviation of (0.688). Paragraph (X13) shows the most agreement among the respondents in this dimension. This indicates that there is great interest in the product, and paragraph (X14) is the least agreed.

2. Describing the marketing excellence variable.

Table (3) Description of the marketing excellence variable

<b>Order</b>	<b>Standard deviation</b>	<b>Arithmetic mean</b>	<b>Dimension : price</b>
1	0.502	4.03	X17
2	0.877	3.96	X18
10	0.614	3.77	X19
5	0.722	3.87	X20
6	0.619	3.85	X21
9	0.601	3.80	X22
12	0.812	3.54	X23
11	0.801	3.58	X24
7	0.599	3.83	X25
8	0.795	3.82	X26
3	0.711	3.92	X27
4	0.601	3.91	X28
	0.688	3.825	<b>Average</b>

Source: The table was prepared by the researcher depending on the results of the statistical analysis of the SPSS program

The results of the statistical analysis, as shown in the table (2) for the variable of marketing excellence of the respondents and according to the significance of (the mean parameters of their responses, and the level of dispersion of those responses from the hypothetical mean of the

measuring tool and its value (3). At the aggregate level, it achieved the dimension of marketing excellence in the sample for the general average of the arithmetic mean (3.825) and with a standard deviation of (0.688), and the order of the items was as follows: (X17) is the most agreeable among the



respondents for this dimension, then followed by the item (X18). As for the item least in agreement

between The research individuals were (X23)

**Second: Testing the research hypotheses**

1. Testing the correlation between pricing and marketing excellence.

<b>Dependent variable</b>	<b>Marketing capabilities</b>
<b>Independent variable</b>	
Marketing excellence	0.786*

P≤0.05

N=48

Source: the table was prepared by the researcher depending on the results of the SPSS program.

This paragraph includes finding the correlation relationship among the research variables, marketing capabilities and marketing excellence. Table (3) indicates that there is a correlation among marketing capabilities and marketing excellence, where the value of the correlation coefficient (0.786) at the level of significance (0.05). This indicates that the greater the

interest of organization in the dimensions of marketing capabilities, the greater the promotion of marketing excellence. Based on what was mentioned above, the first main hypothesis can be accepted, which states (there is a correlation between marketing capabilities and marketing excellence).

**2. Testing the correlations among the dimensions of marketing capabilities and marketing excellence:**

Table (4) The results of the correlations among the dimensions of marketing capabilities and marketing excellence

<b>Independent variable</b>	<b>Product</b>	<b>Sales</b>	<b>Promotion</b>	<b>Price</b>
<b>Dependent variable</b>				
Marketing excellence	0.738*	0.752*	0.429*	0.633*

N=48

P≤0.05

Source: the table was prepared by the researcher depending on SPSS.

In the table (4) the results of the correlation analysis for the dimensions of marketing capabilities represented by their dimensions (price, promotion, sales, product) and marketing excellence. The results were significant and positive for the four dimensions, as the correlation coefficient among sales and the marketing excellence variable was the highest. The value of the correlation was (0.752) and at the level of significance (0.05), while the value of the correlation coefficient between the promotion dimension and the marketing excellence was the least correlated. Its

value reached (0.429) and is in the same level of significance mentioned above. The rest of the dimensions of marketing capabilities are located between the two dimensions mentioned above. This result indicates that the greater the focus on marketing capabilities in its dimensions leads to the enhancement of marketing excellence. Based on the foregoing, it is possible to accept the sub-hypotheses that states that there is a significant correlation between the dimensions of marketing capabilities and marketing excellence.

**3. To test the relationship of the effect of marketing capabilities on marketing excellence.**

Table (5) The effect of marketing capabilities on marketing excellence

<b>Dimensions of marketing capabilities</b>	<b>T</b>		<b>R<sup>2</sup></b>	<b>F</b>		<b>B1</b>	<b>B0</b>
	<b>Tabular</b>	<b>Calculated</b>		<b>Tabular</b>	<b>Calculated</b>		
<b>Marketing excellence</b>	4.187	68.962	0.600	1.839	8.329	0.768	0.094

P≤0.05

N=48

df(46.9)

Source: the table was prepared by the researcher depending on the outputs of the SPSS program

The results that were available through simple regression analysis in the table (5) indicate that there

is a significant effect of marketing capabilities on marketing excellence. The calculated (F) value reached



(68.962) which is greater than the international value of (4.048) at the degree of freedom (46.9) and at a significant level (0.05). The value of the coefficient of determination (R<sup>2</sup>) was (0.600) through the coefficient (β). By testing them with a (T) test, it was found that the calculated T value (8.329) is greater than its

tabular value of (1.839) at a degree of freedom of (46.9) and at a significant level of (0.05). This proves the validity of the second main hypothesis, which states that there is a significant effect of marketing capabilities on marketing excellence.

**4. Testing the relationship of effect in the dimensions of marketing capabilities on marketing excellence.**

Table (6) The impact of marketing capabilities in its four dimensions on marketing excellence

Detailed dimensions of marketing capabilities	F		R <sup>2</sup>	T		B1	B0
	Tabular	Calculated		Tabular	Calculated		
Pricing	4.048	31.311	0.311	1.846	5.612	2.583	0.477
Promotion	4.048	12.943	0.211	1.846	3.302	1.429	0.532
Sales	4.048	69.756	0.662	1.846	6.811	2.266	0.239
Product	4.048	59,910	0.521	1.846	6.555	2.033	0.271

P≤0.05                      N=48                      df(46.9)

Source: the table was prepared by the researcher depending on the outputs of the SPSS program.

Through the table (6) we notice that there is a significant effect of the dimensions of marketing capabilities on marketing excellence. The dimensions of marketing capabilities (pricing, promotion, sales, and product) affect marketing excellence. The effect on the calculated (F) values of (4.048) indicates a significant level (0.05) and a degree of freedom (46.1). The coefficient of determination (R<sup>2</sup>) for the four dimensions of marketing capabilities reached (0.311) (0.211) (0.662) (0.521). The difference in marketing excellence is due to the effect of the dimensions of marketing capabilities on the rest to uncontrollable variables (random) and through the analysis of (β) in terms of (T) calculated for the four dimensions of marketing capabilities (5.612) (3.302) (6.811) (6.555). It has a moral significance and is greater than its tabular value, which is (1.846). Through the foregoing, it is possible to accept the sub-hypotheses branching from the second main hypothesis, which states (there is a significant effect of the dimensions of marketing capabilities on marketing excellence in its four dimensions).

**CHAPTER FOUR: CONCLUSIONS, RECOMMENDATIONS AND SUGGESTIONS**  
**THE FIRST TOPIC: CONCLUSIONS**  
**CONCLUSIONS**

1. After revealing the results of the statistical analysis and based on the types of marketing practices, they aim to enhance the marketing efforts directed towards how to win the

customer by employing marketing capabilities as a philosophy aimed at using (pricing, promotion, sales, product). Its purpose is to achieve marketing excellence in the business market.

2. Via the results, it is clear that the researched companies are interested in marketing excellence by achieving its dimensions represented by (customer value, customer satisfaction, and customer loyalty). It is also interested in considering them as one of the important and basic criteria for them.
3. There is homogeneity in the respondents' answers through the results of the statistical analysis in the companies under research and through a good arithmetic mean for the study variables (marketing capabilities and marketing excellence). This gives the result that there is an understanding of the research companies of the importance of these variables.
4. Through the results, it was shown that there is a significant role in achieving the institutional excellence of the research companies that depend on prices and promotion in targeting potential or new customers.
5. There is a significant correlation through the results obtained from the statistical analysis among marketing capabilities in its four sub-dimensions and marketing excellence in its three sub-dimensions. This contributes



significantly to an increase in the achievement of marketing excellence.

6. The results of the statistical analysis showed a significant correlation among marketing capabilities and marketing excellence at the macro and micro levels. There was a strong correlation between sales, product and marketing excellence followed by promotion and price. The company interest in researching an acceptable level of marketing capabilities through the application of its dimensions effectively contributes to enhancing indicators of marketing excellence.

## THE SECOND TOPIC: RECOMMENDATIONS AND SUGGESTIONS

### FIRST: RECOMMENDATIONS

1. One of the most essential and initial steps is that the senior management must overcome all challenges, the most important of which is the need to consider marketing capabilities as an important marketing orientation, not temporary initiatives, and considering them an essential part of the organization orientations.
2. The company under research should benefit from the marketing skills of its employees, with an interest in constantly developing marketing capabilities by engaging its employees in intensive training programs because it constitutes the important element in developing their performance.
3. For the purpose of achieving marketing excellence, the company under research must fulfill the customer's requirements, provide what he aspires to, satisfy his needs, and take his point of view to develop new and modern standards for the company product specifications.
4. The researcher recommends the research company to expand its business by increasing the service provided, by increasing its affiliated branches, increasing sales outlets, and relying on experienced workers in marketing work.
5. The necessity of applying promotion and personal selling to strengthen relations with customers, as they are in direct contact with them, to take their views on the product, take customers' ideas, and develop the product according to the customer.
6. The need to focus on pricing and promotion by offering a variety of products with increased participation at a discount of prices

on national and religious occasions with the aim of distinguishing from other companies.

### SECOND: SUGGESTIONS

A number of proposals have been developed by the researcher in line with the foregoing in the conclusions and recommendations in order to benefit from them for future studies by the researchers, as follows:-

1. Applying this current study in other industrial sectors such as the food and service industries to encourage researchers to expand and deepen their marketing capabilities as it is an important topic for organizations and clients of organizations alike.
2. The companies shall rely on raw materials available in the local market instead of imported materials.
3. It is urgent to further develop the efficiency of sales and promotion representatives and further improve their abilities and skills, while observing professional ethics, through the establishment of special courses for this purpose.
4. Working on addressing the problems facing the company under research and providing realistic solutions related to the research topic and its directions.
5. It is necessary to work on developing the curricula of universities, especially those that have a specialization in the study of marketing.

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