



PERSONALIZED MARKETING STRATEGIES: HOW TO TAILOR OFFERS AND SERVICES TO EFFECTIVELY MEET CUSTOMER NEEDS

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| Article history: | Abstract: |
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| Received: 11 th April 2024 Accepted: 10 th May 2024 | Marketing is the lifeblood of all businesses. In businesses with specialized products/services, a personalized marketing strategy is recommended. This research is conducted using a qualitative-quantitative combined method to determine the constructive suggestions of meeting with the customer with the approach of marketing strategy. The statistical population includes all the heavy woodworking companies in the Iraq, in the first part, the junior and senior managers of these companies and in the second part, all their customers are considered. After studying the theoretical foundations, planned interview questions, and after implementation in a sample of ten people, four main factors were identified and finally, after distributing the questionnaire among the sample of one hundred people, four sub factors were determined for each main factor. The final result is that for the mentioned purpose, the most important factor is "accuracy in customer selection" with four sub-factors: 1- homogeneousness, 2-continuous presence, 3-purchase history and 4-attention to personality; For the second factor centered on "determining the right time", four sub-factors were determined: 1- attention to busyness, 2- flexibility in agreed time, 3- shortness of interview and 4- attention to fatigue. The third factor includes "Targeted selection of questions" which includes four sub-factors:1-Brief questions.2-Questions based on theoretical foundations.3-Proportionality with facilities.4-Highlighting suggestions. The last factor "Preserving customer respect" includes the following sub-factors:1-Proper hospitality.2Appropriate behavior.3-Apologizing for taking time.4-Not suggesting an answer |

Keywords: Marketing Strategy, Meeting, Specialized Businesses, Personal Marketing

1- INTRODUCTION

Marketing and knowledge of the sales market is considered the lifeblood of businesses. Several factors are effective in marketing and many researches have been done in this regard. However, the competitive environment requires that in every business, a product/service with superior features compared to the competitors is presented and the customers' opinion is attracted to it. At the same time, the competition should be healthy. In most companies, there is a department called sales and marketing, and in order to encourage the relevant employees to perform their duties

correctly, a part of the company's profit is assigned to them so that they have a better motivation towards attracting customers. Various approaches to marketing are suggested and usually business failure is due to their lack of success in marketing. All these issues show the importance of marketing and companies need to determine the correct marketing procedure for success. Due to the importance of marketing, this importance is considered in the form of strategy and in the company's macro policies. Therefore, a part of the company's budget should be allocated to marketing. General marketing policies should be determined considering all



cases and concerns. Among the marketing strategies, its personal type has been introduced. In this type of marketing, while focusing on the customer, it is possible to persuade them. According to experts in this field, this type of marketing requires spending a lot of money and time, so it is recommended for special businesses with special customers. In the introduction of specific businesses, it is noteworthy that some businesses have general customers and their feature is to provide general and non-specialized needs, such as supermarkets that provide general needs of people. But imagine a company that is active in the field of "MDF" production and sales. The customers of this company are the only ones who are active in this field, and ordinary citizens do not buy these products directly and only use them through specialists.

Therefore, these companies should consider a personal marketing strategy in order to attract their special customers. In this research, the community of heavy turning companies has been taken into consideration. It is worth mentioning that this business has been active for turning heavy parts with sides of at least four meters, and there are less than 100 units in this profession in the whole country.

The research method is a combination of interview and questionnaire. The first statistical population includes all the senior and junior managers of this field, who determine the generalities of the considered model. Then, the secondary statistical population, which includes all the special customers of these companies, while answering the questions of the questionnaire, determines the partial factors.

The research question is how to determine a specific personal marketing strategy by meeting with the customer, while paying attention to constructive suggestions and existing facilities, and in this way, to strengthen this business type.

2-LITERATURE REVIEW

As mentioned, marketing is considered the lifeblood of any business, and choosing the right type as well as placing it in the strategy and policy of the company is a basic necessity. In this part, the theoretical foundations of marketing strategy have been started and while discussing about personalization, meeting with the customer has also been scientifically analyzed and finally the research background has been mentioned.

2.1 Marketing strategy

The breakneck speed of changes in today's world means that conventional management methods cannot be suitable for changes. Experience is used when the changes are minor, but when the decisions are strategic and the results are major and irreversible; Decisions based on intuitive judgments and experience based on management philosophies cannot be used (Aaker, Moorman, 2023)

Therefore, the process of strategic management is an attempt to prepare the second version of what is happening in the brain of a very intelligent and elite person, that is, someone who has a direct understanding of things and combines information knowledge with scientific analysis, identifies changes and survives. The organization provides for competitions and conflicts (Stewart, 2013).

Development based on any of the existing models, without paying attention and taking possession of a planned and managed process, is impossible. Optimizing the standards of life in the society and work in the organization requires improvement and upgrading the quality of management in economic and social organizations. And in order to reach such a position, it is necessary to optimize and modify the structure of insight, knowledge and practice in the category of management in order to increase productivity and produce more goods and services from existing capacities, opportunities and facilities and create more and better economic situations. provided for the country of Iraq or his organization.

Strategic management is the examination of the environment (both external and internal environment) which leads to formulation of strategy, implementation of strategy, evaluation and control. Therefore, strategic management emphasizes monitoring and evaluating external opportunities and threats in the shadow of a company's strengths and weaknesses (Arabi and Izadi, 2016).

The definition of strategy can be given: It is a combination that relates the merits or main strengths of the organization with the factors and changes of the environment and is designed in such a way that with its correct implementation it is ensured that the main goals of the organization are achieved. (Quesenberry, 2020). Strategic planning is a process during which executive and operational senior managers design the main and vital goals of the



organization. The most important feature of this process lies in the nature of its group work. Because it is in the form of such a process and work group that belief and belief in the strategy of the organization is formed and the people involved in this process find a sense of belonging and ownership towards it. In addition, such a process facilitates the establishment of the organization's strategy (Haghiqi, 2022).

The strategic management approach emphasizes the interaction of managers at all organizational and business levels and brings specific behavioral results that are characteristic of a participatory decision-making system, therefore, the examination of the diagnosis and accurate evaluation of the impact of formulating a strategy on the performance of an organization or business often requires a set It is one of the financial and other criteria that evaluate the effectiveness of managers (Chen et al., 2008).

However, profitability resulting from strategic plans and management of environmental changes can be sought in the development of activities and increase in productivity and the realization of goals and the effectiveness of scientific management process. In addition to this, the following can also be mentioned in the profitability of strategic management: (Mofidian and Miri Bidakhti, 2018)

- 1) The process of formulating strategy increases the ability of the organization and business to solve problems.
- 2) By encouraging and rewarding the subordinates, the managers make them pay attention to the planned considerations, and in this way they help the employees in predicting and guiding the work.
- 3) Strategic decisions based on the group cause more and more interaction between all levels, as a result, the most appropriate solutions are available to the managers, and for this reason, taking better decisions will be the product of this process. The reason for this is that. Firstly, the production of different strategies is facilitated through group interaction, and secondly, the examination and evaluation of choices is improved, because the group members provide predictions based on their expert opinions.
- 4) Motivating employees for their better understanding of the productivity relationship that is clarified and improved in every strategic plan, in other words, when

employees or their representatives participate in the process of formulating the strategy, they will have a better understanding of the organization's priorities and reward system. or have a business and therefore they will have more motivation to behave in the direction of goals.

5) The gap and friction in the activities and among different people and groups due to their participation in formulating the strategy should be reduced because the mentioned process helps to clarify the different roles and the formation of the group meetings which are in the stages The process of formulating a strategy increases the understanding of the responsibilities of people in subgroups and makes them more specific.

6) The resistance to change decreases and the necessary participation helps to remove the uncertainty that accompanies every change and is the main root of resistance, although participation without decision-making authority may not be very desirable. According to William and Lawrence, the advantages of strategic planning are as follows: (Salman Porsehi et al., 2022).

- 1) Strategic planning is guiding and specifies the direction of the organization's activities and operations and acts as a guide for the organization.
- 2) Future orientation determines priorities and makes today's decisions in the light of future consequences.
- 3) Performs the role of coordinator between the operational plans of the organization and puts the actions of different units in the same direction.
- 4) Dealing with the rapidly changing situations and conditions in an effective way and creates team work and expertise.
- 5) It predicts the future with a long-term perspective and therefore contains information that is useful for the long-term actions of managers.
- 6) Strategic forecasting is possible across organizational units, including all administrative systems, and instead of being a mechanical process, it recognizes the central role of individuals, groups, and the influence of organizational culture.

2.2 Strategic Management Processes

Strategic is the process of ensuring that the organization achieves the benefits of using appropriate strategies. According to this statement, an appropriate strategy is defined according to the needs of an organization at a specific time. The strategic management process consists of six consecutive and continuous steps (Walker et al., 2015).

- 1 -Environmental analysis.



- 2 -Establishing organizational orientation.
- 3 -Targeting.
- 4 -Determining and formulating strategies.
- 5 -Strategizing and implementing strategies.
- 6 -Control strategies.

Strategizing and implementing strategies is the fifth stage of the strategic management process; which implements the formulated strategies. But the effective platforms that managers have built are practically useless without a regular and planned implementation. In order to successfully implement strategies, four basic skills are needed (Zhang and Chen, 2014).

Strategy control, as the last step of strategic management, includes the monitoring and evaluation of the strategic management process as a whole, and has the role of ensuring the proper performance of this process. It includes controlling all aspects of environmental analysis, establishing organizational orientations, determining and formulating strategies, implementing strategies, and even how to control strategies. It is worth mentioning that in order to implement strategies, they should be divided into tactics and relevant practical plans. It is clear that the strategies cannot be controlled unless the corresponding action plans are implemented and controlled. There is a strong and unchanging principle in the strategy approach, and that is focus.

2-3 Personalization

From the strategic insight in dealing with the category of management and learning how to use strategic analysis tools in setting and implementing strategy, managers face new perspectives for leading their organizations. Issues related to new strategic actions and their correct implementation within organizations are important priorities in managers' agendas (Baqaei and Mansouri, 2014). Formal strategic analysis and annual strategy reviews are standard activities in most companies run by professional managers. At present, a significant part of modern management literature consists of strategic concepts, strategic thinking, strategic analysis methods and other topics related to adapting the internal operations of the institution to strategic needs. Therefore, knowing the nature of strategic management and its components is necessary for everyone who wants to step into the management valley in a way (Li et al., 2021).

The main focus of marketing strategy is the appropriate allocation and coordination of marketing activities and resources in order to meet the operational goals of the

company in terms of a specific product-market. Therefore, the main issue related to the domain of marketing strategy is to determine specific target markets for a product family or a specific product, then, companies seek to gain competitive advantage and create synergy through a design and implementation of a suitable program of marketing mix elements (basically four product mix, price, place and promotion) according to the needs and desires of potential customers in that target market. (Tahirpurkalantari; Aslani, 2022).

If these strategies are generic, they lack the personal aspect. But if it is associated with focusing on individuals and getting them to buy, it will have a personal aspect. For businesses with general products/services, a personal marketing strategy is not recommended, because in order to be successful, a few percentages are added to the sale of mass-volume products (Moinnejad, 2013). But in the case of certain businesses, whose customers sometimes do not exceed the fingers, such a policy can be adopted and people can be personally persuaded to buy the product (Grichenko et al., 2022).

2.4 Meeting with the customer

Many businesses have tried to encourage them to buy while meeting customers. In periodical exhibitions, this policy is followed, because special customers come there and if they write down their address or phone number, they can be contacted and encouraged to buy (Ferrell et al., 2023).

Sometimes, under various pretexts, customers are tried to be attracted to the company's environment, and in the end, efforts are made to persuade them to buy. Such measures are also evident in special cases such as tourism.

2.5 Customer meetings and personal marketing

Some experts do not recommend meeting with customers to encourage them to buy, and consider such actions as a sign of low quality of the product/service (Diem et al., 2021). However, specialized businesses consider their market vulnerable and try to interact properly with their few customers. Actually, in order to survive, they need to follow customers, because it is difficult to attract customers through public advertising. This also depends on economic conditions. In a situation where the economy is in a booming state, the private sector will have an active presence and the possibility of attracting special customers will be higher. But in a situation where the economy is stagnant, the reduction of special customers of specialized businesses



will increase the risk of bankruptcy. Therefore, meeting with the client is recommended. In fact, meeting with the customer is the last option of marketing and considering the risk of the mentioned businesses in recession, this is recommended.

2.6 research background

Poulas and Raju (2021) in their research entitled "Technology and Entrepreneurial Marketing Decisions During Covid-19" stated that the most important concern of this study is to investigate how technology affects entrepreneurial marketing decisions during the global pandemic of Covid-19. In this research, a sample of 127 small and medium companies in Bangladesh was used. Information was collected by sending questionnaires electronically and by mail. Quantitative method and PLS (SEM) 3.0 were used to analyze the data. This study shows positive and significant relationships between entrepreneurial opportunity recognition, opportunity development, and opportunity exploitation with entrepreneurial marketing decisions. It was also shown that entrepreneurial passion plays a mediating role in the relationship between the recognition of entrepreneurial opportunities and the development of opportunities with entrepreneurial marketing decisions. However, entrepreneurial enthusiasm does not mediate the relationship between entrepreneurial opportunity exploitation and entrepreneurial marketing decisions. This study provides researchers with a broader and deeper view of the importance of artificial intelligence in small businesses. Researchers, educators and professionals will benefit from the findings of this study. The analysis methods used in this study are more complex and diverse than those used in most previous limited research.

Nouri et al. (2016) in a research entitled "Positive consequences of the innovative way of feeling in entrepreneurial marketing behavior (case study: budding entrepreneurs of nano and biotechnology businesses)" stated that entrepreneurs use innovative ways of decision-making in many of their business decisions. One of the most important innovative ways for entrepreneurs to make decisions is the innovative way of feeling, which is very important in their decisions. Also, entrepreneurial marketing behavior is one of the most important characteristics of entrepreneurs, which is influenced by mentality, decision-making, and entrepreneurial thinking. The current research was conducted with the aim of identifying the most important positive consequences of

the innovative way of feeling in entrepreneurial marketing behavior. The statistical population of this research is made up of new knowledge-based entrepreneurs of Tehran province. The research method of the current research is qualitative and exploratory, and the research data has been analyzed using the qualitative content analysis method. According to the findings of the current research, which is the result of analyzing the data obtained from interviews with 20 entrepreneurs, increasing the speed of decision-making, increasing the desire to take risks, survival in the market, and increasing the tendency to innovate are among the most important positive consequences of the innovative way of feeling in entrepreneurial marketing behavior.

Qaraipour and Hafezi (2014) in their research titled "Impact of Information and Communication Technology on Entrepreneurial Marketing" stated that today, due to the rapid increase in competition and the complexities of the information age, organizations need to be trained in skills that can advance with modern science. One of these important and effective skills is entrepreneurship, which is used by everyone to grow and develop their organization. Entrepreneurship is a process in which innovative and appropriate ideas are identified and implemented in order to exploit existing opportunities and resources. One of the most important factors in strengthening and expanding the entrepreneurial culture is the existence of appropriate organizational structures and organizations. The entrepreneurial organization grows, improves and supports innovative efforts to provide new products and services and provides the platform for this dynamic. The provision of information and communication technology is advancing rapidly and the societies of the world are undergoing changes. As a result of these developments, the current century has been registered in the name of information and communication technology. In this era, the world is connected like a village where people can find out the latest news of the day whenever they want. Information and communication technology has affected all social activities, including entrepreneurship, and has brought about fundamental changes in many of them. Today, entrepreneurship is highly dependent on the platforms provided by information and communication technology and benefits from it. In fact, entrepreneurial activities lead to the recognition of needs, the creation of ideas and the birth of technologies, and entrepreneurship is the engine of the development of information technology and the



creation of new technologies. Undoubtedly, entrepreneurship has a major contribution and a special role in the development of information technology. This technology has also influenced entrepreneurship and, in other words, it has created modern entrepreneurship. In this article, the features of the communication and information age and the introduction of entrepreneurship are first examined, and then the mutual relations between entrepreneurship and information technology and marketing with entrepreneurship are discussed.

Seyedjavadin et al. (2014). In a research entitled "Entrepreneurial marketing of small and medium-sized businesses in the information technology industry with the classical contextual theory approach", they stated that small and medium-sized businesses have characteristics that distinguish them from large businesses. One of these features is related to marketing; So that little marketing skill in small businesses often leads to lower levels of performance, higher risks and failure. Having an approach derived from the review and analysis of successful small businesses is the basic need of such businesses. The term "entrepreneurial marketing" was used to describe the marketing activities carried out in SMEs. The current research tries to explain the characteristics of entrepreneurial marketing of small and medium-sized businesses of information and communication technology, with the approach of classical grounded theory. In this research, first samples were selected and in-depth interviews were conducted. After conducting several interviews, the initial model resulting from coding and analysis was prepared and the final model was completed step by step. Also, with a comparative view, ten interviews were conducted in the developed country of Denmark with ten managers-owners of SMEs in the ICT industry of this country, as a side work. The results of codings and analyzes with Glazer's approach in the whole theory brought about entrepreneurial marketing specific to this industry. Finally, the article described the components of the entrepreneurial marketing model.

Faiz et al. (2012) in a research entitled "Investigating the effect of marketing capabilities on organizational entrepreneurship of small and medium-sized companies (case study of Tehran Hamburger Food Company)" stated that the method of preparing hamburgers, which is the subject of many citizens' doubts, was filmed and Its new, completely hands-free preparation technology

was introduced to Instagram followers and subsequently increased the company's hamburger sales by more than 4 times. First, the new technologies of hamburger production were noticed; Secondly, communication technology is also important for making people aware. This has shown that hamburger is a food need of the people and if its health is ensured, its sales will increase many times. Up-to-date technologies are particularly important in the health of hamburgers.

3-Research method

This research is hybrid in terms of its purpose, application, and method. This means that both quantitative and qualitative methods have been used for research. First, by using the studied theoretical foundations, an overview of the considered situation was obtained, and then its ambiguous points were prepared and arranged in the form of interview questions. After interviewing the community members, the quantitative part, part of the answered questions and considered factors were listed. Based on that, the questionnaire was designed and the qualitative part started. In the qualitative part, the respondents answered the questionnaire and by analyzing it, the factors were ranked. The interview questions and the questionnaire have been approved by several experts and management science professors before being presented and are valid in this respect. The reliability of the questionnaire was also measured with Cronbach's alpha and the validity of the research tool was proved. The statistical population of the first part included all senior and small managements of heavy metalworking companies throughout the country of Iraq, and the second part includes all the customers of these companies. Sampling is accessible and targeted. Only once they have insisted on cooperation, and if they are approved, they are considered part of the sample. The statistics of these companies can be obtained from the Department of Industry and Mining .

3.1 interview section

As mentioned, the basis of the interview was the uncertainties after studying the theoretical foundations related to the research, and on this basis, the interview questions were prepared and finally succeeded in interviewing ten members of the statistical population, whose details are shown in Table 1. The interview questions have been approved by experts and professors of management science, and in this sense, they are valid.



Table 1: Details of the interviewees

| post | Number (person) |
|--|------------------------|
| CEO | 2 |
| senior manager | 3 |
| Business manager | 4 |
| Representative of the company in the consortium | 1 |
| Total | 10 |

3.2 Questionnaire section

Through the analysis of the interview text, four main factors were identified, each with four sub-factors, for a total of 16 factors. The designed questionnaire

Cronbach's alpha as the reliability of the questionnaire, which indicates its validity for the research.

measured each factor with two questions, for a total of 32 questions, and was approved by management science professors. Table 2 shows the details of the respondents and Table 3 shows the

Table 2: Details of those questioned

| post | Number (person) |
|--|------------------------|
| CEO | 5 |
| Chairman of the Board | 40 |
| Business manager | 15 |
| Manager of the international department | 15 |
| Project managers | 25 |
| Total | 100 |

Table 3: The questions of the questionnaire and their validity

| Questionnaire questions | Cronbach's alpha | Result |
|--------------------------------|-------------------------|----------------------------|
| 32 | 0.82 | Credit confirmation |

3.3 Sufficiency Test

Unlike probability sampling methods, which aim to generalize the results from a representative sample to the entire population of interest, qualitative research does not have such a goal. Instead, it aims to describe or explain a phenomenon in the most detailed way possible. Therefore, a criterion is introduced that considers reaching the maximum amount of information about the phenomenon as the endpoint. This criterion, in the context of qualitative research, is called saturation.

Data saturation or theoretical saturation is an approach used in qualitative research to determine the sufficiency of sampling. It is more closely related to theoretical sampling, which is used in grounded theory or data-driven research.

More precisely, it can be said that the characteristics of a theoretical category or class have reached saturation. This occurs when no further data is introduced into the research that would develop, modify, enlarge, or add to the existing theory. In this situation, new data entering

the research does not change the existing classification or suggest the creation of a new category. In other words, according to Strauss and Corbin, it is the categories that reach saturation.

A criterion for discovering saturation is the repetition of previous data, so that the researcher regularly encounters data that are repeated. For example, when the researcher hears the same words and opinions repeatedly in the ongoing interviews, he can assume that he has reached data saturation. Nevertheless, it has been suggested that after the researcher feels the findings are being repeated. He should do some additional interviews to confirm his opinion.

4. FINDINGS

As mentioned, ten people were successfully interviewed among the members of the statistical community, and the descriptive statistics of this part of the research are as described in Table 4. The majority of the interviewees had a good background and education.



Table 4: Descriptive statistics of the interview

| series | post | age | work history | Field of Study | education |
|---------------|------------------|------------|---------------------|-----------------------|------------------|
| 1 | CEO | 45 | 19 | Business Management | Ph.D |
| 2 | CEO | 48 | 15 | Government management | MSc |
| 3 | chief manager | 40 | 17 | Psychology | MSc |
| 4 | chief manager | 38 | 15 | Accounting | MSc |
| 5 | chief manager | 35 | 12 | Law | MSc |
| 6 | Business manager | 39 | 10 | Accounting | BS |
| 7 | Business manager | 40 | 11 | economics | BS |
| 8 | Business manager | 35 | 12 | economics | MSc |
| 9 | Business manager | 32 | 11 | Accounting | Associate degree |
| 10 | representative | 29 | 10 | Government management | BS |

Descriptive statistics of the respondents by age, background and education of the respondents are shown in Tables 5, 6 and 7. The majority of the respondents have a suitable and homogeneous distribution and their education level and work experience are considered suitable .

Table 5: Age of the respondents

| post | 15-25 | | 26-35 | | 36-45 | | 46-55 | | 56-65 | |
|--|--------------|---------|--------------|---------|--------------|-----------|--------------|-----------|--------------|-----------|
| | Frequency | Percent | Frequency | Percent | Percent | Frequency | Percent | Frequency | Percent | Frequency |
| CEO | 1 | 1 | 2 | 2 | 2 | 2 | 0 | 0 | 0 | 0 |
| Chairman of the Board | 5 | 5 | 15 | 15 | 10 | 10 | 5 | 5 | 5 | 5 |
| Business manager | 3 | 3 | 2 | 2 | 5 | 5 | 3 | 3 | 2 | 2 |
| Manager of the international department | 1 | 1 | 4 | 4 | 7 | 7 | 3 | 3 | 0 | 0 |
| Project managers | 3 | 3 | 4 | 4 | 8 | 8 | 5 | 5 | 5 | 5 |
| Total | 13 | 13 | 27 | 27 | 32 | 32 | 16 | 16 | 12 | 12 |

Table 6: Education of the respondents

| post | Diploma | | Associate degree | | BS | MSc | Ph.D | | | |
|--|----------------|---------|-------------------------|---------|-----------|------------|-------------|-----------|---|---|
| | Frequency | Percent | Frequency | Percent | Percent | Frequency | Percent | Frequency | | |
| CEO | 0 | 0 | 0 | 0 | 1 | 1 | 3 | 3 | 1 | 1 |
| Chairman of the Board | 0 | 0 | 0 | 0 | 32 | 32 | 8 | 8 | 0 | 0 |
| Business manager | 0 | 0 | 0 | 0 | 10 | 10 | 5 | 5 | 0 | 0 |
| Manager of the international department | 0 | 0 | 0 | 0 | 8 | 8 | 7 | 7 | 0 | 0 |



| | | | | | | | | | | |
|-------------------------|---|---|---|---|----|----|----|----|---|---|
| Project managers | 0 | 0 | 0 | 0 | 10 | 10 | 13 | 13 | 2 | 2 |
| Total | 0 | 0 | 0 | 0 | 61 | 61 | 36 | 36 | 3 | 3 |

Table 7: The work experience of the respondents (years)

| post | 10-5 | | 11-15 | | 16-20 | | 21-25 | | 26-30 | |
|--|---------------|---------|---------------|---------|---------|---------------|---------|---------------|---------|---------------|
| | Frequenc y | Percent | Frequenc y | Percent | Percent | Frequenc y | Percent | Frequenc y | Percent | Frequenc y |
| | 4 | 4 | 1 | 1 | 0 | 0 | 0 | 0 | 0 | 0 |
| CEO | 20 | 20 | 10 | 10 | 10 | 10 | 0 | 0 | 0 | 0 |
| Chairman of the Board | 5 | 5 | 3 | 3 | 2 | 2 | 0 | 0 | 0 | 0 |
| Business manager | 3 | 3 | 2 | 2 | 1 | 1 | 3 | 3 | 2 | 2 |
| Manager of the international department | 5 | 5 | 5 | 5 | 8 | 8 | 4 | 4 | 3 | 3 |
| Project managers | 37 | 37 | 21 | 21 | 21 | 21 | 7 | 7 | 5 | 5 |

The first analysis performed was in the theoretical studies section, where the study findings were analyzed and based on which the interview questions were designed. After the interview, the answers given were analyzed and the validity of the determined factors was confirmed using the Delphi tactic shown in Table 8. Here, the format and basis of the effective factors were examined. After the initial determination of the interview results, the results of the questionnaire

section were statistically extracted and ranked based on them. Table 9 shows the initial ranking based on the average of the responses. In the initial review, the customer's choice has been assigned the first rank. The standard deviation also has a reasonable value and means that the answers are not scattered. To check the ranking carefully, the Friedman ranking test was used, which is shown in Table 10.

Table 8: Analysis of the results of the interview section using the Delphi method

| Influe ntial | Managerial Process | Approving experts | Successful experience s | Result |
|-------------------------------|-------------------------------|--|-------------------------------|-----------|
| Customer choice | Homogeneity | 1 managing director and 2 senior managers with master's education | Baghdad | confirmed |
| | Continuous attendance | 1 managing director with PhD education and 1 business manager | Baghdad | confirmed |
| | purchase history | 1 managing director and 2 senior managers with master's education | Basra | confirmed |
| | Attention to character | 1 managing director with doctorate education, senior manager with master's education and 2 business managers with bachelor's education | Halla | confirmed |
| Determining the right time | Attention to busyness | 1 managing director with doctorate education and 1 business manager with master's education. | Halla | confirmed |
| | Flexibility in time agreement | 1 managing director with doctorate education and 1 business manager with master's education. | Basra | confirmed |



| | | | | |
|---------------------------|--|---|----------------|------------------|
| | <i>The shortness of the interview</i> | <i>1 managing director with doctorate education and 2 senior managers with master's education</i> | <i>Baghdad</i> | <i>confirmed</i> |
| | <i>Attention to fatigue</i> | <i>1 managing director with doctorate education, senior manager with master's education and 2 business managers with bachelor's and master's education.</i> | <i>Basra</i> | <i>confirmed</i> |
| Targeted selection | <i>Brief questions</i> | <i>1 managing director with doctorate education, senior manager with master's education and 2 business managers with bachelor's and master's education.</i> | <i>Baghdad</i> | <i>confirmed</i> |
| | <i>Questions based on theory</i> | <i>1 managing director and 2 senior managers with master's education</i> | <i>Baghdad</i> | <i>confirmed</i> |
| | <i>Questions according to the facilities</i> | <i>1 managing director and 2 senior managers with master's education</i> | <i>Basra</i> | <i>confirmed</i> |
| | <i>Important to show offers</i> | <i>1 managing director and 2 senior managers with master's education</i> | <i>Basra</i> | <i>confirmed</i> |
| Customer respect | <i>proper reception</i> | <i>1 managing director with doctorate education and 1 business manager with master's education.</i> | <i>Halla</i> | <i>confirmed</i> |
| | <i>Proper behavior</i> | <i>1 managing director with doctorate education and 2 senior managers with master's education</i> | <i>Basra</i> | <i>confirmed</i> |
| | <i>Apologies for taking time</i> | <i>1 manager and 2 senior managers with master's education</i> | <i>Baghdad</i> | <i>confirmed</i> |
| | <i>Failure to induce a response</i> | <i>1 managing director with doctorate education and 2 senior managers with master's education</i> | <i>Basra</i> | <i>confirmed</i> |

Table 9: Mean and Standard Deviation of Scores for Key Factors

| Group | Statistical Measure | Customer Selection | Appointment Scheduling | Targeted Questioning | Respect for Customers |
|---------------------------|----------------------------|---------------------------|-------------------------------|-----------------------------|------------------------------|
| Overall Population | <i>Mean</i> | 4.8 | 3.7 | 2.2 | 1.95 |
| | <i>Standard Deviation</i> | 0.15 | 0.16 | 0.12 | 0.15 |

Table 10: Friedman test results for ranking the main factors

| Group | Statistical Measure | Customer Selection | Appointment Scheduling | Targeted Questioning | Respect for Customers |
|---------------------------|----------------------------|---------------------------|-------------------------------|-----------------------------|------------------------------|
| Overall Population | <i>Friedman's score</i> | 4.5 | 4.25 | 2.75 | 2.5 |
| | <i>rank</i> | 1 | 2 | 3 | 4 |

As stated, there were four main factors, each of which was classified based on the Friedman test. For each main factor, four sub-factors were determined as shown in Table 10. A survey on the effect of each factor was

conducted with two questions in the questionnaire. After ranking the main factors, the secondary factors were also ranked and these factors were identified in Table 10.



5- Summary and Conclusion

In the personal marketing strategy, first of all, one should be very careful in choosing the client and choose a person to meet who seems homogeneous in every way, in the sense that he has the necessary fit with the general clientele of that area. Then he paid attention to his continuous presence and purchase history and at the same time took into account his personality. In fact, it has gone to the person who is more likely to buy, and time and money should not be wasted on people who have entered for curiosity and other purposes other than buying.

The meeting time should be chosen correctly. It should be considered that the customer is not required to cooperate, and therefore, he should pay attention to his busy schedule and use maximum flexibility at the

appointed time. The interview was short and he was tired. In this way, he did not consider the interview to be mandatory and he will make the appropriate decision on his own.

Questions should be designed in a targeted manner and marginal questions should be avoided. The questions should be brief and useful and based on theoretical concerns. Also, the content of the questions should be consistent with the available facilities and should be induced to the customer in such a way that the business owner values the customer's suggestions.

During the entire interview, respect for the client must be maintained. He was given a proper reception and apologized for taking up his time. The answers should not be induced to him, and while asking the question, he was waiting to receive the answer, so that respect for him could be felt.

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